



Capital Plan 2023

CAPITAL PLAN

Introduction

In order to deliver more than 60 municipal services, the City acquires, operates, maintains and renews assets including roads, sidewalks, sewer and water systems, buses, libraries and recreation facilities. In total, it would cost approximately \$6 billion to replace the assets owned by the City.

The City uses a risk-based approach to capital planning that prioritizes and balances the community's needs in a sustainable manner. The need to build and acquire new assets to service growth is ongoing, all while the City must maintain, renew, rehabilitate and replace existing aging assets.

The 2023-2032 Capital Plan includes projects to address the City's most critical needs, within the constraints of affordability and was reviewed to ensure that the capital plan as presented to Council can be delivered with cost and schedule certainty.

To ensure that the City manages its existing and future assets responsibly and is able to financially support future development, the application of leading asset management practices was a foundational element in the preparation of the 2023-2032 Capital Plan.

In 2009, the City began its asset management journey focusing on a pro-active, evidence-based approach that considers both immediate and long-term asset needs. Asset management helps the City make informed decisions on how to deliver services in a way that minimizes risk, is sustainable and makes the most financial sense.



The City has recently completed updates to its asset management plans (AMPs) for transportation, water, wastewater, and stormwater management assets in accordance with the requirements in Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. These AMPs consider the quantity, type, age, value and condition of the City's current assets as well as new, expanded, and upgraded assets needed to accommodate growth. The AMPs identify the life cycle activities, including operation, maintenance, renewal, expansion and upgrade, required to ensure that the City's infrastructure can sustainably provide appropriate levels of service to the community. The AMPs also forecast the costs of those activities and the options and risks associated with the City's current level of investment.

The City has an "infrastructure gap" and is investing less than what is needed to look after what we own, and ensure we can build what is needed to grow. This trend continues throughout the 10 years of the Capital Plan. In some cases, infrastructure gaps related to expansion and upgrade needs will be offset by growth proceeding slower than anticipated. In general, however, increased investment in operation, maintenance, and renewal of the City's infrastructure will be needed to ensure that core services are provided in a way that is financially sustainable while minimizing risks.

Given the infrastructure gap, risk-based prioritization of capital projects is essential to ensuring that the City is making the best possible decisions with limited funding.

Asset management plans for the rest of the City's assets – such as facilities, parks & recreation, fleet – are underway and will be completed by July 2024. The resulting data and conclusions will round out the details of the infrastructure gap and provide key inputs to decision making.

Capital Plan Objectives

Staff's stated objectives for the 2023 Budget and Business Plan process are to prepare an updated 10-year capital plan:

- Consisting of a 1-year budget, 4-year forecast, and 5-year outlook addressing both growth and renewal of infrastructure, with consideration to the maintenance of the City's AA+ credit rating and fiscal health.
- guided by the key principles of the City's Financial Policy Framework that continues to focus on implementing the growth framework and investment in renewing the City's current infrastructure to the greatest extent feasible, given the status of reserve levels and inflationary pressures which can be delivered with schedule and cost certainty



Capital Needs Prioritization

A key element of a sustainable, coordinated capital program is the ability to compare competing needs and priorities across the Corporation. In the context of the infrastructure gap and the City's financial condition, it is imperative that the City direct capital funding where it is most needed. Within the City's capital planning framework, projects are analyzed and assigned scores depending on driving factors. In general, for projects that are addressing existing asset renewal and replacement needs, a Business Risk Exposure calculation is undertaken and used as one of the factors to prioritize the project when comparing it to other community needs. If the project is being driven by the need to expand existing services and assets or for the provision of new services and assets, an Importance and Urgency calculation is undertaken and used to prioritize the project against all other needs. Scoring for each type of project is mapped on a four-by-four matrix so that various needs can be compared against one another in a consistent format. In 2017, the Environmental Commissioner of Ontario, in the Annual Energy Conservation Progress Report highlighted the City of Barrie's project prioritization process as an example of the benefits of a structured decision-making process.

Projects for which funds are being requested in the 2023-2032 Capital Plan will address only the highest priority and most critical needs that the City of Barrie is facing over the next 10 years. Implementation of the capital plan will see improvements across many service areas, however as noted above, the City has an infrastructure gap and there are a number of critical projects that should proceed but cannot because of financial constraints. If these critical projects were approved by Council to address the infrastructure gap, then additional budgets and staff resources would be required to deliver these projects. In addition to the Business Risk Exposure and Importance/Urgency scoring, the following additional criteria and filters are considered when developing the plan:

- **Resourcing:** Each department reviewed their total work plan to ensure that the City has the resources to deliver the projects proposed to be committed for 2023.
- **Readiness:** The status of each project was reviewed to ensure that projects would be ready to proceed to the phase proposed to be committed for 2023, with a focus on cost and schedule certainty, that is, delivering the plan as recommended.
- **Affordability:** Funding for each year was reviewed to ensure that the use of the Dedicated Infrastructure Renewal Fund and the Canada Community Building Fund (formerly Federal Gas Tax Fund) are maximized, and that the draws from reserves, and reliance on debt are affordable.
- **Growth principles:** Infrastructure projects are aligned with the anticipated pace and phasing of development and growth throughout the City.

A significant amount of time and resources has been spent prioritizing projects and refining the capital plan over the last several years. With the goal of continuous improvement, the intent while preparing the 2023 Capital Plan was to build on the foundation of the existing capital plan. This means the emphasis was on refining projects in the existing plan regarding the scope, budget dollars, and timing of cash flow requirements, and incorporating any newly identified critical projects while also rounding out 2032 for a complete 10-year plan. Again, this year, high priority was put on cost and schedule certainty. All projects within the capital plan received a rigorous scope, budget, and timing review which in some cases resulted in new/updated project capital costs. Inflationary pressures required many projects costs to increase, and deferral of funding within and out of the 10 year plan.

While the 2023 capital plan reflects the output of a rigorous prioritization process within each Division, it does not represent a comprehensive list of the City's capital needs. Many projects have been excluded or have been deferred from the plan because of financial constraints and associated resource limitations. These projects may be brought forward in future capital plans as priorities and circumstances change over time.

2023 Approval Requests

2023 - 2027 Capital Budget	2023	2024	2025	2026	2027	Grand Total
Previously Approved (Committed)	\$ 16,906,861	\$ 50,497,590	\$ 13,823,269	\$ 7,917,499	\$ -	\$ 89,145,219
New Capital Requests	\$ 78,418,484	\$ 88,807,244	\$ 75,512,180	\$ 17,362,732	\$ 10,879,940	\$ 270,980,579
Recommendations (for Operating Budget requests)	\$ 12,800					\$ 12,800
Total 2023 Capital Budget	\$ 95,338,145	\$ 139,304,834	\$ 89,335,449	\$ 25,280,231	\$ 10,879,940	\$ 360,138,598
Forecast	\$ -	\$ 104,700,487	\$ 164,647,215	\$ 268,025,265	\$ 251,105,950	\$ 788,478,916
Grand Total 2023 - 2027 Capital Budget	\$ 95,338,145	\$ 244,005,321	\$ 253,982,663	\$ 293,305,495	\$ 261,985,890	\$ 1,148,617,514

Note: Previously Approved (committed) line includes \$93 million of returned budget identified through the 2023 budgeting process. These dollars are being returned or deferred to future years based on better information for project timing. Numbers in the table may not add to total due to rounding.

The total recommended capital spending for 2023 is approximately \$95.3 million, which includes new funding requests and funding that was approved through previous capital plans. Over the last number of years, the City has carried a significant unplanned carryover from year to year. Through the 2023 plan, staff are adjusting cash flow on a number of projects, with a goal of eliminating the annual carryover amount.

The City's Capital Project Financial Control Policy provides for multi-year approvals for capital projects where a phase will be implemented over multiple years. Some of the projects being proposed for 2023 will be in the initial year of a multi-year phase. **For these projects, City Council is approving the related future year budgets as well.** The table above details the amounts recommended for approval for 2023, as well as the amounts that will be committed for 2024 – 2027 as a result of approving the 2023 Capital Budget. The total funding to be approved through the 2023 capital process, including future year commitments is \$271 million.

Prior year approvals intended for future spending amount to \$89.1 million, which includes significant commitments for the Wastewater Treatment Facility (WwTF) upgrades, the Operations Centre Redevelopment, and several other major infrastructure projects.

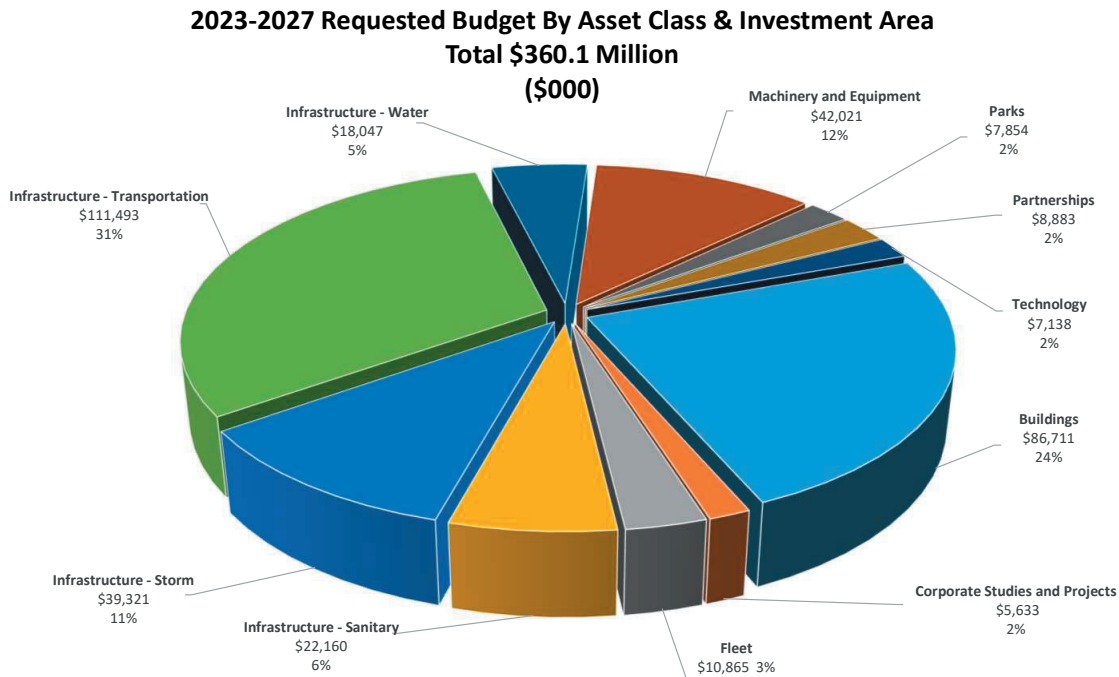
These prior year commitments, combined with new capital requests and a small amount associated with new investment and service recommendations, make up the \$360 million 2023-2027 approved budget.

Funding associated with project phases starting beyond 2023 is identified as a forecasted amount only and will not be recommended for approval until that phase begins. Forecast amounts and timing will be revisited each year through the annual capital planning process, and are subject to change as new, better information is available. The "Grand Total 2023 – 2027 Capital Plan" line in the above table represents the anticipated budget totals for all five years of the capital plan, including forecast amounts, previously approved funds, and current budget requests.

What's in the Plan?

The pie chart below shows the total capital funding that is being recommended for approval in 2023, divided by asset class or major investment area.

Infrastructure accounts for the majority of the City's \$6 billion in assets and approximately 52% of the recommended capital budget.



**Numbers do not include New Service Recommendation impacts of \$13K which are detailed in the New Investment & Service Recommendations section of the Operating Business Plan. Numbers in the chart may not add to total due to rounding.*

Major infrastructure construction projects include McKay Road ROW Expansion (\$14.8 million), the Wellington D1 Neighbourhood Reconstruction Project (\$12.1 million), contribution to MTO projects at Anne Street and Essa Road (\$16 million) and the Gunn Street ROW Replacement (\$3.9 million).

Local neighbourhood infrastructure is vitally important to residents, and is planned, designed and reconstructed through a program known as the Neighbourhood Reconstruction Projects (NRP). Several NRPs will be in various phases of engineering and preconstruction, including in the Brock Park and Queen's Park areas. Other priority investment areas will be flood mitigation/stormwater management, and \$6.5 million to continue the Road Resurfacing program which is a proactive approach to pavement management.

A number of City buildings require significant investment to support service delivery in the former City boundary and the secondary plan areas. The 2023 budget request pie chart includes:

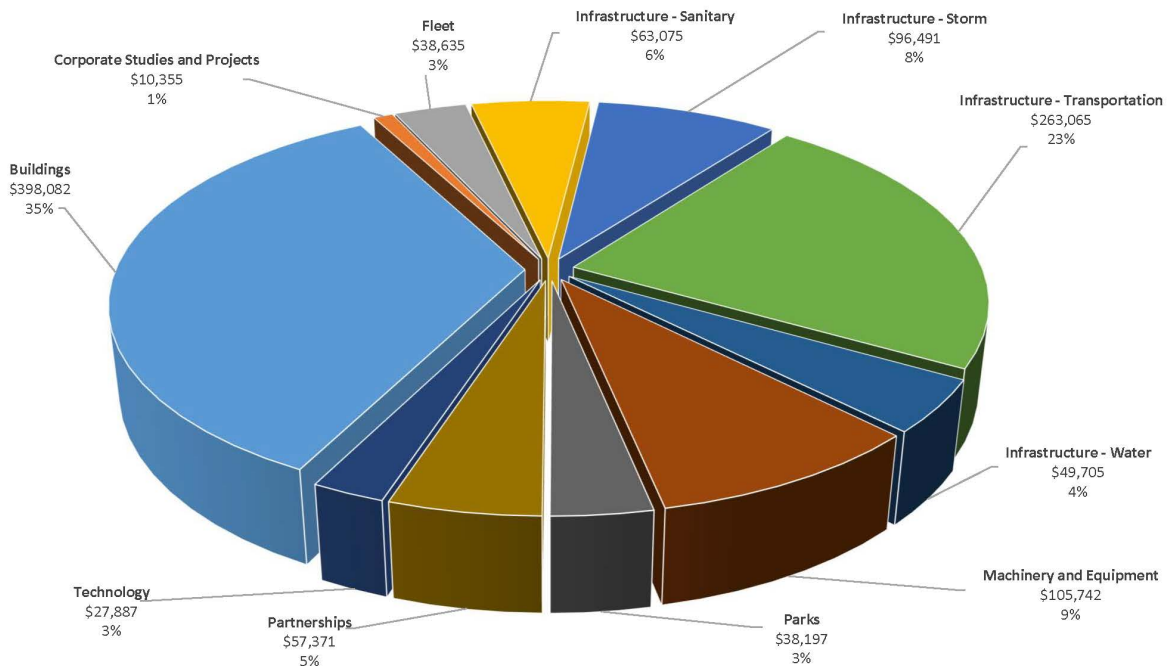
- \$21.3 million for the WwTF Innovation Centre (relocation of the existing administrative, laboratory and garage functions at the WwTF)
- \$21 million for the Operations Centre Master Plan Implementation (redevelopment of the existing Operations Centre)
- \$5.6 million for the BFES Station 6 New Building Development

In the 2019 capital plan, the City created a Fleet Management Reserve, to address fleet reinvestment in Light, Medium and Heavy-Duty vehicles that have reached the end of their useful lives. The 2023 budget request for the Fleet Replacement Program is \$4.6 million which is spread over 2023 to 2025 and supports operations in various service areas throughout the City. The Fleet Replacement Program does not include Transit fleet replacement costs or acquisition of new fleet vehicles that are required for the primary purpose of servicing growth or new services. In addition to the Fleet Replacement Program request, there is a request for \$4.6 million to replace the conventional transit buses in 2023, which have reached the end of their service life. Further to these budget requests, \$1.3 million has been requested for new fleet vehicles such as pick up trucks, trailers, lawn mowers and snow plows that will address growth in the Secondary Plan Area. Advanced planning on fleet purchases is critical due to long lead times and supply chain issues in the industry. Purchase of Electric vehicles will be considered where feasible subject to market conditions.

The majority of the parks investment is attributed to the commitment to funding implementation of parks and trails in the Secondary Plan Area over the next five years. The work will be completed by developers, and the funding in the capital plan represents repayment. Other large park investments are the Annual Playground Revitalization and Play Court programs.

The pie chart below considers the full 5-year plan from 2023-2027 (budget requests and forecasts). There is a slight reduction or no change in the proportion of funding that is directed to most asset classes, but notably a 10% increase in the allocation of funding towards buildings.

2023-2027 Requested and Forecasted Capital Budget by Asset Class & Investment Area
Total \$1.149 Billion
(\$000)



*Numbers do not include New Service Recommendation impacts of \$13K which are detailed in the New Investment & Service Recommendations section of the Operating Business Plan. Numbers in the chart may not add to total due to rounding.

A number of large Facilities projects are proposed within the 5-year window. The Operations Centre redevelopment has a forecast of \$60 million in addition to the \$21 million commitment noted above. The Hewitt's Community Centre and Library are forecast to begin in 2024, with a combined \$162 million over the following five years of the capital plan. The Salem Community Centre and Library follows with a start date of 2026 and \$59 million in the five years. Both community centre projects have funding extending beyond 2027. Redevelopment of Performing Arts Centre has \$32 million budgeted pending a consultant's review of the Performing Arts Centre task force recommendation and is forecast to start in 2025.

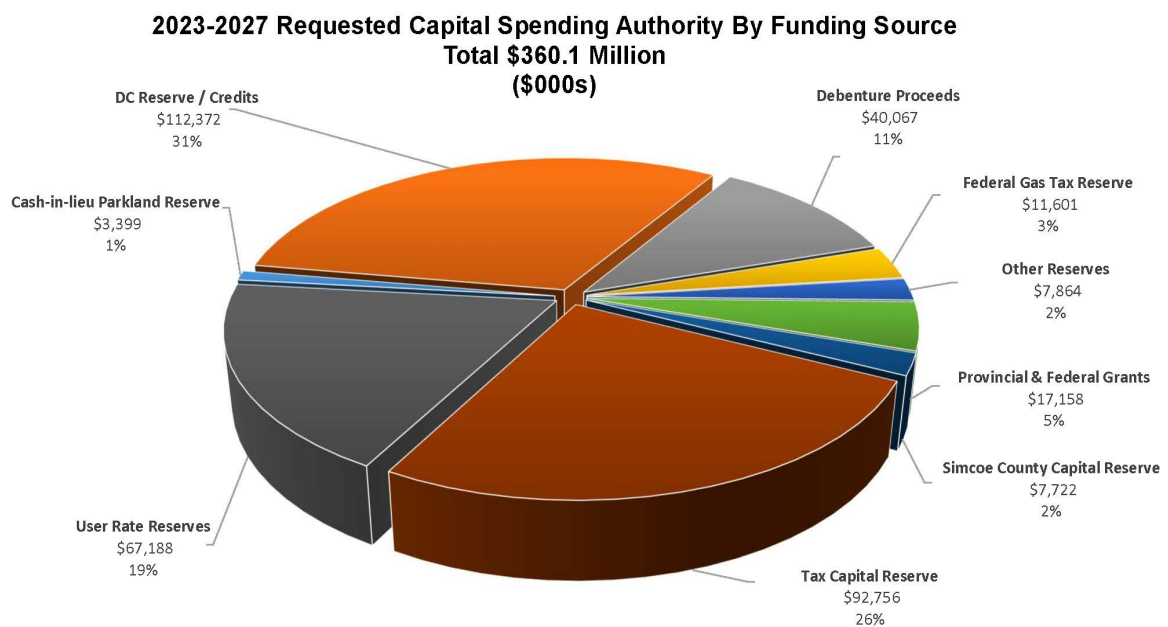
The costs of the two community centres, and other major Facilities projects have increased significantly from the 2022 plan to 2023, largely because of inflation.

Investment in the four infrastructure classes is planned to decrease slightly from 52% in the 2023 budget request to 42% over the full 5-year plan. Both of these percentages are lower in comparison to the infrastructure component of the 2022 capital plan.

Investment in other areas will remain relatively the same in terms of percentage of the total plan.

How is the Plan Funded?

The capital plan is funded from a variety of sources including debt financing, the Tax Capital Reserve, development charges, Provincial and Federal government grant funding and user rates (water, wastewater, parking, and new for 2023 the stormwater climate action fund).



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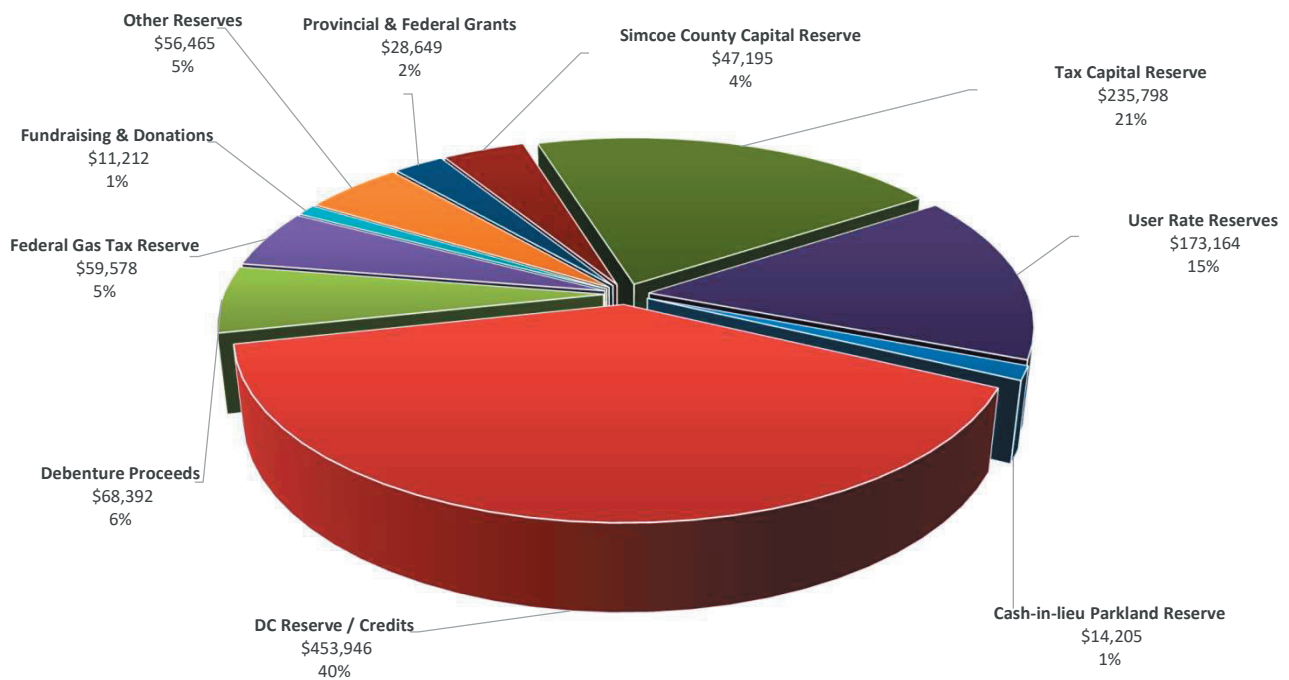
The figure below depicts funding sources for the total budget request being recommended through this business planning process, and the proportions of each. The funding sources provide some insight into the type of projects being advanced in the capital plan. The Memorandum of Understanding (MOU) signed with the Salem and Hewitt's Landowners Group in 2014, included the option to enter into agreements to have developers build and finance some of the growth infrastructure in exchange for Development Charge credits. About \$112 million of the budget requests are funded from the DC reserve/credits. The Capital Spending chart for 2023, shows that 11% of the budget requests will be funded through Debentures. The majority of the \$40.1 million in Debentures are for DCs (\$18 million) and Water

(\$17 million). Between the reserves, credits and debt, DC related funding accounts for 36% of the budget requests. This speaks to the amount of investment in growth, particularly in the secondary plan areas that the City needs to cashflow until development revenues are received. Projects which are entirely within and required to support growth in the Secondary Plan Areas are funded almost entirely from these sources. Although the impacts of the recently passed Bill 23 are not fully known yet, it is reasonable to expect the bill will significantly impact how the City plans for growth in the future.

Projects that address growth needs, but also provide significant benefit to existing areas, are funded more equally from DC related sources and rates through the tax capital, water and wastewater reserves. The tax capital, water and wastewater reserves are also used to fund renewal work such as road resurfacing, parks, and facility rehabilitation, as well as investment in new assets to add or increase services such as various technology improvements/programs.

Looking at the full 5 year plan, there are a number of growth related projects which explains the draws from the various DC reserves increasing.

2023-2027 Requested & Forecasted Capital Plan by Funding Source
Total \$1.149 Billion
(\$000s)



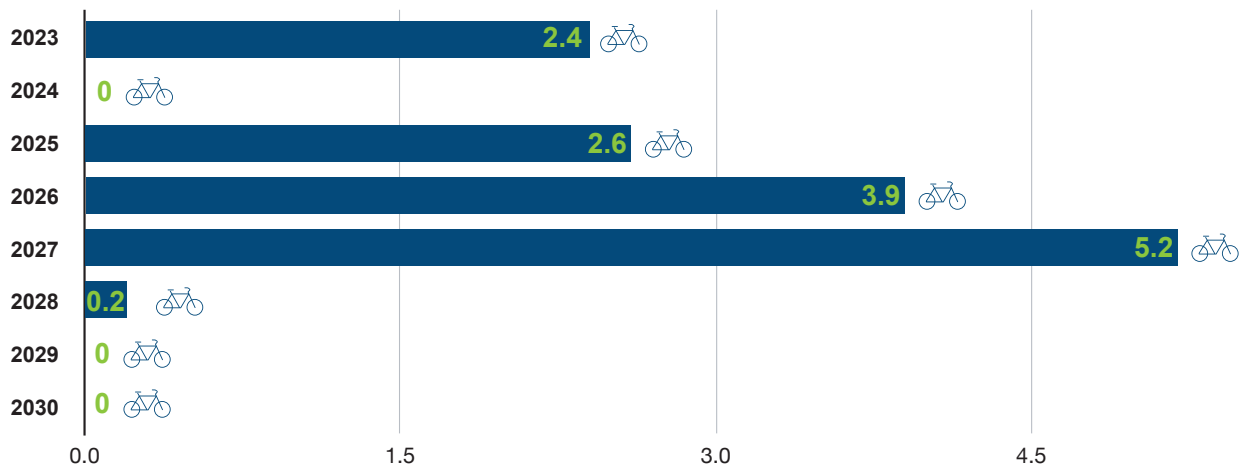
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Highlights of Service Impacts of the 2023–2032 Capital Plan

Capital projects result in improvements to services that residents and businesses feel the direct impacts of in their daily lives. Some of the highlights of the 2023 – 2032 Capital Plan include:

- An average of approximately **\$51 million per year** is budgeted for **transportation** with construction accounting for approximately 80% of the annual spending; this will mean **improved roads with less congestion**
- Although the overall condition of the road network is good, 13% of the City’s roads require full reconstruction because they are in poor or very poor condition; many of these **roads will be addressed within the capital plan**
- The **cycling network will increase by approximately 25%**, bringing the total quantity to approximately **84 kilometres**, advancing the City’s initiatives to improve active transportation networks and mitigate climate change.
- The City will work with the Province on **improvements at Highway 400 crossings and interchanges**, and will contribute approximately **\$79 million toward MTO-lead projects at Essa, Dunlop, Anne, Sunnidale and Bayfield**.
- Barrie residents will greatly benefit from the **additional active transportation infrastructure** and capacity on arterial roads.
- An average annual investment of **\$17 million in flood mitigation projects** will help the City protect public safety and property as well as increase resiliency to the effects of climate change.
- Investment in major culverts will result in a **6% increase in major culverts** that can handle extreme storm events, thereby reducing the impacts of flooding
- **Creation of the Stormwater Climate Action Fund** will secure funding for culverts and other flood mitigation work, as well as more equitably share the responsibility for stormwater management
- **Investments in technology of \$54 million** over the 10 years will sustain and modernize existing tools and systems and allow for improved customer service and digitization of our services
- Parks will be renewed and revitalized, and once complete **availability of recreation and cultural services will nearly double** with the addition of the Hewitt’s and Salem Community Centres and Libraries

Bike Lanes added to network (km)



Ongoing Risks and Unaddressed Needs

Some projects are excluded from the plan as there are insufficient details available about scope, costs and timing. Further study and decisions are required to support project planning work and these projects will be included in future capital plans. Examples include implementation of a waste management solution post-landfill closure, and the market precinct (permanent market).

The City has an infrastructure gap, and as such there are many needs which will not be addressed through the capital plan due to affordability. The gap will continue to grow and become increasingly difficult to close unless the City increases investment in infrastructure.

No asset class is exempt from this challenge. Parks investment increased in this capital plan over the 2022 plan, yet renewal investment is still low, and the addition of services like rugby and cricket pitches have been excluded. Aging, deteriorated pipes and roads persist, and facilities requiring major renovations are limping along with ad hoc emergency repairs.

There is a need to continue to build healthy reserves to address these needs in the future. The City can expect to incur some additional risks and reduced service levels, for example unplanned service interruptions and repairs such as water main breaks, will increase and put more pressure on the City's operating budgets.



2028 – 2032 Capital Outlook

Over the past several years, the City of Barrie has expended significant effort to ensure that there is a sustainable plan for the future of the City. The City's new Official Plan sets the vision for the community to double in population by 2051, and Master Plans are underway to plan infrastructure to service the growth. Asset management plans have been prepared to guide decision making regarding capital investments required to provide for new, expanded, and upgraded assets to service growth and to manage existing assets to sustain services and service levels to existing residents and businesses. A Long Range Financial Plan considers the City's needs and how they could be funded from reserves and looks ahead to evaluate affordability and financial condition. All this information together has formed the foundation for the ten-year Capital Plan being presented to City Council. The outer five years of that plan have been prepared as an outlook to provide Council and the community with a high-level view of anticipated works required to expand the City and sustain existing services as outlined in the City's growth management plans, master plans, and asset management plans. The 2028 – 2032 Capital Outlook is not intended to capture every capital project required but rather to identify planned investment requirements across various asset classes and service areas.

The table on page 12 summarizes the expected investment in various asset classes and investment areas. This includes specific projects recommended to begin between 2028 and 2032, and continuation of work begun in the first five years of the Capital Plan. The capital spending peaks in 2029 at approximately \$300 million. After 2029, the capital spending decreases significantly. This drop off is not reflective of a lack of investment needs but is a result of the need to reduce spending following the peak in 2029. The alignment of a number of major projects contribute to the peak in 2029; these projects are the Operations Centre Master Plan Implementation project, Allandale Recreation Centre Expansion, the Salem Community Centre/Library New Building Development, the Wastewater Peak Flow Attenuation Facility entering construction and the continuation of various Neighbourhood Reconstruction Projects.

Proposed capital spending in the outer five years is relatively equal to the first five years. This helps to plan and balance funding needs, and the human resources required to deliver the plan. The projects included in the capital outlook are the most critical needs that are currently identified for the 10-year window. The City has extensive needs in addition to these projects, and the need to invest and address infrastructure gaps still exists. Although all needs identified through master plans, condition assessments and asset management plans are important, the City unfortunately does not have the financial resources to complete all work that is required. Capital reserves are not sufficient to cover expenditures for aging infrastructure and non-growth expenditures, and staff levels are not available to deliver the extent of work that would be required. As staff monitor the condition and capacity of existing assets, it can be expected that the criticality of needs will change, and that additional needs will be identified. The impact of not investing in these needs may include reduced levels of service, increased risk, and further increases to the City's infrastructure gap.

The gross expenditures over the 2028-2032 Capital Outlook window are anticipated to be approximately \$1.2 billion. When combined with the \$1.1 billion 2023-2027 Capital Plan, gross spending for the 10 years is approximately \$2.3 billion.

2028 - 2032 Capital Outlook

Asset Class	2028	2029	2030	2031	2032	Grand Total
Buildings	\$42,522,260	\$95,786,966	\$80,914,610	\$107,379,321	\$20,443,501	\$347,046,658
Corporate Studies and Projects	\$2,780,956	\$2,336,000	\$1,940,000	\$2,010,000	\$524,000	\$9,590,956
Fleet	\$13,743,558	\$14,860,476	\$16,745,689	\$14,873,406	\$15,596,608	\$75,819,737
Infrastructure	\$134,118,095	\$136,826,941	\$82,311,086	\$67,922,588	\$64,609,326	\$485,788,035
Machinery and Equipment	\$41,251,229	\$30,462,797	\$36,080,880	\$22,148,869	\$14,014,530	\$143,958,304
Parks	\$2,023,990	\$3,482,300	\$19,017,040	\$4,818,220	\$731,000	\$30,072,550
Partnerships	\$11,264,809	\$9,690,244	\$9,234,281	\$10,253,096	\$7,461,410	\$47,903,840
Technology	\$5,984,514	\$6,547,625	\$6,701,462	\$7,271,735	\$7,434,622	\$33,939,957
Grand Total	\$253,689,411	\$299,993,348	\$252,945,048	\$236,677,234	\$130,814,996	\$1,174,120,038

Net Operating Impacts of the Capital Plan

The Capital Budget includes growth and renewal capital assets and infrastructure that may have a direct impact on future operating budgets when these assets are completed and placed into service. Any combination of increased revenues, increased expenditure and/or cost savings may be the result associated with maintaining the operation and use of these new or expanded assets.

Capital Projects

Infrastructure Renewal

Roof replacement will prolong the life of the facility.



City Building

Addition to an existing recreation centre will add services provided by the City.



Growth

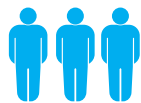
Development of a new recreation facility to service a new subdivision.



Operating Costs



Energy Savings



Additional Staff Costs



Utility Costs



New Service Revenue

Operating impacts should be a critical consideration when deliberating whether or not the City proceeds with a capital project given that the result may be an additional burden on the annual operating budget. If the additional burden is not levied in future operating budgets, the result is a service level decrease which results in unintended consequences felt by residents across the City.

The City has begun to implement a phased in approach to quantify the net operating impact of the capital plan. Process guidelines have been developed and will be expanded and updated annually through engagement with departments that have specific knowledge on different types of operating costs.

Table A summarizes the proposed annual incremental net operating impact of new facilities and renovations. Table B summarizes the proposed annual incremental net operating impact of consolidated linear infrastructure assets.

Table A: City Facilities and Other

Project	2024	2025	2026	2027	2028	2029	2030	2031	2032
FC1138 - Performing Arts Centre Redevelopment	\$-	\$-	\$-	\$-	\$534,438	\$542,455	\$550,591	\$578,121	\$595,465
FC1124 - Operations Centre Master Plan Implementation	\$-	\$-	\$-	\$622,979	\$632,324	\$641,809	\$651,436	\$684,007	\$704,528
FC1085 - Hewitt's Community Centre New Building Development	\$-	\$-	\$2,117,417	\$2,075,069	\$2,053,894	\$2,032,720	\$1,917,315	\$1,911,765	\$1,969,118
FC1084 - BFES Station 6 New Building Development	\$2,057,121	\$2,351,611	\$2,604,449	\$2,866,916	\$3,187,876	\$3,250,997	\$3,315,370	\$3,481,138	\$3,585,573
000613 - Salem Community Centre New Building Development	\$-	\$-	\$-	\$-	\$-				\$1,393,163
TR1030 - Conventional Transit Bus Growth	\$-	\$-	\$-	\$800,000	\$2,400,000	\$5,200,000	\$7,600,000	\$10,000,000	\$11,200,000
Total Net Operating Impact	\$2,057,121	\$2,351,611	\$4,721,866	\$6,364,963	\$8,808,532	\$11,667,980	\$14,034,712	\$16,655,032	\$19,447,845
Annual Impact on the Tax Rate	\$2,057,121	\$294,490	\$2,370,255	\$1,643,097	\$2,443,569	\$2,859,448	\$2,366,732	\$2,620,320	\$2,792,813

Table B: Linear Infrastructure Assets by Class

Operating Costs	2024	2025	2026	2027	2028	2029	2030	2031	2032
Watermain	\$-	\$22,425	\$41,600	\$50,635	\$54,925	\$54,925	\$54,925	\$56,956	\$56,956
Stormwater	\$-	\$16,065	\$31,815	\$38,745	\$52,740	\$58,680	\$77,535	\$94,273	\$106,243
Sanitary	\$-	\$3,575	\$6,975	\$6,975	\$11,000	\$11,000	\$11,000	\$27,425	\$27,425
Sidewalk	\$-	\$12,342	\$38,544	\$54,747	\$70,719	\$78,507	\$97,053	\$102,816	\$115,818
Streetlights	\$3,000	\$3,000	\$10,800	\$10,800	\$15,270	\$15,270	\$19,560	\$33,882	\$36,732
Roads	\$-	\$42,742	\$127,019	\$175,725	\$228,620	\$228,620	\$259,434	\$261,504	\$292,389
Total Net Operating Impact	\$3,000	\$100,149	\$256,753	\$337,627	\$433,274	\$447,002	\$519,507	\$576,856	\$635,563
Annual Impact on Water Rate	\$-	\$22,425	\$19,175	\$9,035	\$4,290	\$-	\$-	\$16,738	\$-
Annual Impact on Wastewater Rate	\$-	\$3,575	\$3,400	\$-	\$4,025	\$-	\$-	\$5,763	\$-
Annual Impact on Tax Rate	\$3,000	\$71,149	\$134,029	\$71,839	\$87,332	\$13,728	\$72,505	\$47,514	\$58,707

Total Impact on Tax Rate for Both Facilities and Linear Infrastructure

Operating Costs	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total Net Operating Impact on Tax Rate	\$2,060,121	\$2,425,760	\$4,930,044	\$6,644,980	\$9,175,881	\$12,049,057	\$14,488,294	\$17,156,128	\$20,007,648
Annual Impact on the tax rate	\$2,060,121	\$365,639	\$2,504,284	\$1,714,936	\$2,530,901	\$2,873,176	\$2,439,237	\$2,667,834	\$2,851,520
Incremental Tax Rate Increase	0.68%	0.12%	0.82%	0.56%	0.83%	0.94%	0.80%	0.87%	0.93%

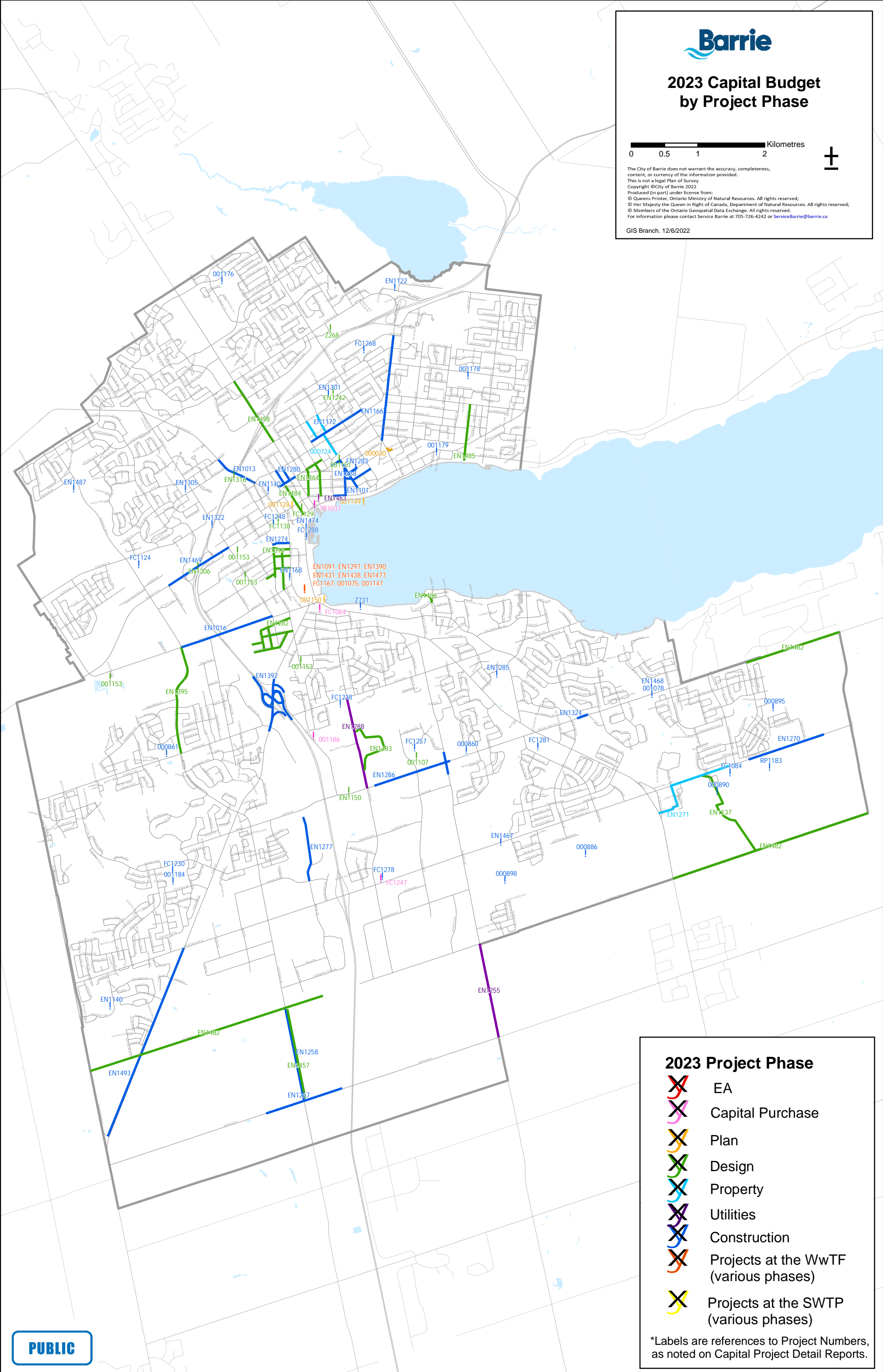


2023 Capital Budget by Project Phase



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GIS Branch. 12/6/2022



2023 Project Phase

- EA
- Capital Purchase
- Plan
- Design
- Property
- Utilities
- Construction
- Projects at the WwTF (various phases)
- Projects at the SWTP (various phases)

*Labels are references to Project Numbers, as noted on Capital Project Detail Reports.

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