

# 2024 City Services Operating Budget

## Overview Presentation



# 2024 City Services OPERATING BUDGET

# 2024 Business Plan Process



# Financial Management & Condition

- Financial Policy Framework
- Capital Financing and Debt Policy
- Purchasing By-law
- Infrastructure Investment Funding
- 2023 S&P Global maintained AA+ credit rating



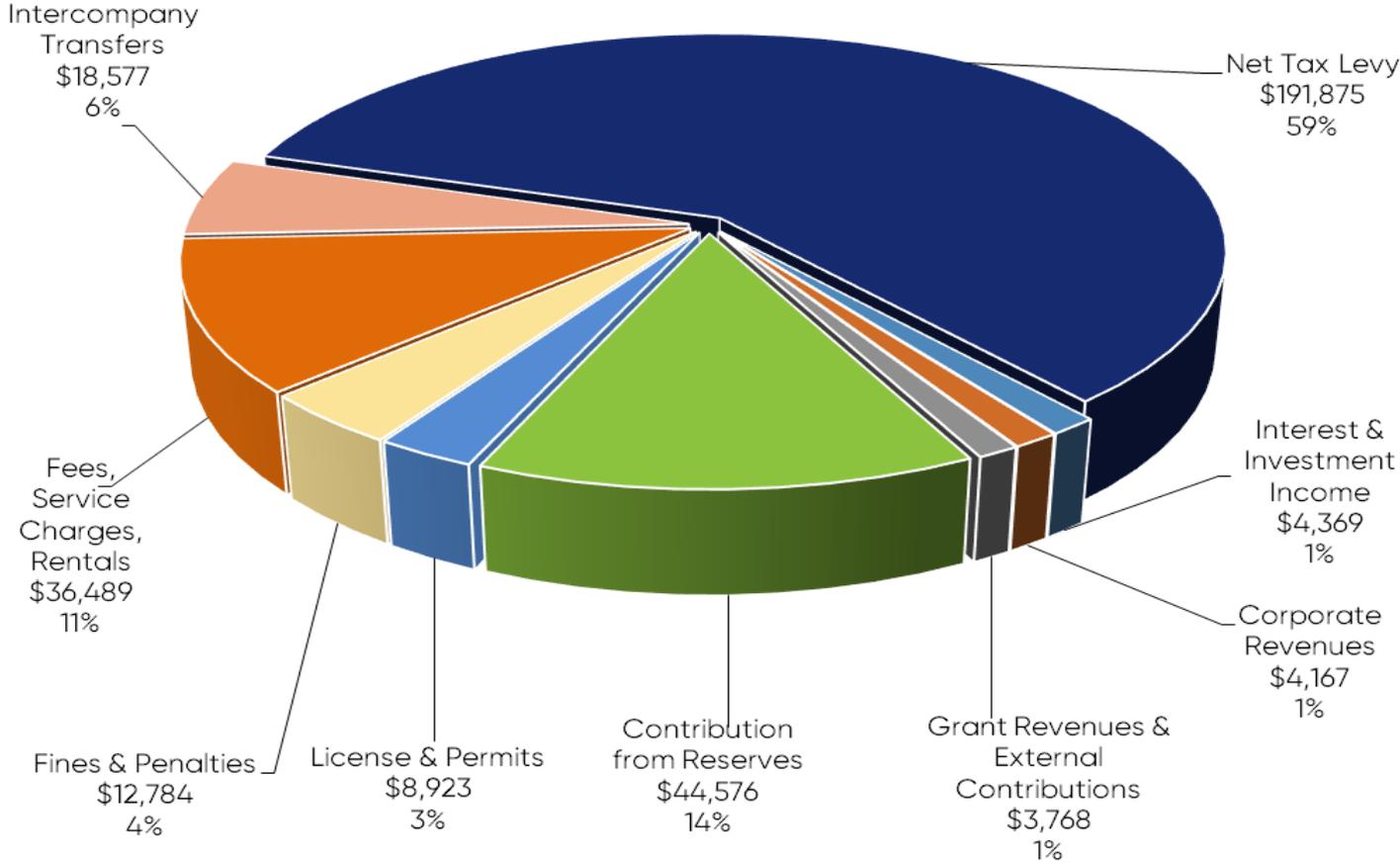
- Tax Funded reserves
- Development Charge Reserves
- Reinvestment Reserve



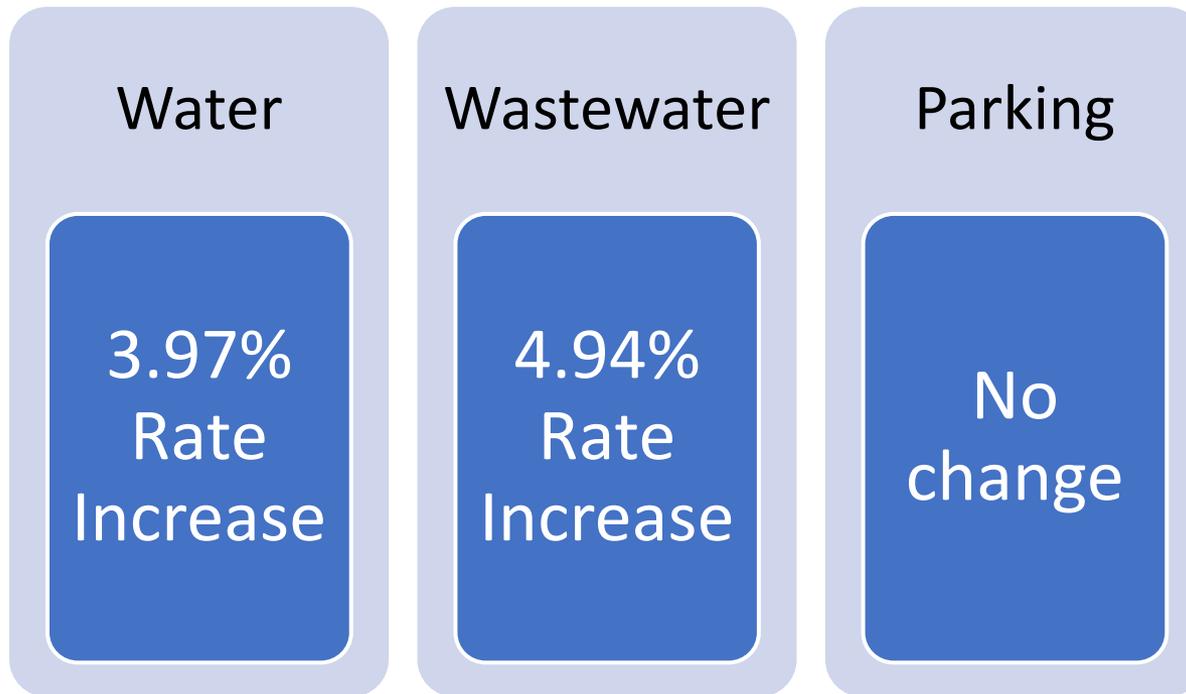
# 2024 Proposed Tax Rate Impact

Description	Tax Levy Increase/(Decrease)	Tax Rate Impact
Maintain service levels for City operations	\$ 9,240,065	2.88%
Increased Operational Subsidy (Reserve Draws)	\$ (546,482)	-0.17%
Debt Management	\$ (1,122,146)	-0.35%
Reserve Contributions (excluding IIF, CoS)	\$ 887,343	0.28%
New Investment & Service Recommendations	\$ 925,333	0.29%
Assessment Growth	\$ (6,000,000)	-1.87%
<b>City Operations</b>	<b>\$ 3,384,113</b>	<b>1.06%</b>

# 2024 City Operations Sources of Operating Revenue - \$325M (\$000s)



# User Rate Budgets



# 2024 Capital Plan

## Overview Presentation



# Capital Plan Objective's

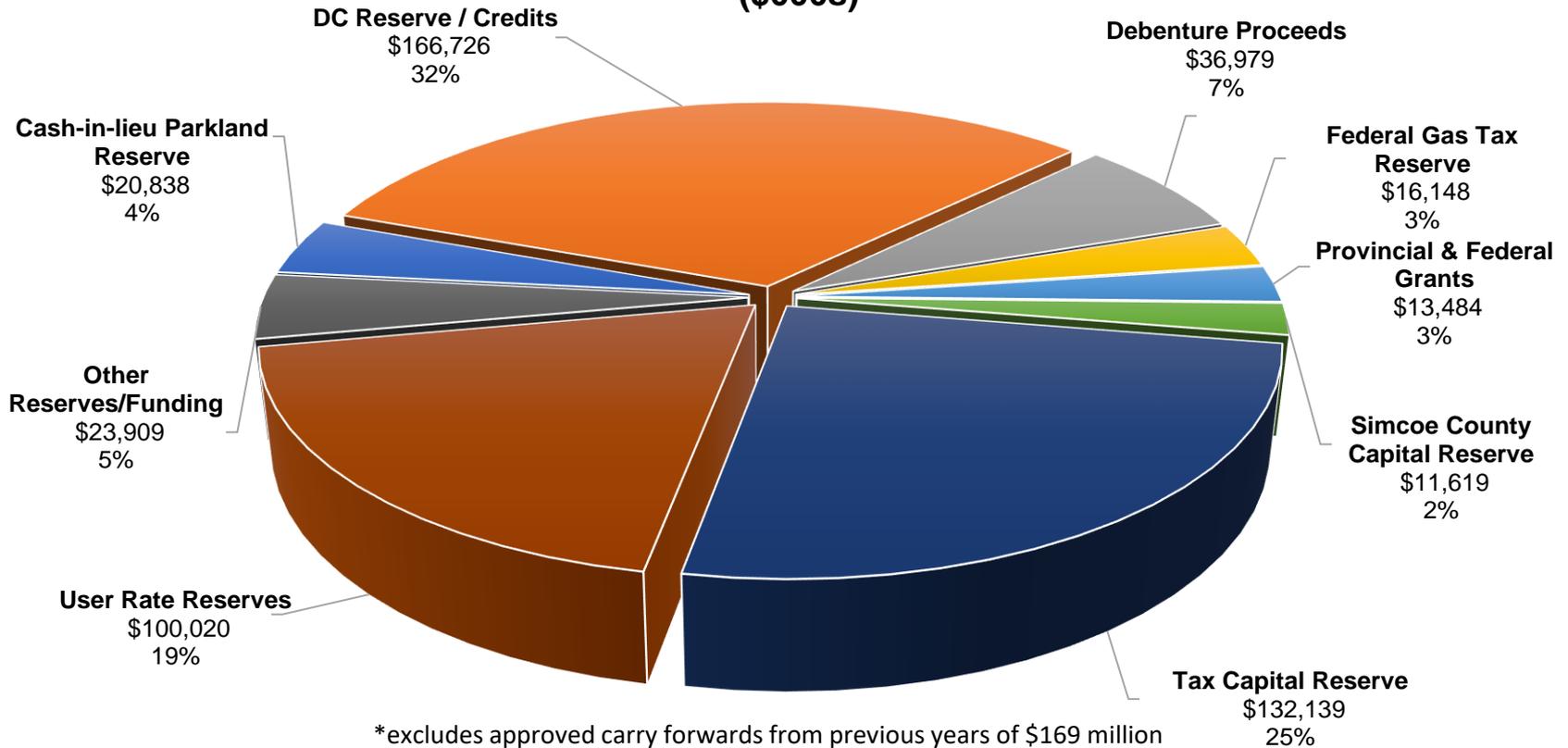
- Update existing **10 Year Capital Plan** (1 Year Budget, 4 Year Forecast, 5 Year Outlook)
- Prepare 2024 Capital Budget with appropriate consideration of:
  - Council's **strategic goals**,
  - Focus on the execution of **Growth Management Plans**,
  - Investment in renewing the City's existing infrastructure 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

# What's in the Plan?



Capital Plan Key Projects	2024 Phase
Wastewater Treatment Facility upgrades	Study/Pre-Design/Design Construction
Fire Station 6	"Property Construction"
Neighbourhood Renewal Project (NRP) – HNS Wellington D1 Neighbourhood Reconstruction	Construction
Bryne Drive South New Road Construction – Harvie to North of Caplan	Construction
Pavement Management Program	Construction
Operations Centre Master Plan – Implementation	Construction
Allandale and Downtown Transit Mobility Hubs	Construction
Duckworth Street – Bell Farm to St. Vincent	Construction
Hewitt's Community Centre New Building Development	Property
Bayview Drive New Transmission Watermain & Road Expansion – Little Avenue to Big Bay Point Road	Construction
Sophia Creek Storm System Upgrades	Design/Utilities/Construction

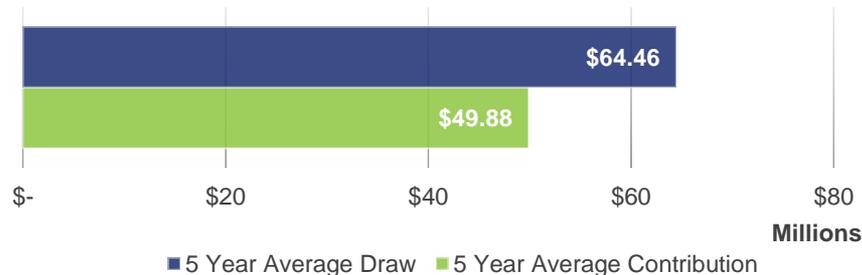
## 2024-2028 Requested Capital Spending Authority By Funding Source Total \$521.9 Million\* (\$000s)



# Tax Capital Reserve balance is low

Tax Capital Reserve	2024	2025	2026	2027	2028
Beginning Balance	\$ 75,215,628	\$ 32,595,482	\$ 9,466,225	\$ (3,867,040)	\$ 13,359,242
Draws: Carryforward & Previously Approved	\$ (79,894,375)	\$ (22,721,927)	\$ (7,995,903)	\$ (5,859,224)	\$ -
Draws: New Request	\$ (4,069,920)	\$ (19,986,348)	\$ (24,176,261)	\$ (7,342,332)	\$ (6,977,172)
Draws: Forecast	\$ -	\$ (23,776,815)	\$ (31,180,799)	\$ (26,265,862)	\$ (62,041,080)
Contributions: MOU Capital	\$ 2,290,000	\$ 1,240,000	\$ 4,840,000	\$ 8,450,000	\$ 6,740,000
Contributions: 2024 Business Plan	\$ 39,054,148	\$ 42,115,833	\$ 45,179,697	\$ 48,243,700	\$ 51,243,700
<b>Uncommitted / (Overcommitted) Reserve Balance</b>	<b>\$ 32,595,482</b>	<b>\$ 9,466,225</b>	<b>\$ (3,867,040)</b>	<b>\$ 13,359,242</b>	<b>\$ 2,324,691</b>

## Tax Capital Reserve 5 year Average Draw and Contribution



# Reinvestment Reserve Continuity Schedule

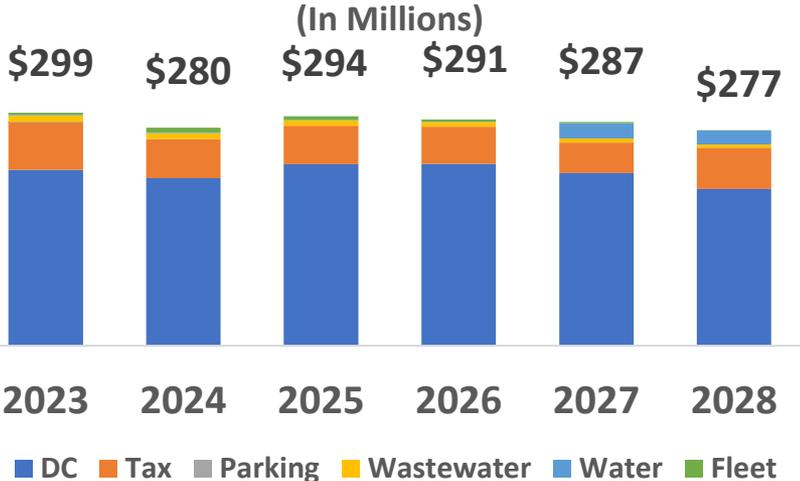
Reinvestment Reserve	2024	2025	2026	2027	2028
Beginning Balance	\$ 3,853,643	\$ (815,245)	\$ (4,472,900)	\$ (8,230,098)	\$ (11,761,285)
Draws: 2024 Business Plan	\$ (9,919,493)	\$ (8,955,000)	\$ (9,110,000)	\$ (8,940,000)	\$ (8,940,000)
Contributions: 2024 Business Plan	\$ 5,250,605	\$ 5,297,345	\$ 5,352,802	\$ 5,408,813	\$ 5,408,813
<b>Uncommitted / (Overcommitted) Reserve Balance</b>	<b>\$ (815,245)</b>	<b>\$ (4,472,900)</b>	<b>\$ (8,230,098)</b>	<b>\$ (11,761,285)</b>	<b>\$ (15,292,472)</b>

- Main draws from this reserve include

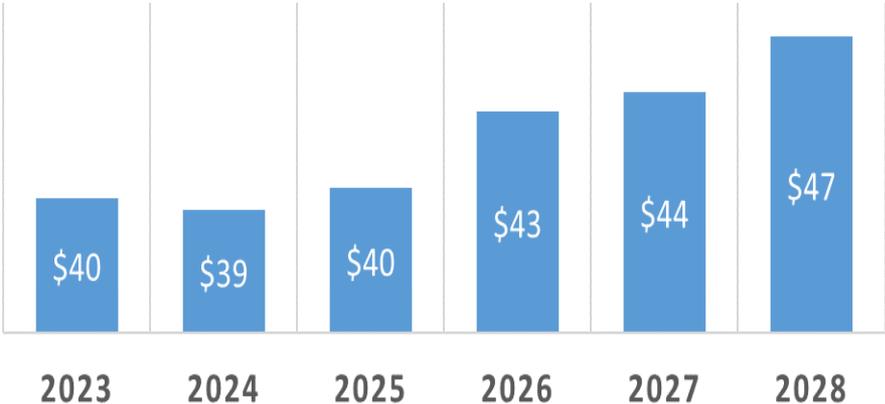
- Theatre Reserve \$2.5m
- Community Improvement Plan Reserve \$1.2m
- Tax operating budget \$4.9m

# Debt

FORECASTED DEBT LEVEL PER BY FUNDING SOURCE



EXPECTED DEBT SERVICING COST PER YEAR (IN MILLIONS)



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

# Next Steps

November 15, 2023

- Budget Binder Distribution

November 15<sup>th</sup>-29<sup>th</sup>, 2023

- Budget Q&A

November 22-29, 2023

- Budget Presentation and deliberations at Finance and Responsible Governance Committee/General Committee

December 6, 2023

- Approval of City Operations Budget

January 17, 2024

- Service Partner Presentations

January 24<sup>th</sup> and 31<sup>st</sup>, 2024

- GC /Council Consideration and Approval of total 2024 Budget & Business Plan

Refer to [www.Barrie.ca/Budget](http://www.Barrie.ca/Budget) for City of Barrie budget information

Questions can be emailed to [budget.questions@barrie.ca](mailto:budget.questions@barrie.ca)