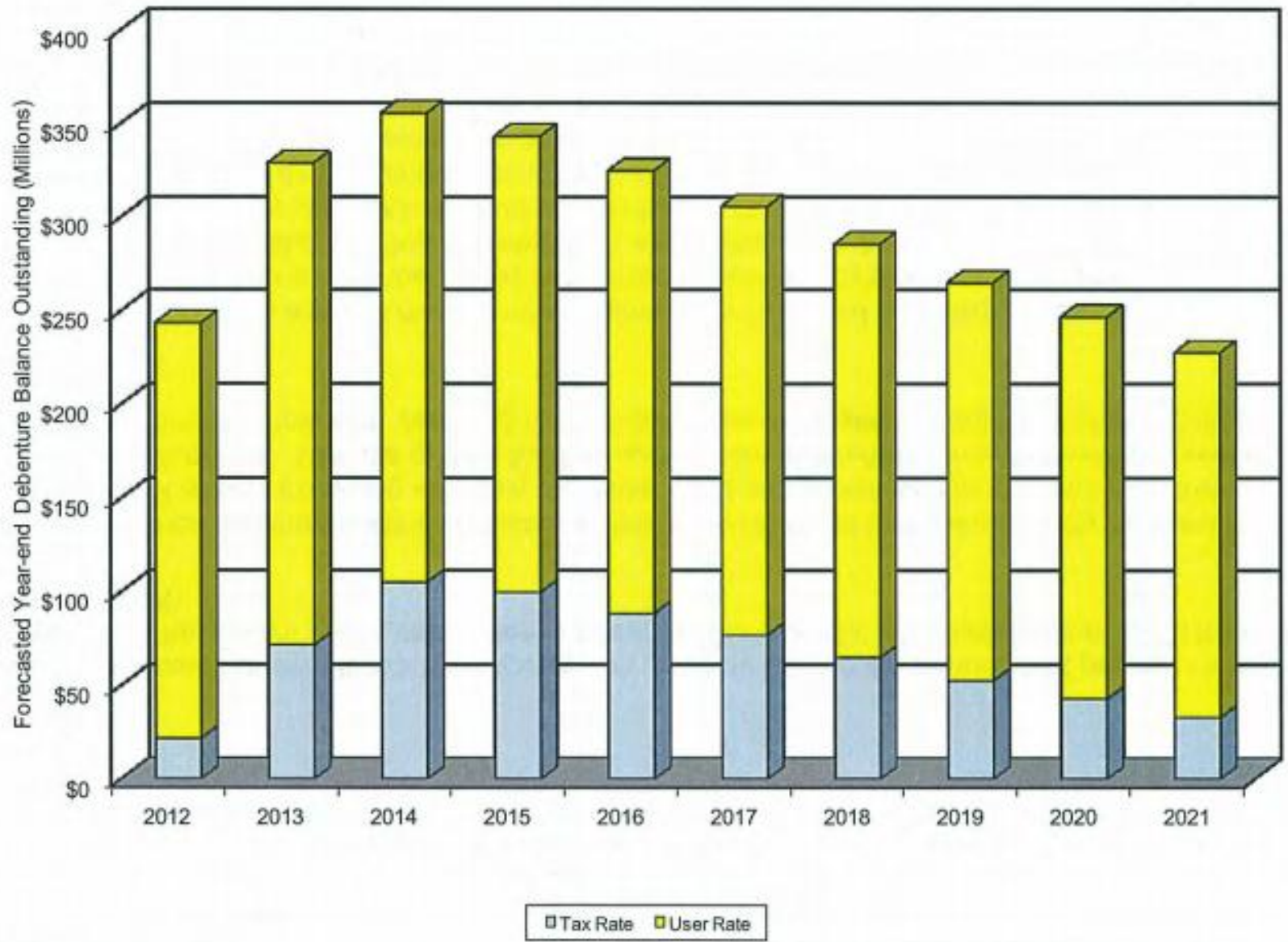
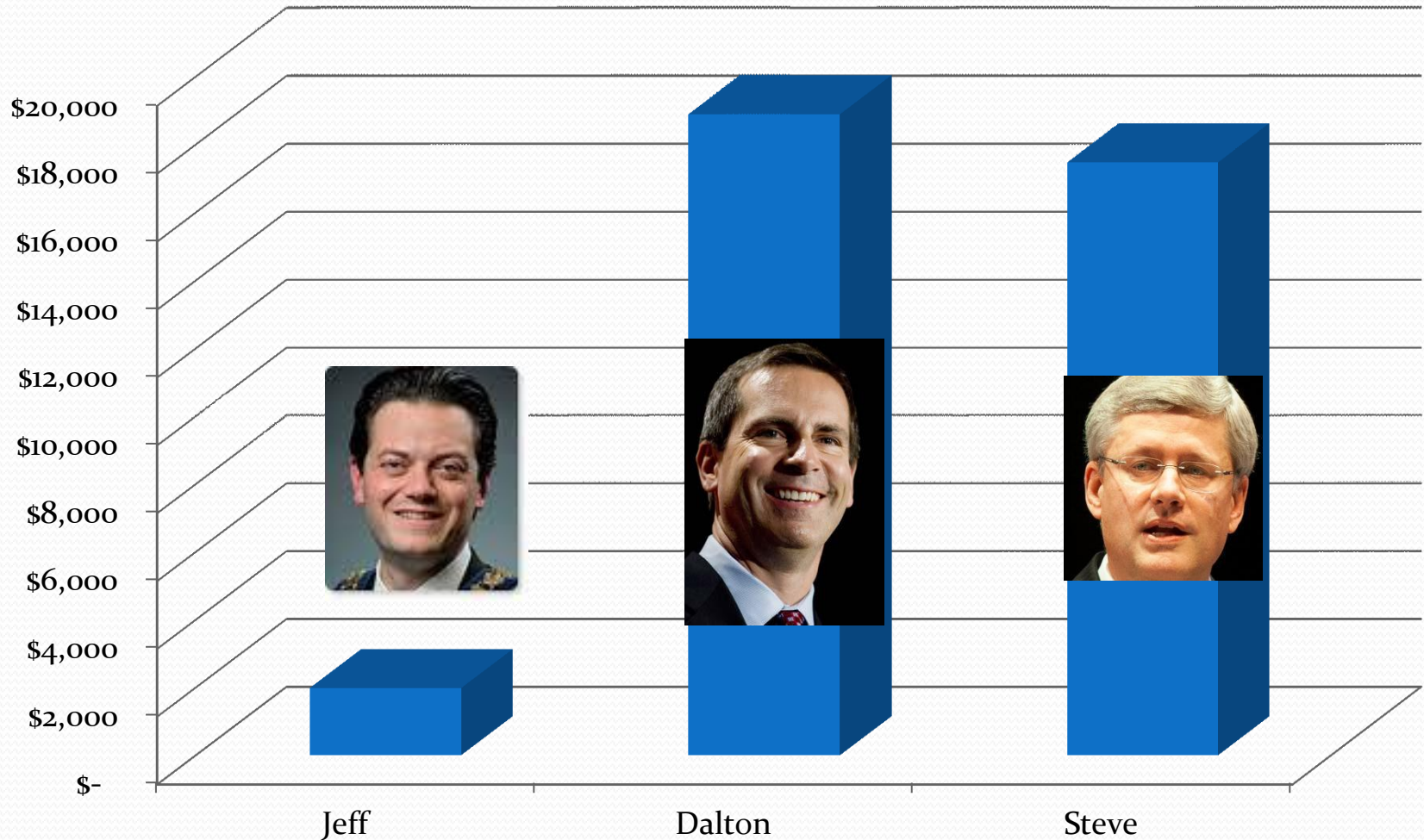


Forecasted Year End Debt Balances

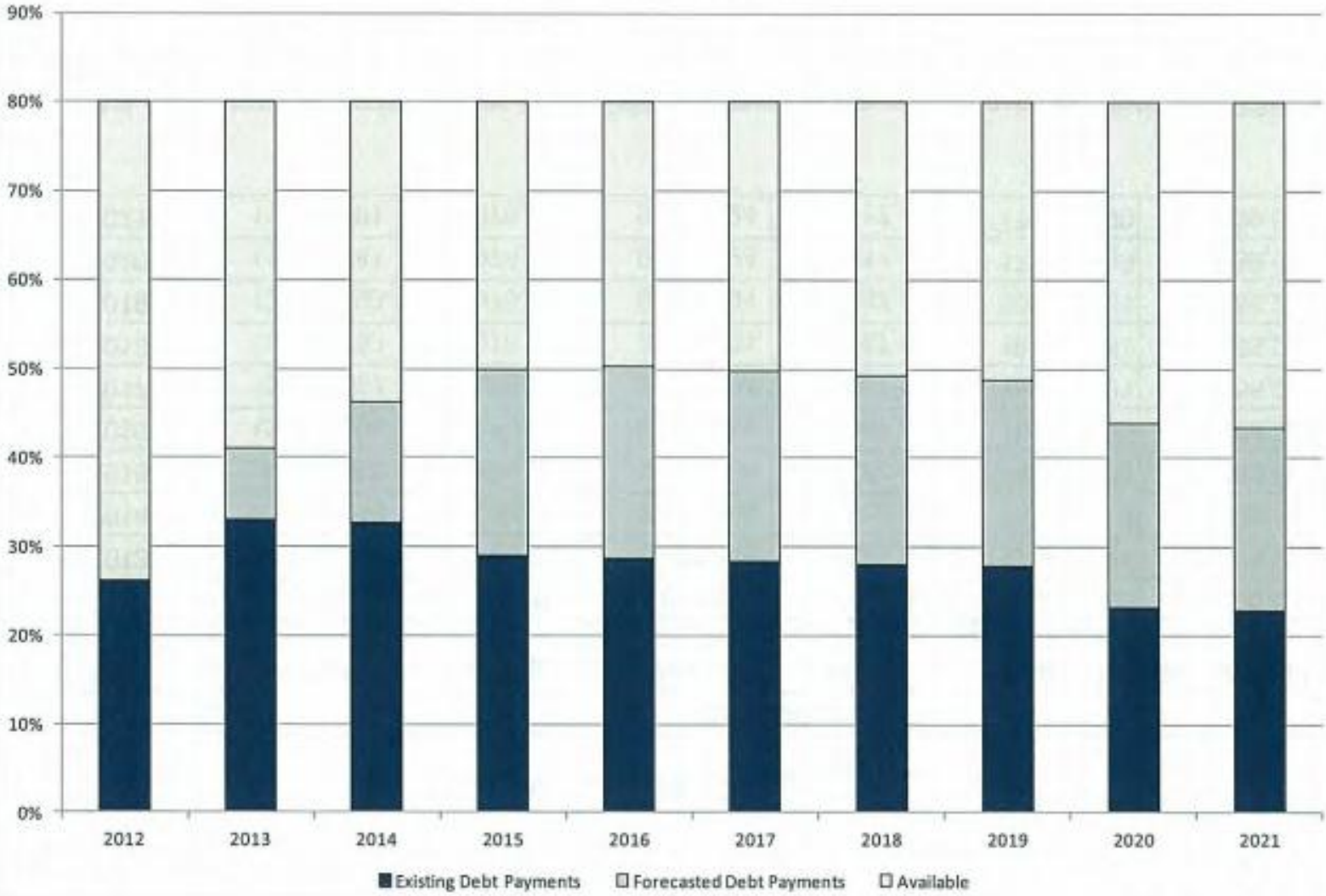


Outstanding Debt Per Capita, FY 2012-2013

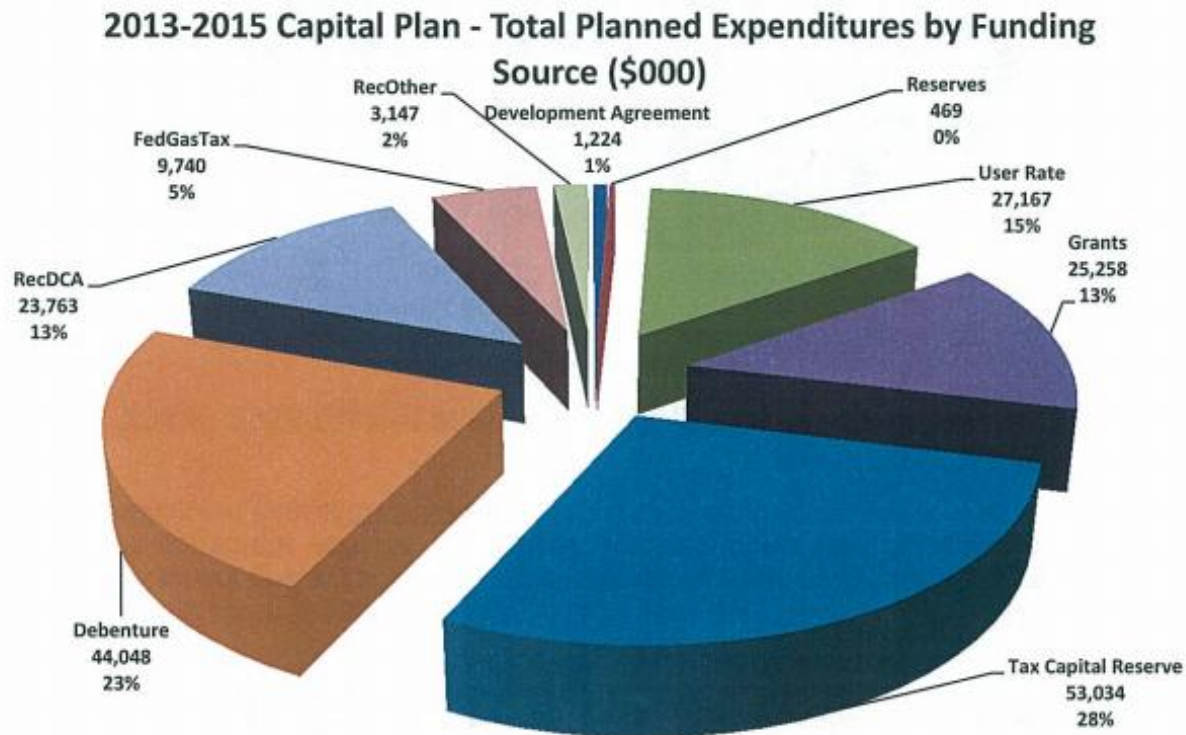


Sources: RBC, City of Barrie

Forecasted Debt Capacity



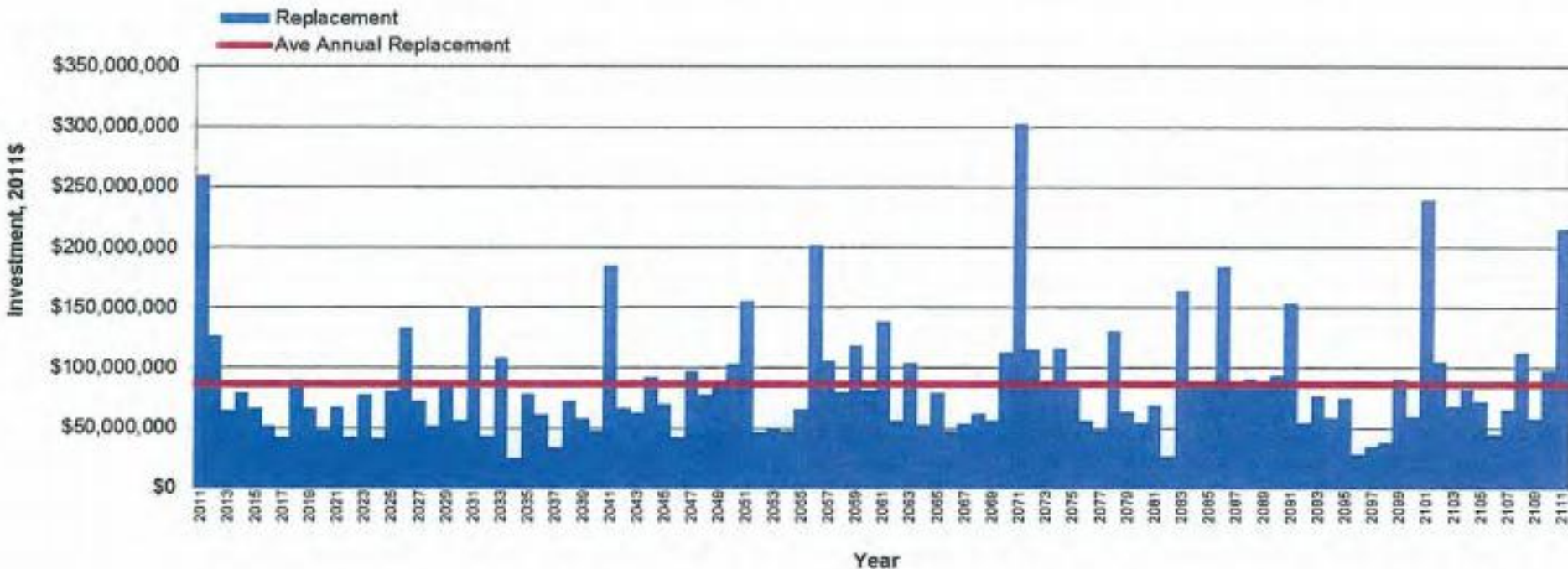
- Council (led by the Mayor on this) has reduced anticipated debt in the capital plan:
 - 2012 – reduced planned debt by \$24m
 - 2013 – reduced planned debt by \$11m



Why borrow?

- Past 10 years - very large infrastructure projects:
 - Surface Water Treatment Plan - \$150M capex
 - WwTP – approx \$90M capex
 - Stimulus projects – approx \$50M capex
- Next 10 years – to borrow or not to borrow
 - Growth related infrastructure net of DC's - \$200M?
 - Strategic projects – eg. University campus, Transit P3

- Real challenge for all municipalities is infrastructure renewal, not growth
 - DC's, P3's, even fundraising can help with growth
 - Nothing but core revenue can help with renewal
 - Renewal needs generally poorly understood and funded



Our response?

- 12 year long-range financial plan:
 - Shift some revenue generation to user fee model where appropriate (eg. Waste)
 - Eliminate fee discounts
 - Increase cost-recovery
 - Grow transfers to tax capital reserve annually to more sustainable level – 12 year plan to ramp up until equal to amortization value of new assets
 - 2012 - \$14.5M
 - 2013 - \$16.5M
 - 2014 - \$18.5M