



City of Barrie

70 Collier Street
P.O. Box 400
Barrie, ON L4M 4T5

Final General Committee

Saturday, November 20, 2021

9:00 AM

Council Chamber/Virtual

GENERAL COMMITTEE REPORT

For consideration by Barrie City Council on December 6, 2021.

The meeting was called to order by Mayor, J. Lehman 9:04 a.m. The following were in attendance for the meeting:

Present: 10 - Mayor, J. Lehman
Deputy Mayor, B. Ward
Councillor, C. Riepma
Councillor, K. Aylwin
Councillor, A. Kungl
Councillor, R. Thomson
Councillor, G. Harvey
Councillor, J. Harris
Councillor, S. Morales
Councillor, M. McCann

Absent: 1 - Councillor, N. Harris

STAFF:

Chief Administrative Officer, M. Prowse
City Clerk/Director of Legislative and Court Services, W. Cooke
Committee Support Clerk, T. Maynard
Coordinator of Elections and Special Projects, T. McArthur
Director of Development Services, M. Banfield
Director of Finance/Treasurer, C. Millar
Director of Information Technology, R. Nolan
Director of Legal Services, I. Peters
Director of Operations, D. Friary
Executive Director of Access Barrie, R. James-Reid
General Manager of Community and Corporate Services, D. McAlpine
General Manager of Infrastructure and Growth Management, B. Araniyasundaran
Manager of Corporate Asset Management, K. Oakley
Senior Manager of Corporate Finance Investments, C. Gillespie
Supervisor of Development Charges, M. Villeneuve

Service Desk Generalist, K. Kovacs.

The General Committee met and reports as follows:

SECTION "A"

21-G-268

PRESENTATION CONCERNING THE LONG RANGE FINANCIAL PLAN, TIMING OF DEVELOPMENT AND 10-YEAR CAPITAL PLAN DEFERRAL OPTIONS

Craig Millar, Director of Finance/Treasurer, Michelle Banfield, Director of Development Services, Bala Araniyasundaran, General Manager of Infrastructure and Growth Management and Dawn McAlpine, General Manager of Community and Corporate Services provided a presentation concerning the proposed Long Range Financial Plan (LFRP), the timing of future City development and deferral options for the 10-Year Capital Plan.

Mr. Millar, Ms. Banfield, Mr. Araniyasundaran and Ms. McAlpine discussed slides concerning the following topics:

Long Range Financial Plan - Five Strategies to Strengthen the City's Financial Position:

- The purpose of a Long Range Financial Plan and financial policy updates;
- A bar graph illustrating the City's debt capacity from 2021 to 2041;
- An overview on allocation of the Barrie Hydro dividend (BHHI);
- Charts illustrating the current and proposed projections of the Reinvestment and Tax Capital Reserves from 2022 to 2029;
- The positive outcomes of increasing the BHHI dividend contributions to the Tax Capital Reserve and maintaining the Reinvestment Reserve;
- An overview on the LRFP and proposed Policy Framework;

Timing of Growth:

- The timing of growth and development charges revenue;
- The development approval timelines detailing the improvements, complexities for development in the Building Boundary and Secondary Plan Areas, and application volumes;

10-Year Capital Plan Deferral Options:

- A summary on the deferral considerations, deferral options of capital projects;
- The considerations of deferring Infrastructure Projects;
- The impacts of deferring the Road Widening/McKay Interchange Projects and the Water/Wastewater Project;
- A summary of the proposed Infrastructure Projects to be deferred;

- The proposed deferral options for Corporate Facility Projects:
 - The Community Centres and Libraries/Other Facilities;
 - The Hewitt's Community Centre and Library (FC1085/1086);
 - The Allandale Recreation Renovation/Expansion (Z281);
 - The Salem Community Centre and Library (613/614);
 - Barrie Simcoe Emergency Service Campus - Phase 2 (693);
 - Fisher Performing Arts Centre (FC1138);
 - Secondary Plan Area Municipal Campus (FC1126);
 - Dorian Parker Centre Renovation/Rebuild (599); and
 - Barrie Molson Centre (Sadlon Arena) New Event Staging/Show Curtain (244/245).
- An overview of other projects considered for deferral and currently not funded projects in the 10-year Plan;
- A summary of the 10-year Capital Plan; and
- Charts illustrating the reserve impacts for Development Charges and Tax Capital Reserve from 2022 to 2029.

Members of Committee asked a number of questions to City staff and received responses.

This matter was recommended (Section "A") to City Council for consideration of receipt at its meeting to be held on 12/6/2021.

General Committee recessed from 11:39 a.m. to 11:54 a.m.

The General Committee met and recommends adoption of the following recommendation(s):

SECTION "B"

21-G-269

TIMING OF DEVELOPMENT AND 10-YEAR CAPITAL DEFERRAL OPTIONS

1. That the following Infrastructure Projects be amended in the 2022 to 2031 Capital Plan:
 - a) That Project EN1375 Big Bay Point Road Expansion - Prince William to Street N (City) be deferred with the proposed expenditures of \$40 thousand in 2025, \$44 thousand in 2026, \$375 thousand in 2027, \$375 thousand in 2028, \$186 thousand in 2029, \$386 thousand in 2030 and \$2.96 million in 2031 deferred to 2032, 2033, 2034, 2035, 2036, 2037 and 2038 respectively;

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- b) That the start of the Lockhart Road ROW Expansion related Projects be deferred as follows:
- i. That Project EN1354 Lockhart Road ROW Expansion - Huronia to Yonge (City) be deferred with the proposed expenditures of \$266 thousand in 2027, \$413 thousand in 2028, \$1.2 million in 2029, \$6.35 million in 2030 and \$1.42 million in 2031 deferred to 2034, 2035, 2036, 2037 and 2038 respectively;
 - ii. That Project 000334 Lockhart Road ROW Expansion - Prince William to East of Collector 11 (Developer) be deferred with the proposed expenditures of \$47 thousand in 2025, \$211 thousand in 2026, \$211 thousand in 2027, \$1.44 million in 2028, \$288 thousand in 2029, \$1.74 million in 2030, and \$1.74 million in 2031 deferred to 2032, 2033, 2034, 2035, 2036, 2037 and 2038 respectively;
 - iii. That Project Z499 Lockhart Road ROW Expansion - Yonge to Prince William (City) be deferred with the proposed expenditures of \$156 thousand in 2025, \$702.5 thousand in 2026, \$702.5 thousand in 2027, \$3.81 million in 2028, \$651 thousand in 2029, \$5.79 million in 2030, and \$5.79 million in 2031 deferred to 2032, 2033, 2034, 2035, 2036, 2037 and 2038 respectively; and
 - iv. That Project EN1334 Z499 Lockhart Road ROW Expansion and Trunk Watermain - Saunders to Huronia (City) be deferred with the proposed expenditures of \$505.01 thousand in 2025, \$3.56 million in 2026, \$3.76 million in 2027, \$4.33 million in 2028, \$644 thousand in 2029, and \$14.81 million in 2031 deferred to 2032, 2033, 2034, 2035, 2036, and 2038 respectively.
- c) That Project 000332 McKay Pump Station (City) be deferred with the proposed expenditures of 48 thousand in 2027, \$144 thousand in 2028, \$514 thousand in 2029, \$186 thousand in 2029, \$834 thousand in 2030 and \$2.42 million in 2031 deferred to 2034, 2035, 2036, 2037 and 2038 respectively;
- d) That Project EN1251 McKay Road New Interchange - Highway 400 (City) expenditures in the years 2026 to 2031 (of \$944.6 thousand in 2026, \$9.90 million in 2027, \$9.90 million in 2028, \$14.85 million in 2029, \$10.47 million in 2030, and \$12.51 million in 2031) be deferred to 2033, 2034, 2035, 2036, 2037 and 2038 respectively;

- e) That the start of the construction phases of Watermain, Road, Reservoir, Pumping Station, Sanitary Sewer and ROW related Projects be deferred as follows:
 - i. That the construction phase of Project EN1276 Salem Road New Transmission Watermain and Road Expansion - County Road 27 to Dunn (Developer) be deferred with the proposed expenditures of \$250 thousand in 2030 and \$1.67 million in 2031 deferred to 2037 and 2038 respectively;
 - ii. That Project EN1340 Salem Road New Transmission Watermain and Road Expansion - Essa Rd to Veterans Dr (Developer) be deferred with the proposed expenditure of \$2.52 million in 2031 deferred to 2038 respectively;
 - iii. That Project 000926 Salem Road Reservoir and Pumping Station be deferred with the proposed expenditures of \$390 thousand in 2026, \$1.91 million in 2027, \$1.91 million in 2028, and \$9.25 million in 2031 deferred to 2033, 2034, 2035 and 2038 respectively; and
 - iv. That the construction phase of Project EN1272 Salem Rd New Watermain, NewTrunk Sanitary Sewer and ROW Expansion-Veterans to Saunders (City) be deferred with the proposed expenditures of \$578 thousand in 2026, \$2.61 million in 2027, \$2.61 million in 2028, \$3.86 million in 2029, \$644 thousand in 2030 and \$13.69 million in 2031 deferred to 2033, 2034, 2035, 2036, 2037 and 2038 respectively.
 - f) That a new Project Transportation safety and pavement holding strategies be added with proposed expenditures of \$600 thousand in 2022, \$4.5 million in 2023, \$200 thousand in 2024 and \$1.5 million in 2025.
2. That the following Corporate Facility Projects be amended in the 2022 to 2031 Capital Plan:
- a) That Project FC1085/1086 Hewitt's Community Centre and Library remain with the proposed \$51.25 million in deferrals in the 2022 Capital Plan;
 - b) That Project Z281 Allandale Recreation Centre Expansion be amended to reverse the expenditure levels in 2028 and 2029, as follows:

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- i. To delete \$19.37 million in 2028 and replace it with \$9.69 million; and
 - ii. To delete \$9.69 million in 2029 and replace it with \$19.37 million.
 - c) That Project 000613 Salem Community Centre New Building Development be deferred with the proposed expenditures of \$13 million in 2026, \$38.5 million in 2027 and \$38.5 million in 2028 deferred as follows:
 - i. \$20 million in 2029;
 - ii. \$17.45 million in 2030; and
 - iii. \$39.55 million in 2031.
 - d) That Project 000614 Salem Library Branch New Build Development be deferred with the proposed expenditures of \$500 thousand in 2026, \$6.75 million in 2027 and \$6.75 million in 2028 deferred as follows:
 - i. \$6.75 million in 2030; and
 - ii. \$6.75 million in 2031.
 - e) That Project 000693 Barrie-Simcoe Emergency Services Campus - Phase 2 be deferred with the proposed expenditures of \$10 million in 2027 and \$19.37 million in 2028 deferred to 2030 and 2031 respectively.
 - f) That Project FC1126 Secondary Plan Area Municipal Campus New Site Development be deferred with the proposed expenditures of \$7 million in 2025 and \$3 million in 2026 deferred to 2027 and 2030 respectively.
 - g) That Project 000599 Dorian Parker Centre Renovation / Rebuild of Facility be deferred with the proposed expenditures of \$535 thousand in 2023, \$2 million in 2024 and \$1 million in 2025 deferred to 2027, 2028 and 2029 respectively.

This matter was recommended (Section "B") to City Council for consideration of adoption at its meeting to be held on 12/6/2021.

SECTION "C"**21-G-270 LONG RANGE FINANCIAL PLAN AND FINANCIAL POLICY FRAMEWORK UPDATE**

1. That the Watson and Associates Economists Ltd. (Watson) Long Range Financial Plan attached as Appendix "A" to Staff Report FIN018-21, be received.
2. That the existing Financial Policies Framework be replaced with the revised Financial Policies Framework as identified in Appendix "B" to Staff Report FIN018-21.
3. That the following strategies be implemented to strengthen the City's financial position:
 - a) That beginning in 2023, the contribution to the Dedicated Infrastructure Renewal Fund (Tax Capital Reserve) be increased to 1%;
 - b) That staff be directed to bring forward an updated Development Charge Background Study and related by-law in 2023 and a proposed new Community Benefit Charge;
 - c) To consider revising the phasing requirements in the Official Plan for the Salem and Hewitt's Secondary Plan areas to ensure that future phases are not unreasonably developed before areas where capacity currently exists; and
 - d) That traditional front-ending agreements or credit agreements with longer payback periods be requirement for any Capital works in Phases 2 and 3 of the Salem and Hewitt's Secondary Plan areas.
4. That staff in the Development Services Department report back to Planning Committee on managing extension requests to existing planning approvals such as conditions, site plan approval and draft plan of subdivision approvals. (FIN018-21) (File: F00)

This matter was recommended (Section "C") to City Council for consideration of adoption at its meeting to be held on 12/6/2021.

The General Committee met and reports as follows:

SECTION "D"

**21-G-271 LONG RANGE FINANCIAL PLAN AND FINANCIAL POLICY
FRAMEWORK UPDATE - BARRIE HYDRO HOLDINGS INC. DIVIDEND**

That the following strategy be implemented to strengthen the City's financial position:

- b) That beginning in 2023, allocate 50% of the Barrie Hydro Holdings Inc. dividend to the Tax Capital reserves and the remaining 50% to the Reinvestment Reserve.

LOST

This matter was recommended Section "D" to City Council for receipt at its meeting to be held on 12/6/2021.

ENQUIRIES

Members of General Committee did not address any enquires to City staff.

ANNOUNCEMENTS

Members of General Committee did not provide any announcements.

ADJOURNMENT

The meeting adjourned at 1:13 p.m.

CHAIRMAN