

# 2021 DEPARTMENT BUDGETS





# 2021 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives



# 2021 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	46	47	48	48	49	1	2.0	1	2.0
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	169	143	140	2	142	139	-	2	1.2
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>215</b>	<b>190</b>	<b>188</b>	<b>50</b>	<b>190</b>	<b>140</b>	<b>279.1</b>	<b>3</b>	<b>1.4</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	2,315	2,512	2,753	2,590	2,781	191	7.4	27	1.0
Administration	405	394	461	293	465	172	58.9	4	0.9
Facilities	204	226	222	219	221	3	1.2	(1)	(0.5)
Cost of Service Delivery	236	216	265	162	274	111	68.6	9	3.2
Transfer to Reserve	14	40	1	1	1	1	180.0	0	0.0
<b>Total Expenses</b>	<b>3,173</b>	<b>3,388</b>	<b>3,703</b>	<b>3,264</b>	<b>3,742</b>	<b>478</b>	<b>14.7</b>	<b>39</b>	<b>1.1</b>
<b>Total Operating Balance</b>	<b>(2,958)</b>	<b>(3,198)</b>	<b>(3,515)</b>	<b>(3,214)</b>	<b>(3,552)</b>	<b>(338)</b>	<b>10.5</b>	<b>(36)</b>	<b>1.0</b>
<b>Capital</b>									
Capital Revenue	139	350	211	429	0	(429)	(100.0)	(211)	(100.0)
Capital Expenses	345	788	364	582	50	(532)	(91.4)	(314)	(86.3)
<b>Net Capital</b>	<b>(207)</b>	<b>(438)</b>	<b>(153)</b>	<b>(153)</b>	<b>(50)</b>	<b>103</b>	<b>(67.3)</b>	<b>103</b>	<b>(67.3)</b>
<b>Net Department Requirement</b>	<b>(3,165)</b>	<b>(3,636)</b>	<b>(3,668)</b>	<b>(3,367)</b>	<b>(3,602)</b>	<b>(235)</b>	<b>7.0</b>	<b>66</b>	<b>(1.8)</b>

# 2021 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Revenue	215	190	188	50	190	140	279.1	3	1.4
Expenses	3,173	3,388	3,703	3,264	3,742	478	14.7	39	1.1
<b>Total Operating Balance</b>	<b>(2,958)</b>	<b>(3,198)</b>	<b>(3,515)</b>	<b>(3,214)</b>	<b>(3,552)</b>	<b>(338)</b>	<b>10.5</b>	<b>(36)</b>	<b>1.0</b>
<b>Department Operating Expenses</b>									
Archives	679	727	817	767	832	65	8.5	15	1.9
CAO	524	539	566	552	561	9	1.6	(6)	(1.0)
Clerk	824	750	857	839	839	(1)	(0.1)	(18)	(2.1)
Warden & Council	1,146	1,372	1,463	1,106	1,511	405	36.6	47	3.2
<b>Total Operating Expenses</b>	<b>3,173</b>	<b>3,388</b>	<b>3,703</b>	<b>3,264</b>	<b>3,742</b>	<b>478</b>	<b>14.7</b>	<b>39</b>	<b>1.1</b>
<b>Total Capital Expenses</b>	<b>345</b>	<b>788</b>	<b>364</b>	<b>582</b>	<b>50</b>	<b>(532)</b>	<b>(91.4)</b>	<b>(314)</b>	<b>(86.3)</b>

# 2021 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives 2021 Budget vs. 2020 Budget Change

The 2021 Warden, CAO, Clerks and Archives budget includes a net department requirement (total operating and capital) of \$3.6M, compared to \$3.7M in 2020, a decrease of \$66K.

The City of Barrie portion is \$49K, an increase of \$1K from 2020. The total Municipal requirement in 2021 is \$3.7M compared to \$3.7M in 2020, a decrease of \$65K.

### Operating

The Warden, CAO, Clerks and Archives operating budget includes a total operating balance of \$3.6M, compared to \$3.5M in 2020, an increase of \$36K.

Miscellaneous Income is to increase by \$2K. The increase reflects events recoveries trending higher.

Salaries and Benefits are anticipated to increase by \$27K. This represents the standard salaries and benefits costs changes across all departments.

Administration costs are expected to increase by \$4K. Higher costs are associated with the Simcoe County Conference being held every other year. Other administrative costs such as membership fees and insurance are also increased based on recent costing trends. These increases are offset by corporate reductions in training and development expenses.

Facilities costs are projected to decrease by \$1K.

Cost of Service Delivery is planned to increase by \$9K. This increase relates to the cost of materials for mass digitization of archival records and higher public relations costs.

Transfer to Reserve will not change in 2021.

The change in expenses broken down by department is as follows:

Archives: Expenses are increasing by \$15K mainly due to regular salaries and benefits increases and the materials for mass digitization of archival records planned to start in 2021.

CAO: Expenses are decreasing by \$6K for reduced travel and training related to administration expenses during the COVID-19 pandemic. The reduction is offset by an increase in regular salaries and benefits costs.

Clerks: The decrease in expenses by \$18K reflects reduced travel and training related to administration expenses during the COVID-19 pandemic as well as the reallocation of costs relating to Integrity Principal to the Warden and Council Department as partial costs are already budgeted in that department.

# 2021 DEPARTMENT BUDGETS



Warden & Council: Expenses are increasing by \$47K and are associated with the Simcoe County Conference being offered in 2021, increased membership costs, slightly higher public relation costs.

## Capital

The Department's Capital budget is \$50K. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Warden, CAO, Clerks and Archives includes a net department requirement (total operating and capital) of \$3.6M, compared to \$3.4M in the 2020 forecast, an increase of \$235K.

The City of Barrie portion is \$49K, an increase of \$1K from 2020 forecast. The total Municipal requirement in 2021 budget is \$3.7M compared to \$3.4M in 2020 forecast, an increase of \$236K.

### Operating

The Warden, CAO, Clerks and Archives operating budget includes a total operating balance of \$3.6M, compared to \$3.2M in the 2020 forecast, an increase of \$338K.

Miscellaneous Income is to increase by \$139K. The 2020 forecast is lower than expected due to COVID-19 impacts. All special events in the Warden Department were cancelled and the Archives Department was temporarily closed to public in 2020.

Salaries and Benefits are anticipated to increase by \$191K. This increase is mainly attributed to lower 2020 forecast as a number of Council meetings were cancelled resulting in lower per diems. Staff salaries and wages were also lower due to turnover and short-term disabilities.

Administration costs are expected to increase by \$172K. This is due to a combination of two factors. The first item is the 2020 forecast is lower than the 2021 budget due to cancelled conferences and special events. The second item is that the 2021 budget is higher due to increased membership fees and the Simcoe County Conference is scheduled to take place in 2021.

Facilities costs are projected to increase by \$3K.

Cost of Service Delivery is planned to increase by \$111K. This is due to lower forecast for costs related to special events and public relations functions that did not take place in 2020.

Transfer to Reserve will increase by \$1K.

The change in expenses broken down by department is as follows:

Archives: Expenses are increasing by \$65K mainly due to regular salaries and benefits increases in 2021 budget and lower 2020 forecast due to staff turnover and short-term disabilities.

CAO: Expenses are increasing by \$9K due to increases in regular salaries and benefits.



# 2021 DEPARTMENT BUDGETS



Clerks: Decrease in expenses by \$1K.

Warden & Council: Expenses are increasing by \$405K and include higher membership costs and costs related to Simcoe County Conference. 2020 Forecast was adjusted lower due to cancelled Council meetings, conferences, special events and public relations functions.

## Capital

The Department's 2021 Capital budget is \$50K. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
CLK - Records Management Project	800	50	0	0	0	0	0	0	50
<b>Total Capital</b>	<b>800</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

# 2021 DEPARTMENT BUDGETS



## Clerks Office Tangible Capital Asset (TCA)

**Expenditure Title:** Records Management Project  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The Records Management project was approved to begin in 2017 with a total budget of \$800,000. To the end of 2019 \$700,000 has been used to stage the technical solution as well as defining the required change management. With the migration to Office 365, efforts within the Information Management program will be ongoing. It is anticipated that the requested funds of \$50,000 in 2021 budget will be used to define online Office 365 work processes.

### Impact of not proceeding

The poor management of information can be costly. The cost to rebuild the information asset and potential liabilities that result from the loss of information are higher than developing and maintaining an Information Management program. Information not managed invites privacy breaches, which have resulted in class action lawsuits. Through the Records Management project, the County will meet its legislated obligations, privacy requests, and eDiscovery.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	800	700	50	50	0
Net Capital	(800)	(700)	(50)	(50)	0
Net Expenditure	(800)	(700)	(50)	(50)	0

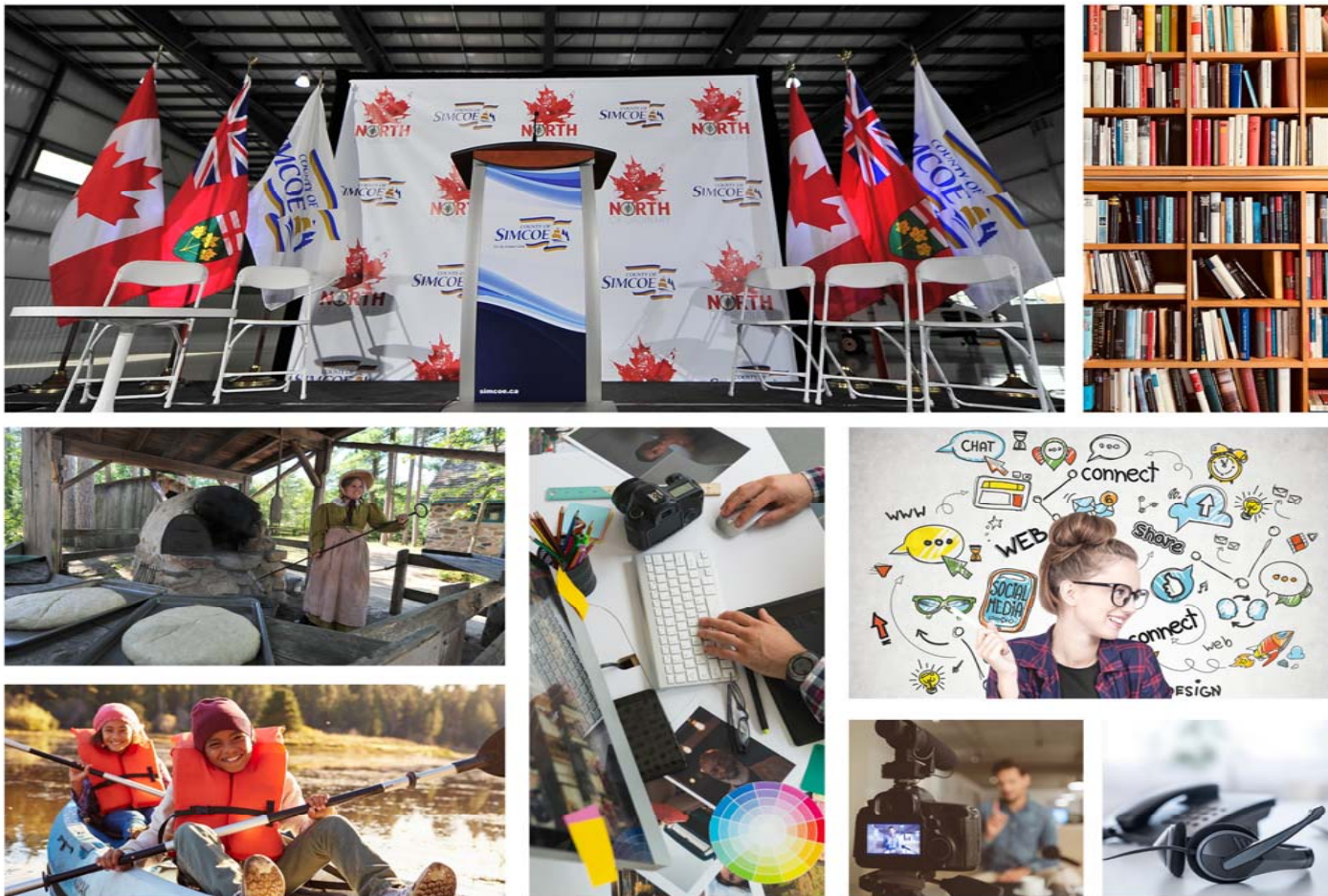
# 2021 DEPARTMENT BUDGETS



# 2021 DEPARTMENT BUDGETS



## Service Simcoe



# 2021 DEPARTMENT BUDGETS



## Service Simcoe Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	144	90	90	90	90	(1)	(0.6)	(1)	(0.6)
Service Partners	61	62	63	63	65	1	2.0	1	2.0
User Fees	261	308	278	62	251	189	306.7	(27)	(9.7)
Miscellaneous Income	37	556	48	27	31	4	15.0	(17)	(35.6)
Transfer from Reserve	50	0	0	124	60	(64)	(51.7)	60	100.0
<b>Total Revenues</b>	<b>553</b>	<b>1,016</b>	<b>479</b>	<b>366</b>	<b>496</b>	<b>129</b>	<b>35.3</b>	<b>17</b>	<b>3.5</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	4,028	4,336	4,503	4,668	5,016	348	7.5	512	11.4
Administration	692	691	536	427	423	(4)	(1.0)	(113)	(21.1)
Facilities	323	359	358	347	348	1	0.4	(10)	(2.7)
Cost of Service Delivery	1,005	1,324	1,545	1,480	1,570	91	6.1	26	1.7
Transfer to Reserve	80	546	39	39	59	20	51.3	20	51.3
<b>Total Expenses</b>	<b>6,127</b>	<b>7,257</b>	<b>6,981</b>	<b>6,961</b>	<b>7,417</b>	<b>456</b>	<b>6.5</b>	<b>435</b>	<b>6.2</b>
<b>Total Operating Balance</b>	<b>(5,574)</b>	<b>(6,241)</b>	<b>(6,503)</b>	<b>(6,595)</b>	<b>(6,921)</b>	<b>(326)</b>	<b>4.9</b>	<b>(418)</b>	<b>6.4</b>
<b>Capital</b>									
Capital Revenue	143	38	100	31	100	69	220.6	0	0.0
Capital Expenses	255	123	235	166	200	34	20.3	(35)	(14.9)
<b>Net Capital</b>	<b>(112)</b>	<b>(85)</b>	<b>(135)</b>	<b>(135)</b>	<b>(100)</b>	<b>35</b>	<b>(25.9)</b>	<b>35</b>	<b>(25.9)</b>
<b>Net Department Requirement</b>	<b>(5,686)</b>	<b>(6,326)</b>	<b>(6,638)</b>	<b>(6,730)</b>	<b>(7,021)</b>	<b>(291)</b>	<b>4.3</b>	<b>(383)</b>	<b>5.8</b>

# 2021 DEPARTMENT BUDGETS



## Service Simcoe Net Department Requirement (\$'000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Revenue	553	1,016	479	366	496	129	35.3	17	3.5
Expenses	6,127	7,257	6,981	6,961	7,417	456	6.5	435	6.2
<b>Total Operating Balance</b>	<b>(5,574)</b>	<b>(6,241)</b>	<b>(6,503)</b>	<b>(6,595)</b>	<b>(6,921)</b>	<b>(326)</b>	<b>4.9</b>	<b>(418)</b>	<b>6.4</b>
<b>Department Operating Expenses</b>									
Communications	937	1,345	1,793	1,767	1,803	36	2.0	10	0.5
Library	804	784	784	783	788	5	0.6	4	0.5
Museum	2,162	2,505	1,999	1,954	2,168	213	10.9	169	8.5
Public Engagement (Customer Service)	929	1,056	1,096	1,200	1,408	209	17.4	313	28.5
Tourism	1,295	1,568	1,309	1,256	1,249	(7)	(0.6)	(60)	(4.6)
<b>Total Operating Expenses</b>	<b>6,127</b>	<b>7,257</b>	<b>6,981</b>	<b>6,961</b>	<b>7,417</b>	<b>456</b>	<b>6.5</b>	<b>435</b>	<b>6.2</b>
<b>Total Capital Expenses</b>	<b>255</b>	<b>123</b>	<b>235</b>	<b>166</b>	<b>200</b>	<b>34</b>	<b>20.3</b>	<b>(35)</b>	<b>(14.9)</b>

# 2021 DEPARTMENT BUDGETS



## Service Simcoe 2021 Budget vs. 2020 Budget Change

The 2021 Service Simcoe budget includes a net department requirement (total operating and capital) of \$7.0M, compared to \$6.6M in 2020, an increase of \$383K.

The City of Barrie portion is \$65K, an increase of \$1K from 2020. The total Municipal requirement in 2021 is \$7.1M compared to \$6.7M in 2020, an increase of \$385K.

### Operating

The Service Simcoe operating budget includes a total operating balance of \$6.9M, compared to \$6.5M in 2020, an increase of \$418K.

Subsidies are to decrease by \$1K.

User Fees are to decrease by \$27K. Advertising and distribution revenues for Tourism have been reduced based on trends indicating a move towards greater digital marketing.

Miscellaneous Income is to decrease by \$17K. Sales of branded merchandise is expected to be lower by \$7K and Museum donations have decreased by \$10K based on historic trends.

Transfer from Reserve will increase by \$60K. These funds will be used to support the cycle of gallery exhibit updates.

Salaries and Benefits are anticipated to increase by \$512K. Public Engagement requires two FTE Customer Service Representatives (Permanent) and two FTE Customer Service Representatives (Temporary) to manage increasing call volumes and the expected increase related to the new Solid Waste Management collection contract. The Museum has an increase of 0.5 FTE Maintenance and Facility Worker that moved from Procurement, Fleet and Property in late 2019. In addition, the increase includes changes resulting from adjustments made to benefits to reflect the new WSIB methodology. Without staffing changes the increase would have been \$156K (3.5%).

Administration costs are expected to decrease by \$113K. This is mainly caused by a reduction of \$76K for training, conferences and mileage which are expected to be reduced as a result of the current operating environment. As well, a decrease of \$10K to consulting fees has occurred as the Tourism Barn Quilt project is finished. There is a \$24K reduction to printing for Tourism, and a \$12K reduction to subscriptions and publications for the Library based on historic trend. These decreases are offset by an increase of \$13K for camera equipment in Communications to support increased requirements related to in-house video production.

Facilities costs are projected to decrease by \$10K.



# 2021 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to increase by \$26K. The main items affecting this increase are related to Museum program supplies and materials for gallery updates which is offset by a \$19K decrease in vehicle expenses due to a one time purchase of a covered trailer.

Transfer to Reserve will increase by \$20K. An increase of \$30K, which will fund gallery updates, will now be done annually to smooth expenses and ensure reserves are available in future years. This is being offset by a reduction to donations which are transferred to reserve each year.

The changes in expenses broken down by departments are as follows:

**Communications:** This increase is mainly due to regular salary and benefit increases which have been offset by a decrease in Administration costs.

**Library:** This increase is mainly due to regular salary and benefit increases which have been offset by a decrease in subscription and publications based on historical trends.

**Museum:** The increase in expenses is partly a result of the addition of 0.5 FTE Maintenance and Facility Worker back to Museum from Procurement, Fleet and Property along with regular salary and benefit increases which reflect the new WSIB methodology. As well, Cost of Service Delivery has increased to include gallery updates and the transfer to reserve has increased for future gallery updates.

**Public Engagement:** The increase is a result of the addition of 2.0 FTE Customer Service Representatives (Temporary) and 2.0 FTE Customer Service Representatives (Permanent) plus regular salary and benefit increases.

**Tourism:** The decrease is mainly due to the completion of the Barn Quilt Project resulting in both Administration decrease for consulting fees and Cost of Service Delivery decreases. In addition, other Administration costs including conferences, training and meals are decreasing.

## Capital

The Department's Capital budget is \$200K. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Service Simcoe 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Service Simcoe includes a net department requirement (total operating and capital) of \$7.0M, compared to \$6.7M in the 2020 forecast, an increase of \$291K.

The City of Barrie portion is \$65K, an increase of \$1K from 2020 forecast. The total Municipal requirement in 2021 budget is \$7.1M compared to \$6.8M in 2020 forecast, an increase of \$293K.

### Operating

The Service Simcoe operating budget includes a total operating balance of \$6.9M, compared to \$6.6M in the 2020 forecast, an increase of \$326K.

Subsidies are to decrease by \$1K.

User Fees are to increase by \$189K. In 2020, the impacts of COVID -19 were seen in Tourism advertising and distribution activities that were cancelled. The Museum also saw impacts to its admissions and fares, and gift shop revenues. This increase is primarily tied to these two areas and indicates an expectation that the Museum skating trail will not only operate but see steady demand, and that Tourism work will resume as planned.

Miscellaneous Income is to increase by \$4K. Museum donations are expected to be higher than forecast in 2020

however, this increase is offset by lower branded merchandise sales.

Transfer from Reserve will decrease by \$64K. A requirement to increase Public Engagement staff to handle increased call volume related to Solid Waste Management collection issues was funded from the Waste Management Contingency reserve. This will not reoccur in 2021. This reduction in use of reserves is offset by an increased use of Museum reserve to support the cycle of gallery exhibit updates.

Salaries and Benefits are anticipated to increase by \$348K. In 2020, Public Engagement includes an increase for temporary staff hired to manage call volume related to current collection issues and these temporary staff are funded by the Waste Management Contingency reserve. In 2021, Public Engagement requires 2.0 FTE Customer Service Representatives (Permanent) and 2.0 FTE Customer Service Representatives (Temporary) to manage increasing call volumes and the expected increase related the new Solid Waste Management collection contract. The Museum has an increase of 0.5 FTE Maintenance and Facility Worker that moved from Procurement, Fleet and Property in late 2019.

Administration costs are expected to decrease by \$4K.

Facilities costs are projected to increase by \$1K.

# 2021 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to increase by \$91K. Program supplies and materials are increasing by \$88K mainly due to the Museum gallery updates.

Transfer to Reserve will increase by \$20K. An increase of \$30K, which will fund gallery updates, will now be done annually to smooth expenses and ensure reserves are available in future years. This is being offset by a reduction to donations which are transferred to reserve each year.

The changes in expenses broken down by departments are as follows:

**Communications:** This increase is mainly due to regular salary and benefit increases and is offset slightly by an overall decrease in Administration costs.

**Library:** This increase is mainly due to regular salary and benefit increases which have been offset by an overall decrease in Administration costs.

**Museum:** The increase in expenses is partly the result of salary and benefit increases from collective agreement changes, standard salary increases, and adjustments made to

benefits to reflect new WSIB methodology. As well, Cost of Service Delivery has increased to include gallery updates and other program supplies and materials expenses that are offset slightly by a decrease in vehicle expenses for a one-time purchase of a trailer. The transfer to reserve has increased for future gallery updates.

**Public Engagement:** The increase is a result of the addition of 2.0 FTE Customer Service Representatives (Temporary) and 2.0 FTE Customer Service Representatives (Permanent) plus regular salary and benefit increases while current temporary positions included in the forecast will cease at year end.

**Tourism:** This decrease is caused primarily by decreases in program supplies and materials resulting from the completion of the Barn Quilt project which are partially offset by a small increase in Administration costs.

## Capital

The Department's 2021 Capital budget is \$200K. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Service Simcoe Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
MUS - Air Handler Replacements	100	100	0	0	0	0	0	100	0
MUS - Fire Safety System	100	100	0	0	0	0	0	0	100
<b>Total Capital</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>

# 2021 DEPARTMENT BUDGETS



## Public Engagement (Customer Service) Staffing

**Expenditure Title:** 4.0 FTE Customer Service Representative (2.0 FTE Permanent, 2.0 FTE Temporary)  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

In 2019 challenges stemming from curbside waste collections necessitated the temporary increase of staff to handle the significant increase in call volumes. These staff remained on-board through the first two quarters of 2020. As COVID-19 further impacted call volumes and email contacts (an average of 23% over monthly forecast) the temporary staff were extended for the remainder of 2020. The logic was that in the 2021 budget there was a known requirement for additional Service Simcoe frontline staff due to the upcoming new Solid Waste Management curbside collections contract. This requirement was brought forward in SWM Council reports regarding the new contract. In 2021, the Service Simcoe Contact Centre will require two permanent FTE to manage the increased volumes and an additional two temporary FTE to help manage the onboarding of the contract and the new automated bin distribution. It is expected there will be a surge in call volume in 2021 as the bins are rolled out.

### Impact of not proceeding

Not proceeding will result in a significant impact to service levels including extremely long wait times for phone calls and emails and increased escalations to senior management, Local and County Councillors. These FTE are the minimum to manage the surge in volumes associated with marketing and launching the new contract and bin distribution. It is expected that volumes will level out after the surge but the forecast will still have increased volumes due to growth and bin maintenance.

### Budget

Category	(\$000's)	2021 Budget
Salaries		321
Operating Expense		321
<b>Net Expenditure</b>		<b>(321)</b>

# 2021 DEPARTMENT BUDGETS



## Museum Tangible Capital Asset (TCA)

**Expenditure Title:** Air Handler Replacements  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

As part of the Asset Management Plan, one building repair project is required for 2021; the replacement of two air handler units that were originally installed in 1985. This project will be funded from museum reserve. There are a total of four air handler units in the old section of the museum that are part of the HVAC system. Work involves the removal and replacement of two of the original air handler units and the integration of these units into the building's HVAC system in the old section of the museum. It is recommended to replace two units in 2021 in order to troubleshoot any challenges with the HVAC system. If there are no issues, the remaining two units would be scheduled for replacement in 2022.

### Impact of not proceeding

The existing units are 35 years old and have surpassed their life expectancy. Repairs are becoming more frequent with these units, and there is increased risk of breakdowns. If these units fail, the museum's climate control system will not function, causing temperature and relative humidity instability, which will result in damage to the museum collection.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	100	0	100	0	0
Capital Expense	100	0	100	0	0
Net Expenditure	0	0	0	0	0

# 2021 DEPARTMENT BUDGETS



## Museum Tangible Capital Asset (TCA)

**Expenditure Title:** Fire Safety System  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

After the museum structure fire occurred in April 2018, a review of the fire safety system was completed. An engineering firm was contracted to complete this review and provide recommendations for improvements to the system. The review noted deficiencies in the current system and recommended a system upgrade. The last system update was in 2005. The required upgrades include:

1. The installation of a new conduit and wiring system throughout the main facility and the heritage buildings.
2. Configure the wet sprinkler system in the west section of the building to meet Ontario Building Code requirements.
3. Connect existing duct smoke detectors to the fire alarm system.
4. Install additional heat and smoke detectors in all gallery and storage areas to comply with CAN/ULC-S524 - Fire Alarm Installation standards.

### Impact of not proceeding

Not proceeding with the fire system upgrades, the system will not be compliant with the Ontario Building Code or the CAN/ULC-S524 - Fire Alarm Installation standards. An upgraded system will bring the fire system up to current standards, and will ensure that the museum's buildings and collections are protected from the risk of fire.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	100	0	100	0	0
Net Capital	(100)	0	(100)	0	0
Net Expenditure	(100)	0	(100)	0	0

# 2021 DEPARTMENT BUDGETS





# 2021 DEPARTMENT BUDGETS



## Corporate Performance



# 2021 DEPARTMENT BUDGETS



## Corporate Performance Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	199	189	194	192	194	3	1.4	0	0.0
Miscellaneous Income	213	250	248	202	228	26	12.8	(21)	(8.3)
Transfer from Reserve	100	0	0	0	50	50	100.0	50	100.0
<b>Total Revenues</b>	<b>512</b>	<b>439</b>	<b>442</b>	<b>393</b>	<b>472</b>	<b>79</b>	<b>20.0</b>	<b>29</b>	<b>6.6</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	12,273	13,204	13,940	13,665	14,616	950	7.0	675	4.8
Administration	1,998	2,353	2,514	1,966	2,373	407	20.7	(141)	(5.6)
Facilities	1,600	1,477	1,465	1,504	1,400	(104)	(6.9)	(65)	(4.4)
Cost of Service Delivery	2,985	3,425	3,447	3,399	3,691	292	8.6	244	7.1
Transfer to Reserve	150	150	150	150	150	0	0.0	0	0.0
<b>Total Expenses</b>	<b>19,007</b>	<b>20,610</b>	<b>21,516</b>	<b>20,684</b>	<b>22,229</b>	<b>1,545</b>	<b>7.5</b>	<b>714</b>	<b>3.3</b>
<b>Total Operating Balance</b>	<b>(18,495)</b>	<b>(20,170)</b>	<b>(21,073)</b>	<b>(20,291)</b>	<b>(21,758)</b>	<b>(1,467)</b>	<b>7.2</b>	<b>(684)</b>	<b>3.2</b>
<b>Capital</b>									
Capital Revenue	7,016	1,180	0	(39)	120	159	(411.2)	120	100.0
Capital Expenses	8,463	3,200	1,989	1,950	3,605	1,655	84.9	1,617	81.3
<b>Net Capital</b>	<b>(1,447)</b>	<b>(2,019)</b>	<b>(1,989)</b>	<b>(1,989)</b>	<b>(3,485)</b>	<b>(1,497)</b>	<b>75.3</b>	<b>(1,497)</b>	<b>75.3</b>
<b>Net Department Requirement</b>	<b>(19,942)</b>	<b>(22,190)</b>	<b>(23,062)</b>	<b>(22,279)</b>	<b>(25,243)</b>	<b>(2,963)</b>	<b>13.3</b>	<b>(2,181)</b>	<b>9.5</b>

# 2021 DEPARTMENT BUDGETS



## Corporate Performance Net Department Requirement (\$'000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Revenue	512	439	442	393	472	79	20.0	29	6.6
Expenses	19,007	20,610	21,516	20,684	22,229	1,545	7.5	714	3.3
<b>Total Operating Balance</b>	<b>(18,495)</b>	<b>(20,170)</b>	<b>(21,073)</b>	<b>(20,291)</b>	<b>(21,758)</b>	<b>(1,467)</b>	<b>7.2</b>	<b>(684)</b>	<b>3.2</b>
<b>Department Operating Expenses</b>									
Finance	3,369	3,636	3,807	3,730	3,876	146	3.9	69	1.8
Human Resources	3,398	3,393	3,679	3,354	3,864	510	15.2	185	5.0
Information Technology	7,057	7,993	8,216	7,883	8,466	582	7.4	249	3.0
Legal	606	794	719	705	704	(1)	(0.1)	(14)	(2.0)
Procurement, Fleet and Property	4,577	4,793	5,095	5,012	5,320	308	6.2	225	4.4
<b>Total Operating Expenses</b>	<b>19,007</b>	<b>20,610</b>	<b>21,516</b>	<b>20,684</b>	<b>22,229</b>	<b>1,545</b>	<b>7.5</b>	<b>714</b>	<b>3.3</b>
<b>Total Capital Expenses</b>	<b>8,463</b>	<b>3,200</b>	<b>1,989</b>	<b>1,950</b>	<b>3,605</b>	<b>1,655</b>	<b>84.9</b>	<b>1,617</b>	<b>81.3</b>

# 2021 DEPARTMENT BUDGETS



## Corporate Performance 2021 Budget vs. 2020 Budget Change

The 2021 Corporate Performance budget includes a net department requirement (total operating and capital) of \$25.2M, compared to \$23.1M in 2020, an increase of \$2.2M.

### Operating

The Corporate Performance operating budget includes a total operating balance of \$21.8M, compared to \$21.1M in 2020, an increase of \$684K.

User Fees are the same as in 2020.

Miscellaneous Income is to decrease by \$21K. This results from lower anticipated recoveries from municipalities due to reduced use of IT services. Legal revenue relating to home ownership program purchases, sales and refinancing activity is also lower.

Transfer from Reserve will increase by \$50K. This is to offset the costs related to the Development Charges study conducted every five years and due to be updated in 2021.

Salaries and Benefits are anticipated to increase by \$675K. This includes two temporary positions to support COVID-19 pandemic related activity and one permanent Maintenance Worker to meet the demands at new facilities, approved in 2020. This increase is partially offset by reallocating 0.5 FTE to the Museum. The 2021 budget includes proposals for two new positions: a Project Support Resource and a Health,

Safety, Benefits and Wellness Coordinator. A reclassification of Labour Relation Consultant to Strategic HR Business Partner to provide more engaging and competency based HR leadership to the organization has also been requested. Excluding these additions, salaries and benefits would have increased by 1.6% which includes changes relating to collective agreements and standard salary and benefits increases.

Administration costs are expected to decrease by \$141K. The reductions in staff training and development expenses of \$195K are partially offset by increased consulting costs for the Development Charges study funded by reserve. Insurance costs have also increased.

Facilities costs are projected to decrease by \$65K. Lower one-time building projects and repairs are partially offset by higher utilities costs.

Cost of Service Delivery is planned to increase by \$244K. This is due to increases in network and security monitoring costs as well as software support and contract costs mainly related to the implementation of Office 365 which enabled working from home capabilities and eliminated future capital costs related to email upgrades.

Transfer to Reserve will not change in 2021.

# 2021 DEPARTMENT BUDGETS



The changes in expenses broken down by department are as follows:

**Finance:** The increased expenses of \$69K include standard salaries and benefits increases and expenses related to the Development Charges study required by the County by-law in 2021.

**Human Resources:** Higher expenses of \$185K are related to a temporary Recruiter position approved in 2020 to support pandemic related activity and a proposal for a new Health and Safety, Benefits and Wellness Coordinator to provide better oversight of Health and Safety measures and support employee psychological and wellness programs. A request to reclassify the position of Labour Relations Consultant to Strategic HR Business Partner is intended to establish more engaging, competency based and time sensitive leadership to each Division.

**Information Technology:** An expense increase of \$249K reflects higher network systems and support costs including switches and routers and security monitoring system. Software and support contracts are also higher mainly due to migration to Office 365 which enabled working from home capabilities. The ongoing annual support costs for the cloud environment will continue in the future years but are offset by eliminating capital costs related to email upgrades.

**Legal:** A decrease in expenses of \$14K is related to lower benefits costs and a reduction in administrative costs with the expectation that more meetings will be conducted in on line format.

**Procurement, Fleet & Property:** The increased expenses of \$225K include one temporary Procurement Professional, and a permanent Maintenance Worker approved in 2020 as well as a request for a Project Support Resource. The addition of the resource will increase overall efficiency within the Maintenance and Facilities Team. The increase was partially offset by a reduction of 0.5 FTE Maintenance and Facilities worker which was moved to the Museum. Salaries and benefits of two FTEs transferred from the Solid Waste Management department to the Fleet program are cost neutral at the corporate level. Additional expenses include an increase for ongoing cleaning costs offset by lower one time building repairs and projects.

## Capital

The Department's Capital budget is \$3.6M. The details for each project are on the Request Form(s) included.

## Corporate Performance 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Corporate Performance includes a net department requirement (total operating and capital) of \$25.2M, compared to \$22.3M in the 2020 forecast, an increase of \$3.0M.

### Operating

The Corporate Performance operating budget includes a total operating balance of \$21.8M, compared to \$20.3M in the 2020 forecast, an increase of \$1.5M.

User Fees are to increase by \$3K. The rental revenue from the cafeteria was forecasted lower due to closure through part of 2020.

Miscellaneous Income is to increase by \$26K. This results from lower forecasted recoveries in 2020 related to IT services and Legal fees.

Transfer from Reserve will increase by \$50K. This is to offset the costs related to the Development Charges study conducted every five years and due to be updated in 2021.

Salaries and Benefits are anticipated to increase by \$950K. This includes two temporary positions to support COVID-19 pandemic related activity and one permanent Maintenance Worker to meet the demands at new facilities, approved in 2020. This increase is partially offset by reallocating 0.5 FTE to the Museum at the end of 2019. The 2021 budget includes

proposals for two new positions: A Project Support Resource and a Health, Safety, Benefits and Wellness Coordinator. A reclassification of Labour Relation Consultant to Strategic HR Business Partner to provide more engaging and competency based HR leadership to the organization has also been requested. In addition to these changes, the 2020 forecast was adjusted lower to reflect staff turnover and vacancies.

Administration costs are expected to increase by \$407K. This is mainly due to increased consulting costs for the Development Charges study and increased insurance cost.

Facilities costs are projected to decrease by \$104K. This is related mainly to lower one time building projects and repairs planned for 2021.

Cost of Service Delivery is planned to increase by \$292K. This is due to increases in network and security monitoring costs as well as software support and contract costs mainly related to the implementation of Office 365 which enabled working from home capabilities and eliminated future capital costs related to email upgrades.

Transfer to Reserve will not change in 2021.

The changes in expenses broken down by department are as follows:

# 2021 DEPARTMENT BUDGETS



**Finance:** An expense increase of \$146K is related to standard salaries and benefits increases in 2021 and lower 2020 forecast due to staff vacancies. Consulting fees are also higher due to the Development Charges study scheduled for 2021.

**Human Resources:** Higher expenses of \$510K are related to the temporary Recruiter position approved in 2020 to support pandemic related activity and a proposal for a new Health and Safety, Benefits and Wellness Coordinator to provide better oversight of Health and Safety measures and support employee psychological and wellness programs. A request to reclassify the Labour Relation position to Strategic HR Business Partner is intended to establish more engaging, competency based and time sensitive leadership to each Division. The lower 2020 forecast is related to decreased legal fees and other administrative expenses related to working from home during the pandemic.

**Information Technology:** The expenses increase of \$582K reflects higher network systems and support costs including switches, routers and security monitoring system. Software and support contracts are also higher mainly due to the migration to Office 365 which enabled working from home capabilities. The ongoing annual support costs in the Cloud environment will continue in the future years but are offset by eliminating capital costs related to email upgrades. The 2020

forecast includes reductions due to deferred projects and reallocation of resources to pandemic related priorities.

**Legal:** A decrease in expenses of \$1K is related to lower benefits costs and a reduction in administrative costs with the expectation that more meetings will be conducted through an on-line format.

**Procurement, Fleet & Property:** The increased expenses of \$308K include one temporary Procurement Professional, and a permanent Maintenance Worker approved in 2020 as well as a request for a Project Support Resource. The addition of this resource will increase overall efficiency within the Maintenance and Facilities Team. The increase is partially offset by the reduction of 0.5 FTE Maintenance Worker reallocated to the Museum. Salaries and benefits of two FTEs transferred from the Solid Waste Management department to the Fleet program are cost neutral at the corporate level. Additional expenses include an increase for ongoing cleaning costs related to disease control offset by reduced one time building repairs and efficiencies projects. The 2020 forecast reflects reductions related to staff vacancies and lower administrative expenses.

## Capital

The Department's 2021 Capital budget is \$3.6M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Corporate Performance Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
FIN - Asset Mgmt Regulatory Requirements	250	250	0	0	0	0	0	0	250
IT - Infrastructure Improvement	185	185	0	0	0	0	0	0	185
IT - SAP Upgrade	6,000	2,500	0	0	0	0	0	0	2,500
PFP - Admin Centre Building Components	570	570	0	0	0	0	0	70	500
PFP - Admin Centre EV Charging Station	100	100	0	0	50	0	0	0	50
<b>Total Capital</b>	<b>7,105</b>	<b>3,605</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>3,485</b>



# 2021 DEPARTMENT BUDGETS



## Finance Tangible Capital Asset (TCA)

**Expenditure Title:** Asset Mgt Regulatory Requirements  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Asset Management Strategy focuses on the County’s business processes, operational practices, and key initiatives designed to create and sustain an asset management program. The strategy provides a long term outlook on the overall asset management program development and strengthen key elements of its framework which continue to be updated over time. Supported by legislative and governance frameworks, formal corporate asset management programs are designed to operationalize the policy and achieve its objectives.

Advancement in the County’s asset management maturity will allow staff to better balance the cost, performance and risk associated with delivering complex infrastructure programs and associated services.

To move towards an advanced state of asset management, the implementation of the asset management strategy and initiatives are required.

The implementation of the current asset management strategy consists of a process that will span over the next few years.

### Impact of not proceeding

If this work is not completed the new system will not be used to its full capacity and compliance with Ontario Regulation 588/17 will not be achieved.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	250	0	250	0	0
Net Capital	(250)	0	(250)	0	0
Net Expenditure	(250)	0	(250)	0	0

# 2021 DEPARTMENT BUDGETS



## Human Resources Staffing

**Expenditure Title:** Health, Safety, Benefits and Wellness Coordinator  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The new position will provide support to the Program Support Supervisor Health and Safety, Benefits Administrator and the Abilities and Wellness Consultants by developing metrics and analysis regarding our Health and Safety programs, WSIB, STD and LTD usage.

This role will provide reports and analysis for all levels of leadership. The resource will monitor costs as well as health and safety trends impacting staff and provide information for the Corporation as a whole. The role will also prepare reports and analysis for leaders in each division/department. Finally, this role will also enter benefits data, and support specific health, safety and wellness programs such as infection prevention and control, psychological safety, violence in the workplace and the employee wellness programs.

### Impact of not proceeding

Currently metrics and analysis are completed on an ad hoc basis. Proactive analysis will allow the County to identify and understand trends related to health risks for staff and cost risks to the corporation. Without this position, the Corporation and the divisions will not have a proactive view of health, safety and wellness issues and possible risks.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	85
Operating Expense	85
<b>Net Expenditure</b>	<b>(85)</b>

# 2021 DEPARTMENT BUDGETS



## Human Resources Staffing

**Expenditure Title:** Reclassification of Labour Relations Consultant to Strategic Human Resources Business Partner roles

**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Human Resource (HR) Department would like to establish a more engaging, competency based, time sensitive and developmental partnership with the entire Organization. To accomplish this, the plan is to transition the current Employee/Labour Relations Consultant position to a Strategic HR Business Partner (SHRBP) model that establishes immediate HR skills within each Division at the County of Simcoe. The SHRBP will support the Departmental Leadership Team. This will ensure consistency in our HR application throughout the County.

Immediate organizational benefits of this transition will include:

- Focus on particular Departmental needs
- Skilled HR practitioner at Departmental Leadership Meetings and discussions
- Customized HR involvement for all of our Department leadership teams
- Enhanced efforts to become more cross-functional in our communications and awareness
- Assistance with a more rapid organizational change and transition application

### Impact of not proceeding

If the position is not reclassified, the current working relationship between the departments will continue and the benefits of the structure change will not be realized.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	28
Operating Expense	28
<b>Net Expenditure</b>	<b>(28)</b>

# 2021 DEPARTMENT BUDGETS



## Information Technology Tangible Capital Asset (TCA)

**Expenditure Title:** Infrastructure Improvement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Information Technology (IT) infrastructure consists of hardware, software, network and security equipment. This infrastructure is the foundation for all information systems and applications. Each year, performance and capacity requirements are carefully reviewed to ensure the environment has the appropriate resources. The scope of this infrastructure includes servers, new applications, capital enhancements, Storage Area Networks (SANs), wireless systems, and security.

Based on the review, the proposed planned improvements for 2021 include:

- Security Enhancements - \$85K (managed Security Operations Centre, Penetration Testing)
- LTC Wireless Upgrades - \$100K (wireless networking infrastructure updates at Trillium Manor and Sunset Manor)

### Impact of not proceeding

Wireless infrastructure at Trillium and Sunset Manors have reached end of life. This equipment needs to be replaced and coverage increased to support both staff and client requirements.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	185	0	185	0	0
Net Capital	(185)	0	(185)	0	0
Net Expenditure	(185)	0	(185)	0	0

# 2021 DEPARTMENT BUDGETS



## Information Technology Tangible Capital Asset (TCA)

**Expenditure Title:** SAP Upgrade  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

In 2008, the County started the initial implementation of SAP software solution as its core Enterprise Resource Planning (ERP) system. Our current SAP version and support is coming to an end and needs to transition to the new version SAP S/4HANA. The transition will require a multi-year phased in approach.

Year 1:

- Replace server hardware that is coming to end of life in 2021,
- Perform technical migration of databases the security roles, and revamping of the County specific custom applications,
- Roll out process improvement change in Finance, PFP, Social Housing and LTC.

Year 2-3:

- Enhance the core HR/HRIS functionality
- Implement Position Management

Implementation activities include training of resources across Departments and Change Management activities to transition and adopt SAP S/4HANA environment.

### Impact of not proceeding

Major SAP upgrades are planned every 5 years. The current SAP version will reach end of support life in 2025 and all lines of business will need to migrate over before that time. These migrations can only be scheduled after the platform has been upgraded. If the transition process does not start in 2021, our ERP system will not be supported at the end of life.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	6,000	0	2,500	1,500	2,000
Net Capital	6,000	0	2,500	1,500	2,500
Net Expenditure	6,000	0	2,500	1,500	2,500

# 2021 DEPARTMENT BUDGETS



## Procurement, Fleet and Property Staffing

**Expenditure Title:** Project Support Resource  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Maintenance Optimization Project has been underway since 2018 with a goal to seek out efficiencies and cost savings related to the care of County facility assets. A clear opportunity exists for cost savings and efficiencies through the use of in house staff to complete construction, renovation and other asset maintenance project work. The third parties that are currently utilized to perform such work are procured at a cost of double and sometimes triple the wages of a similar County staff role. These savings, in addition to opportunities for further savings, such as combining "like" projects to obtain order of magnitude savings create the business case for this new role.

Project management workload includes design planning, contractor and consultant oversight, dealing with authorities for permits and inspections, management of communications with clients or landlords, management of the project budget, and closing out the project with effective records. Estimated savings in outsourced vendor project management costs over and above the cost of this role are \$50 to \$75K annually.

### Impact of not proceeding

Project management services will be procured at double or triple the hourly rate of a County staff role and opportunities for further savings will not materialize.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	109
Operating Expense	109
Net Expenditure	(109)

# 2021 DEPARTMENT BUDGETS



## Procurement, Fleet and Property Tangible Capital Asset (TCA)

**Expenditure Title:** Admin Centre Building Components  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The original Administration Centre was built in 1971. Staff maintain the building in good condition through an extensive Asset Management Plan and building condition assessment that is reviewed annually making component replacement and repair recommendations while seeking out work plan efficiencies where possible.

Items proposed in 2021 budget include:

- Building Envelope - Centre Core Glass Curtain Wall and affected internal area \$155K
- Lower West Window replacement and repair affected area \$260K
- HVAC West Wing RTU \$90K
- HVAC Controls \$25K
- Lighting Upgrade to high efficiency (Old portion of Building) \$40K

### Impact of not proceeding

If this work is not completed, projects will be pushed to future budget years and result in an increased cost and disruption to employees within the space.

### Budget

Category	(\$000's)	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue		70	0	70	0	0
Capital Expense		570	0	570	0	0
Net Capital		(500)	0	(500)	0	0
Net Expenditure		(500)	0	(500)	0	0

# 2021 DEPARTMENT BUDGETS



## Procurement, Fleet and Property Tangible Capital Asset (TCA)

**Expenditure Title:** Admin Centre Electric Vehicle Charging Station  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The County of Simcoe has applied for a funding opportunity whereby 50% of the cost for an Electric Vehicle (EV) charging station comprised of six dual charging points would be funded by Natural Resources Canada (NRCAN). The entire project is estimated to cost \$100K. The County of Simcoe would fund the remaining 50%. If the funding application is not approved the project will not proceed as planned.

### Impact of not proceeding

If the funding application is approved, and the County has not budgeted for the 50% amount that we are responsible for, the project cannot proceed.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	50	0	50	0	0
Capital Expense	100	0	100	0	0
Net Capital	(50)	0	(50)	0	0
Net Expenditure	(50)	0	(50)	0	0



# 2021 DEPARTMENT BUDGETS



## General Municipal Services



# 2021 DEPARTMENT BUDGETS



## General Municipal Services Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	0	1,128	0	9,000	0	(9,000)	(100.0)	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
County Levy	164,623	172,125	177,953	179,932	184,635	4,704	2.6	6,682	3.8
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	5,221	5,317	2,059	2,346	1,613	(732)	(31.2)	(446)	(21.6)
Transfer from Reserve	10,815	5,453	7,700	8,557	4,576	(3,981)	(46.5)	(3,124)	(40.6)
<b>Total Revenues</b>	<b>180,659</b>	<b>184,024</b>	<b>187,712</b>	<b>199,834</b>	<b>190,825</b>	<b>(9,009)</b>	<b>(4.5)</b>	<b>3,112</b>	<b>1.7</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	0	0	0	0	0	0	0.0	0	0.0
Administration	6,637	8,089	7,079	7,094	6,861	(232)	(3.3)	(217)	(3.1)
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	19,881	12,480	19,338	20,354	13,568	(6,786)	(33.3)	(5,770)	(29.8)
Transfer to Reserve	13,642	11,712	7,067	10,203	6,055	(4,149)	(40.7)	(1,012)	(14.3)
<b>Total Expenses</b>	<b>40,160</b>	<b>32,282</b>	<b>33,483</b>	<b>37,651</b>	<b>26,484</b>	<b>(11,167)</b>	<b>(29.7)</b>	<b>(7,000)</b>	<b>(20.9)</b>
<b>Total Operating Balance</b>	<b>140,499</b>	<b>151,742</b>	<b>154,229</b>	<b>162,183</b>	<b>164,341</b>	<b>2,158</b>	<b>1.3</b>	<b>10,112</b>	<b>6.6</b>
<b>Capital</b>									
Capital Revenue	0	0	0	4,087	0	(4,087)	(100.0)	0	0.0
Capital Expenses	0	0	0	4,087	0	(4,087)	(100.0)	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>140,499</b>	<b>151,742</b>	<b>154,229</b>	<b>162,183</b>	<b>164,341</b>	<b>2,158</b>	<b>1.3</b>	<b>10,112</b>	<b>6.6</b>

# 2021 DEPARTMENT BUDGETS



## General Municipal Services 2021 Budget vs. 2020 Budget Change

The 2021 General Municipal Services budget includes a net department requirement (total operating and capital) of (\$164.3M), compared to (\$154.2M) in 2020, an increase of \$10.1M.

### Operating

The General Municipal Services operating budget includes a total operating balance of (\$164.3M), compared to (\$154.2M) in 2020, an increase of \$10.1M.

The County Levy is estimated to increase by \$6.7M to \$184.6M from \$178.0M in 2020. This increase is due to growth from property asset/additions and supplementary taxes, estimated using the 5 year average, which do not increase taxes for current taxpayers. The property tax rate increase for current taxpayers is set at zero as directed by council.

Miscellaneous Income is to decrease by \$446K. Interest and return on investment are expected to be lower in 2021.

Transfer from Reserve will decrease by \$3.1M. The 2021 budget includes one-time items such as a \$1.1M transfer towards a higher SMDHU fee and \$500K contribution to YMCA. The 2020 budget included a one-time payment of \$3.7M to the City of Barrie for the purchase of the Lake Simcoe Regional Airport and a \$1M contribution to YMCA.

Administration costs are expected to decrease by \$217K. This includes administrations savings for various accounts partially offset by increases in Tax Write Offs and insurance costs. There is a 0% increase in MPAC costs as per budget guidelines.

Cost of Service Delivery is planned to decrease by \$5.8M. This decrease relates to one time items included in the 2020 budget that are not required in 2021: the Airport purchase from City of Barrie at \$3.7M, \$500K decrease in contribution to YMCA for the Youth Heaven and decreased principal and interest costs of \$3M related to debt payments. The Roads Debenture has been repaid in full and the debenture for the Paramedic stations was reallocated to the Paramedic Services department. The decrease is offset by increased SMDHU fees of \$1.2M and a \$250K increase in contributions for Lake Simcoe Regional Airport operating costs.

Transfer to Reserve will decrease by \$1.0M. Funds were transferred to reserve in 2020 to offset future increases in SMDHU fees.

### Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



## General Municipal Services 2021 Budget vs. 2020 Forecast Change

The 2021 budget for General Municipal Services includes a net department requirement (total operating and capital) of (\$164.3M), compared to (\$162.2M) in the 2020 forecast, an increase of \$2.2M.

### Operating

The General Municipal Services operating budget includes a total operating balance of (\$164.3M), compared to (\$162.2M) in the 2020 forecast, an increase of \$2.2M.

Subsidies are to decrease by \$9.0M. This decrease relates to one time COVID-19 Safe Restart provincial funding received in 2020.

The County Levy is estimated to increase by \$4.7M to \$184.6M from \$179.9M in 2020. This increase is due to growth from property asset/additions and supplementary taxes, estimated using the 5 year average, which do not increase taxes for current taxpayers. The property tax rate increase for current taxpayers is set at zero as directed by council.

Miscellaneous Income is to decrease by \$732K. Interest and return on investment are expected to be lower in 2021.

Transfer from Reserve will decrease by \$4.0M. The 2021 budget includes one time items such as \$1.1M transfer towards a higher SMDHU fee and \$500K contribution to YMCA. The 2020 forecast includes one time payment of

\$3.7M to the City of Barrie for the purchase of the Lake Simcoe Regional Airport and \$1M contribution to the YMCA as well as transfers to offset prior year payments to Hospice and Age Friendly grants.

Administration costs are expected to decrease by \$232K. This includes administrations savings for various accounts partially offset by increases in Tax Write Offs and insurance costs. There is a 0% increase in MPAC costs as per budget guidelines.

Cost of Service Delivery is planned to decrease by \$6.8M. This decrease relates to one time items included in the 2020 budget that are not required in 2021: the Airport purchase from City of Barrie at \$3.7M, \$500K decrease in contribution to YMCA for the Youth Heaven and decreased principal and interest costs of \$3M related to debt payments. The Roads Debenture has been repaid in full and the debenture for the Paramedic stations was reallocated to the Paramedic Services department. The decrease is offset by increased SMDHU fees of \$1.2M and a \$250K increase in contributions for Airport operating costs.

Transfer to Reserve will decrease by \$4.1M. This is mainly due to additional items included in 2020 Forecast: the prior year surplus and 2020 levy surplus are transferred to Contingency Reserve as directed by Council.

# 2021 DEPARTMENT BUDGETS



## Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



## Health and Emergency Services



# 2021 DEPARTMENT BUDGETS





## Paramedic Services



# 2021 DEPARTMENT BUDGETS



## Paramedic Services Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	25,586	26,236	27,451	27,422	28,720	1,298	4.7	1,269	4.6
Service Partners	7,245	7,889	8,481	8,439	7,935	(504)	(6.0)	(547)	(6.4)
User Fees	48	75	44	44	45	1	1.4	1	1.4
Miscellaneous Income	197	386	61	141	62	(80)	(56.4)	1	1.5
Transfer from Reserve	0	101	83	218	10	(208)	(95.4)	(73)	(87.9)
<b>Total Revenues</b>	<b>33,075</b>	<b>34,686</b>	<b>36,120</b>	<b>36,264</b>	<b>36,772</b>	<b>507</b>	<b>1.4</b>	<b>651</b>	<b>1.8</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	40,828	43,037	45,133	44,811	43,611	(1,200)	(2.7)	(1,522)	(3.4)
Administration	1,270	1,428	1,362	1,297	1,263	(34)	(2.6)	(99)	(7.3)
Facilities	1,033	1,203	1,611	1,643	1,673	30	1.8	62	3.9
Cost of Service Delivery	2,848	2,887	3,266	3,750	6,268	2,518	67.1	3,002	91.9
Transfer to Reserve	385	400	299	299	399	100	33.4	100	33.4
<b>Total Expenses</b>	<b>46,363</b>	<b>48,955</b>	<b>51,671</b>	<b>51,800</b>	<b>53,214</b>	<b>1,414</b>	<b>2.7</b>	<b>1,543</b>	<b>3.0</b>
<b>Total Operating Balance</b>	<b>(13,288)</b>	<b>(14,269)</b>	<b>(15,551)</b>	<b>(15,536)</b>	<b>(16,443)</b>	<b>(907)</b>	<b>5.8</b>	<b>(892)</b>	<b>5.7</b>
<b>Capital</b>									
Capital Revenue	10,919	18,882	3,398	(1,325)	1,209	2,535	(191.2)	(2,189)	(64.4)
Capital Expenses	14,333	20,944	6,319	1,658	2,428	770	46.4	(3,892)	(61.6)
<b>Net Capital</b>	<b>(3,414)</b>	<b>(2,062)</b>	<b>(2,921)</b>	<b>(2,983)</b>	<b>(1,219)</b>	<b>1,765</b>	<b>(59.2)</b>	<b>1,703</b>	<b>(58.3)</b>
<b>Net Department Requirement</b>	<b>(16,702)</b>	<b>(16,331)</b>	<b>(18,472)</b>	<b>(18,519)</b>	<b>(17,661)</b>	<b>857</b>	<b>(4.6)</b>	<b>810</b>	<b>(4.4)</b>

# 2021 DEPARTMENT BUDGETS



## Paramedic Services 2021 Budget vs. 2020 Budget Change

The 2021 Paramedic Services budget includes a net department requirement (total operating and capital) of \$17.7M, compared to \$18.5M in 2020, a decrease of \$810K.

The City of Barrie portion is \$7.2M, a decrease of \$1.4M from 2020. The City of Orillia portion is \$1.5M, a decrease of \$312K from 2020. The total Municipal requirement in 2021 is \$26.3M compared to \$28.9M in 2020, a decrease of \$2.6M.

### Operating

The Paramedic Services operating budget includes a total operating balance of \$16.4M, compared to \$15.6M in 2020, an increase of \$892K.

Subsidies are to increase by \$1.3M. The 2021 Ministry subsidy includes three funding envelopes. The base funding envelope is expected to increase by \$1.3M providing a 2021 estimated subsidy of \$28.7M. This calculation is based on Ministry guidelines providing 50% funding of the County's approved 2020 budget, without an incremental increase as the Ministry has removed this from the calculation in previous years.

The remaining two funding envelopes for Community Paramedicine and Dedicated Offload Nursing remain the same for 2021.

To date, the County has not received any notification of COVID-19 related funding for Paramedic Services in 2021.

The 2021 Ministry funding represents 48.7% of the qualifying 2021 expenses, a shortfall of \$748K from 50/50 funding. The 2021 budget does include COVID-19 expenses while funding is based on the 2020 approved Council budget which does not.

Service Partner operating contributions are based on the current Shared Service Agreements using the 2020 Weighted Taxable Assessment.

User Fees are to increase by \$1K. User Fees are charged to outside corporations or individuals for training and course costs related to the Public Access Defibrillator program (PAD).

Miscellaneous Income is to increase by \$1K. Miscellaneous income includes revenue from the sale of defibrillators, sponsorships and miscellaneous recoveries from the PAD program.

Transfer from Reserve will decrease by \$73K. In 2020, the Paramedic Services Reserve was utilized to update the planning analysis model report which will not be required in 2021. In 2021, \$10K has been included as a transfer from the Paramedic Services Donation Reserve in support of mental health related initiatives.

# 2021 DEPARTMENT BUDGETS



Salaries and Benefits are anticipated to decrease by \$1.5M. Salaries include the addition of three new FTE Primary Care Paramedics and changes related to the current collective agreement.

Benefits for Paramedic Services are budgeted to reduce by \$1.3M. The drop is related to changes in assessments related to Workers Compensation. The rate group previously assigned to Paramedic Services held an insurance premium of \$7.09 per \$100 of earnings (subject to a maximum). In 2020, the Workers Compensation Board changed this rate to \$3.22 resulting in a large reduction of premiums.

Administration costs are expected to decrease by \$99K. Costs associated with the Paramedic Services planning analysis model update were included in the Administration section of the 2020 budget. These expenses have been removed for 2021. Costs associated with staff training and development, mileage and meetings and conferences have also decreased in 2021. Offsetting the reductions is an increase for insurance premiums and the addition of \$10K related to mental health initiatives which is funded by the Paramedic Donation Reserve.

Facilities costs are projected to increase by \$62K. Facility costs include equipment and building expenses. In 2021, there is an increase of \$15K related to cleaning protocol for COVID-19 and the balance of the increase is associated with various building and equipment costs which fluctuate each year depending on the department and station requirements.

Cost of Service Delivery is planned to increase by \$3.0M. The 2021 operating budget includes principal and interest expense of \$2.1M for borrowing costs for Paramedic Services station and campus facility builds. The borrowing costs, which began in 2019, were previously included in the General Municipal budget.

Also, COVID-19 Personal Protective Equipment (PPE) costs of \$1.2M for 2021 have been included in the Cost of Service Delivery. In addition, the cost to replace half of the Paramedic uniform jackets has been included with the second half in 2022.

Offsetting these costs are reductions related to the cost of vehicle repairs, gas and one time expense for computer software in 2020.

Transfer to Reserve will increase by \$100K. In order to plan for appropriate asset management, funds are set aside in the 2021 budget to be transferred to the Paramedic Reserve for capital related building/equipment repairs and replacements at the Barrie Simcoe Emergency Services Campus. In addition, funds are being set aside in order to offset the future replacement costs associated with CPR equipment purchased in 2020.

## Capital

The Department's Capital budget is \$2.4M. The details for each project are on the Request Form(s) included.

## Paramedic Services 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Paramedic Services includes a net department requirement (total operating and capital) of \$17.7M, compared to \$18.5M in the 2020 forecast, a decrease of \$857K.

The City of Barrie portion is \$7.2M, a decrease of \$1.4M from 2020 forecast. The City of Orillia portion is \$1.5M, a decrease of \$299K from 2020 forecast. The total Municipal requirement in 2021 budget is \$26.3M compared to \$28.9M in 2020 forecast, a decrease of \$2.6M.

### Operating

The Paramedic Services operating budget includes a total operating balance of \$16.4M, compared to \$15.5M in the 2020 forecast, an increase of \$907K.

Subsidies are to increase by \$1.3M. The 2021 Ministry Subsidy is based on three funding envelopes. The base funding amount is calculated based on the prior year County approved budget, funded at 50% of the allowable expenses. The 2021 base funding is expected to increase by \$1.3M over the 2020 funding based on this calculation.

The remaining two funding envelopes for Community Paramedicine and Dedicated Nurse remain the same as 2020.

Service Partner operating contributions are based on the current Shared Service Agreements using the 2020 Weighted Taxable Assessment.

User Fees are to increase by \$1K. User Fees are charged to outside corporations or individuals for training and course costs related to the Public Access Defibrillator program (PAD). It is anticipated the revenue will increase by \$1K over the 2021 year as 2020 is currently trending in this direction.

Miscellaneous Income is to decrease by \$80K. The 2020 forecast includes one-time recovery funds from the Royal Victoria Hospital related to the County providing COVID-19 testing at the assessment centres.

Transfer from Reserve will decrease by \$208K. The 2020 forecast includes two one-time reserve transfers, one for the completion of the updated planning analysis model report and the second for the replacement of iPads from the Modernization funding. These projects will not reoccur in 2021. The 2020 forecast does not include the \$10K transfer from the Paramedic Donation Reserve to support mental health initiatives as COVID-19 has prevented this from occurring.

# 2021 DEPARTMENT BUDGETS



Salaries and Benefits are anticipated to decrease by \$1.2M. Salaries and Benefits in the 2020 forecast include up-staffing costs related to COVID-19 which are not repeated in the 2021 budget. Included in 2021 is the addition of three new FTE Primary Care Paramedics and changes to the current collective agreement.

Benefit costs associated with the reduction of the Workers Compensation insurance rate related to the 2020 up-staffing have also been reduced in the 2021 budget.

Administration costs are expected to decrease by \$34K. Administration costs in 2020 includes a one-time cost associated with the planning analysis model update which will not be included in the 2021 budget. In addition there is an overall reduction in staff training and development. The removal of these items is offset with increased costs for insurance and the replacement of the mobile phones in the ambulances.

Facilities costs are projected to increase by \$30K. Facility costs include equipment and building expenses. In 2021, there is an increase of \$15K related to cleaning protocol for COVID-19 and the replacement of the Toughbook computers in the supervisor's vehicles. The balance of the change is associated with various building and equipment costs which fluctuate each year depending on the department and station requirements.

Cost of Service Delivery is planned to increase by \$2.5M. The 2021 operating budget includes principal and interest expense of \$2.1M for borrowing costs for Paramedic Services station and campus facility builds. In 2020, these costs were included in the General Municipal area.

Also, COVID-19 Personal Protective Equipment (PPE) costs for 2021 have been included in the Cost of Service Delivery area along with an anticipated increase in fuel for 2021.

Offsetting these costs are reductions related to the cost of vehicle repairs.

Transfer to Reserve will increase by \$100K. In order to plan for appropriate asset management, funds are set aside in the 2021 budget to be transferred to the Paramedic Reserve for capital related building/equipment repairs and replacements at the Barrie Simcoe Emergency Services Campus. In addition, funds are being set aside in order to offset the future replacement costs associated with CPR equipment purchased in 2020.

## Capital

The Department's 2021 Capital budget is \$2.4M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Paramedic Services Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
PAR - Ambulance	208	208	0	144	0	53	11	0	0
PAR - Ambulance Replacement	914	914	0	0	0	233	48	0	634
PAR - Bradford Paramedic Station	4,567	412	0	170	0	105	22	0	116
PAR - Power Stretcher Replacement	885	438	0	0	0	111	23	150	154
PAR - Rapid Response Unit Replacement	262	262	0	0	0	67	14	0	181
PAR - Station Site Improvements	193	193	0	0	0	49	10	0	134
<b>Total Capital</b>	<b>7,030</b>	<b>2,428</b>	<b>0</b>	<b>315</b>	<b>0</b>	<b>618</b>	<b>127</b>	<b>150</b>	<b>1,219</b>

# 2021 DEPARTMENT BUDGETS



## Paramedic Services Staffing

**Expenditure Title:** Education Co-Ordinator  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

This position is needed to support the growth of Paramedic Services (PS) and the Quality Care Program (QCP). Though this request is for a full time equivalent, the budget impact to support the position is 0.25. The increase is offset by a decrease of approximately \$22K in the training and development line of the Performance Quality and Development Department budget. The current PS Education Coordinator is fully booked annually from October to June delivering continuing education sessions and leading PS recruitment, leaving only July-September for program development of multiple recruitment testing & orientation components. The QCP program has increased from five to eight Fire Departments with two anticipated to join in 2021 increasing education program support significantly.

### Impact of not proceeding

Unable to complete the following PS operational quality assurance items including patient care and documentation standard compliance auditing, application of continuing education training and auditing of clinical performance for operational investigations. Lack of interest from frontline staff in acting trainer roles and Labour Relations limitations for Paramedics in peer evaluation requires a non-union dedicated resource solution.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	25
Operating Expense	25
Service Partners	8
Operating Revenue	8
<b>Net Expenditure</b>	<b>(18)</b>



# 2021 DEPARTMENT BUDGETS



## Paramedic Services TCA with new Staffing

**Expenditure Title:** Paramedic Staffing and Ambulance  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The County of Simcoe Paramedic Services is recommending the addition of three FTE Primary Care Paramedics in order to address increased demand.

Paramedic Services has seen an average demand increase of 6.4% annual over the last four years. The 2020 call volume was temporarily reduced due to public reaction to the pandemic. Call volume is rebounding to expected 2020 levels.

A 2021 increase is expected as the principle drivers are population size, age demographics and the social determinants of health which have likely been exacerbated with the loss of jobs, homelessness, food security and mental health impacts.

If approved, four staff will be deployed on a 12-hour transport ambulance that will be staffed seven days a week, stationed in Wasaga Beach. The three requested FTE's will be used in combination with staffing hours added in 2020.

### Impact of not proceeding

Not proceeding to meet the demand will increase risk in the community and add significant costs in future to address larger needs. Impacts include longer time to patient treatment / transport; increased need for emergency staffing and overtime costs; vehicles travelling greater distances attempting to maintain emergency coverage across the County; increased periods of low coverage; and unreliable response times in some areas of the County.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Salaries	349	0	349	0	0
Operating Expense	349	0	349	0	0
Service Partners	107	0	107	0	0
Operating Revenue	107	0	107	0	0
Capital Revenue	208	0	208	0	0
Capital Expense	208	0	208	0	0
Net Expenditure	(242)	0	(242)	0	0

# 2021 DEPARTMENT BUDGETS



Paramedic Services Response Time Modeling, Code 4 Calls Only, 8-10-15 Minute Response Performance									
Municipality	Baseline Performance Target			2021 Projected Performance Improvements with Enhancements					
	8	10	15	8	% Change	10	% Change	15	% Change
Wasaga Beach	55.6%	71.0%	95.3%	65.6%	10.0%	80.9%	9.8%	97.4%	2.1%
Springwater	47.9%	64.4%	90.0%	48.4%	0.5%	65.0%	0.6%	90.6%	0.6%
Clearview	45.0%	55.2%	85.4%	46.1%	1.1%	56.5%	1.3%	87.8%	2.4%

# 2021 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Ambulance Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. The request for the replacement of six ambulances is based on the County's Asset Management Plan. These ambulances are considered as "medium risk" classifying them as "consider for replacement". Due to their age and overall condition, these vehicles are projected to have a dramatically reduced level of reliability which will have an adverse effect on the provision of emergency services provided by the Paramedic Services.

The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Impact of not proceeding

If these vehicles are not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed of at public auction and are expected to sell for \$5k each.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	280	0	280	0	0
Capital Expense	914	0	914	0	0
Net Capital	(634)	0	(634)	0	0
Net Expenditure	(634)	0	(634)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
3512-15	2015	388135	53330	6
3227-15	2015	383697	68005	6
3502-16	2016	417518	60710	6
3508-16	2016	388868	46991	6
3527-16	2016	438445	61401	6
3599-16	2016	402780	51018	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
18.6	15	35.9
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Bradford Paramedic Station  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

Paramedic Services requests additional funds for the Bradford West Gwillimbury Paramedic Station. The current Paramedic Station is a leased facility, which is in a poor location for timely emergency response to patients. Analysis has determined that response time can be improved by relocating the station closer to the centre of town.

Furthermore, the current two vehicle bay leased facility is not adequate in size to meet operational needs. The new facility would have four vehicle bays.

### Impact of not proceeding

Not proceeding with the requested funding in 2021 may result in increased costs due to higher inflation of construction costs and development expenses. Furthermore, there will continue to be an ongoing requirement to invest funds into a leased structure, which is poorly located to service emergency medical response to patients in the area and cannot meet operational needs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	2,999	1,847	297	855	0
Capital Expense	4,567	2,966	412	1,189	0
Net Capital	(1,569)	(1,120)	(116)	(333)	0
Net Expenditure	(1,569)	(1,120)	(116)	(333)	0

# 2021 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Power Stretcher Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The purchase and install of 23 power stretchers is requested for approximately half of the ambulance fleet. The expected life of a power stretcher is seven years. The existing units were deployed in 2015 and will be in need of replacement in 2022.

The balance of the funds will be requested in 2022.

This equipment reduces the physical exertion and related injuries of Paramedics and as such has become a normal part of ambulance equipment in Ontario.

Staff injuries can result in higher worker compensation costs in addition to lost workdays. Beyond the financial considerations, lifting injuries can have long lasting and career ending impacts on people.

### Impact of not proceeding

If replacement power stretchers funds are not approved in 2021, inadequate funds will be available to replace all power stretchers in 2022. The costs and frequency of repairs to existing equipment will increase and reliability of this critical equipment will decrease.

Returning to the use of manual stretchers would likely increase injury related costs and associated human impacts to those injured.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	569	0	284	284	0
Capital Expense	885	0	438	447	0
Net Capital	(316)	0	(154)	(163)	0
Net Expenditure	(316)	0	(154)	(163)	0

# 2021 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Rapid Response Unit Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of three rapid response units is requested based on the County's Asset Management Plan. These vehicles are classified as "medium" classifying them as "consider for replacement". Due to their age and overall condition, these vehicles are projected to have dramatically reduced level of reliability which will have an adverse effect on the provision of emergency services provided by the Paramedic Services.

The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Impact of not proceeding

If these vehicles are not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed of at public auction and are expected to sell for \$3k each. The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	80	0	80	0	0
Capital Expense	262	0	262	0	0
Net Capital	(181)	0	(181)	0	0
Net Expenditure	(181)	0	(181)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
3330-16	2016	288070	31770	6
3398-16	2016	195414	21500	6
3329-16	2016	358961	59474	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
16.7	14	23.1
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		



# 2021 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Station Site Improvements  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

For the 2021 budget period, Paramedic Services and Facilities staff have reviewed the building condition assessment for stations and posts and prioritized repair/replacement related expenses. The building systems have been identified in the asset management system, detailing what work is required to extend the useful life of each building and to avoid costly damage or future repairs while supporting reliable operation of critical facilities.

### Impact of not proceeding

The impact of not proceeding will result in higher future repair costs, issues with reliability and functionality for emergency services stations, and potential for damage to existing structures and systems.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	59	0	59	0	0
Capital Expense	193	0	193	0	0
Net Capital	(134)	0	(134)	0	0
Net Expenditure	(134)	0	(134)	0	0

# 2021 DEPARTMENT BUDGETS



## Emergency Management



# 2021 DEPARTMENT BUDGETS



## Emergency Management Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	35	0	0	0	0	0	0.0	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	135	136	136	136	136	0	0.0	0	0.0
Transfer from Reserve	60	7	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>230</b>	<b>143</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	255	260	293	280	301	22	7.8	8	2.8
Administration	31	91	92	92	46	(47)	(50.4)	(47)	(50.4)
Facilities	75	33	46	57	10	(47)	(82.5)	(36)	(78.3)
Cost of Service Delivery	174	139	145	170	164	(6)	(3.5)	19	13.1
Transfer to Reserve	5	15	10	10	10	0	0.0	0	0.0
<b>Total Expenses</b>	<b>541</b>	<b>538</b>	<b>587</b>	<b>609</b>	<b>532</b>	<b>(78)</b>	<b>(12.8)</b>	<b>(55)</b>	<b>(9.4)</b>
<b>Total Operating Balance</b>	<b>(310)</b>	<b>(394)</b>	<b>(451)</b>	<b>(473)</b>	<b>(396)</b>	<b>78</b>	<b>(16.4)</b>	<b>55</b>	<b>(12.3)</b>
<b>Capital</b>									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	0	45	0	0	0	0	0.0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>(45)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(310)</b>	<b>(439)</b>	<b>(451)</b>	<b>(473)</b>	<b>(396)</b>	<b>78</b>	<b>(16.4)</b>	<b>55</b>	<b>(12.3)</b>

## Emergency Management 2021 Budget vs. 2020 Budget Change

The 2021 Emergency Management budget includes a net department requirement (total operating and capital) of \$396K, compared to \$451K in 2020, a decrease of \$55K.

### Operating

The Emergency Management operating budget includes a total operating balance of \$396K, compared to \$451K in 2020, a decrease of \$55K.

Miscellaneous Income is the same as in 2020. Miscellaneous Income represents the recovery received from the 911 Central Emergency Reporting Bureau (CERB) program participants. The amount invoiced to the County of Simcoe is billed to the participants based on the populations within the agreement with the Ministry.

Salaries and Benefits are anticipated to increase by \$8K. Salaries and benefits have been budgeted based on the County of Simcoe guidelines and collective agreements.

Administration costs are expected to decrease by \$47K. The 2020 budget included funds related to the Community Safety and Well-being Plan development. The amount in the 2021 budget for this project has been reduced. Expenses related to meals, meetings and conferences and mileage have also been

reduced in 2021. The reductions are offset with the addition of funds to update the 911 Emergency Services Manual.

Facilities costs are projected to decrease by \$36K. In 2020, facility costs included \$25K to support the City of Barrie's Chemical, Biological, Radiological, Nuclear (CBRN) program. These costs have been relocated to the Cost of Service Delivery section in the 2021 budget. In addition, \$10K was included in 2020 budget for the County to host a CBRN annual exercise and is not required in 2021.

Cost of Service Delivery is planned to increase by \$19K. The Cost of Service Delivery now includes the \$25K moved from the Facility costs. The increase is offset by a reduction of \$6K related to the full load test completed on the three portable generators. This expense only occurs every other year and is not required in 2021.

Transfer to Reserve will not change in 2021. The Transfer to Reserve is an annual transfer to offset the future cost of replacing the portable generators.

### Capital

There are no Capital Projects in 2021 for this Department.

## Emergency Management 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Emergency Management includes a net department requirement (total operating and capital) of \$396K, compared to \$473K in the 2020 forecast, a decrease of \$78K.

### Operating

The Emergency Management operating budget includes a total operating balance of \$396K, compared to \$473K in the 2020 forecast, a decrease of \$78K.

Miscellaneous Income is the same as in 2020. Miscellaneous Income represents the recovery received from the 911 Central Emergency Reporting Bureau (CERB) program participants. The amount invoiced to the County of Simcoe is billed to the participants based on the populations within the agreement with the Ministry.

Salaries and Benefits are anticipated to increase by \$22K. The 2020 Salaries and Benefits included a January wage compensation adjustment that has been delayed due to COVID-19. It is anticipated to begin in the fall of 2020 and has therefore created a lower forecasted wage cost and greater increase in 2021. Salaries and Benefits have been budgeted based on the County of Simcoe guidelines and collective agreements.

Administration costs are expected to decrease by \$47K. In 2020, the Community Safety and Well-being Plan document

costs were higher than 2021 budget requirement. This created a reduction overall in the 2021 budget from the 2020 forecast. In addition, included and offsetting the reduction from the Safety and Well-being Plan is \$13K to host the Emergency Management Forum held every five years.

Facilities costs are projected to decrease by \$47K. In 2020, the Emergency Management department had a one time purchase of cots in preparation for possible COVID-19 requirements. In addition, the 2021 budget does not include funds to host the annual Chemical, Biological, Radiological, Nuclear (CBRN) exercise budgeted in 2020.

Cost of Service Delivery is planned to decrease by \$6K. The 2020 forecast includes \$6K for the full load test on the three portable generators. This expense is not required in 2021.

Transfer to Reserve will not change in 2021. The Transfer to Reserve is an annual transfer to offset the future cost of replacing the portable generators.

### Capital

There are no Capital Projects in 2021 for this Department.

## LTC - Homes



# 2021 DEPARTMENT BUDGETS



## LTC - Homes Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	27,863	28,998	28,930	30,457	29,117	(1,340)	(4.4)	187	0.6
Service Partners	1,803	2,025	2,222	3,340	3,756	416	12.5	1,534	69.1
User Fees	13,997	14,251	13,975	13,989	14,238	249	1.8	263	1.9
Miscellaneous Income	939	156	20	60	140	80	132.9	120	598.6
Transfer from Reserve	138	168	200	252	80	(172)	(68.3)	(120)	(60.1)
<b>Total Revenues</b>	<b>44,740</b>	<b>45,597</b>	<b>45,348</b>	<b>48,098</b>	<b>47,331</b>	<b>(768)</b>	<b>(1.6)</b>	<b>1,983</b>	<b>4.4</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	39,225	41,015	41,608	46,396	47,643	1,247	2.7	6,035	14.5
Administration	662	672	782	1,222	629	(592)	(48.5)	(152)	(19.5)
Facilities	2,369	2,188	2,358	2,456	2,371	(85)	(3.5)	13	0.5
Cost of Service Delivery	3,869	4,334	4,063	5,134	5,046	(88)	(1.7)	984	24.2
Transfer to Reserve	1,737	968	20	315	416	101	32.1	396	-
<b>Total Expenses</b>	<b>47,862</b>	<b>49,177</b>	<b>48,830</b>	<b>55,522</b>	<b>56,105</b>	<b>583</b>	<b>1.1</b>	<b>7,275</b>	<b>14.9</b>
<b>Total Operating Balance</b>	<b>(3,122)</b>	<b>(3,581)</b>	<b>(3,483)</b>	<b>(7,423)</b>	<b>(8,774)</b>	<b>(1,351)</b>	<b>18.2</b>	<b>(5,292)</b>	<b>151.9</b>
<b>Capital</b>									
Capital Revenue	471	950	4,218	(4,940)	2,579	7,519	(152.2)	(1,639)	(38.9)
Capital Expenses	1,755	2,345	12,080	2,923	11,615	8,693	297.4	(465)	(3.8)
<b>Net Capital</b>	<b>(1,284)</b>	<b>(1,395)</b>	<b>(7,862)</b>	<b>(7,862)</b>	<b>(9,036)</b>	<b>(1,174)</b>	<b>14.9</b>	<b>(1,174)</b>	<b>14.9</b>
<b>Net Department Requirement</b>	<b>(4,407)</b>	<b>(4,976)</b>	<b>(11,345)</b>	<b>(15,286)</b>	<b>(17,811)</b>	<b>(2,525)</b>	<b>16.5</b>	<b>(6,466)</b>	<b>57.0</b>



## LTC - Homes 2021 Budget vs. 2020 Budget Change

The 2021 LTC - Homes budget includes a net department requirement (total operating and capital) of \$17.8M, compared to \$11.3M in 2020, an increase of \$6.5M.

The City of Barrie portion is \$2.9M, an increase of \$1.4M from 2020. The City of Orillia portion is \$2.7M, an increase of \$1.2M from 2020. The total Municipal requirement in 2021 is \$23.3M compared to \$14.3M in 2020, an increase of \$9.0M.

The LTC - Homes requirement of \$17.8M is comprised of an increase in operations of \$8.8M and an increase of \$9.0M in capital. The increase in operating is attributed to a loss of the majority of the provincial High Wage subsidy, increased Salaries and Benefits and prevention and protection measures related to COVID-19. The majority of the capital increase is related to the redevelopment of Simcoe Village.

### Operating

The LTC - Homes operating budget includes a total operating balance of \$8.8M, compared to \$3.5M in 2020, an increase of \$5.3M.

Overall revenue in 2021 is increasing by \$1.9M. The Ministry of Long Term Care subsidy increase equates to \$187K, Service Partner increase of \$1.5M and an increase in resident user fees of \$263K. There has also been a reduced requirement of \$120K from the Homes Contingency Reserve as less funds are required to fund changing operational equipment and building repairs and replacement.

Operating expenses have increased by \$7.2M of which the majority is COVID-19 prevention and protection related. COVID-19 expenses include an increase in Salaries and Benefits of \$5.0M and \$960K in supplies.

Subsidies are to increase by \$187K. The Ministry of Long Term Care has increased the Global per diem which it introduced in 2019. However, the Ministry reduces the increased per diem funding by the same amount it increases the monthly fees the residents are required to remit. As per Ministry requirements, the residents' monthly fees increased by 2.3% effective July 1, 2020 and will be in place until June 30, 2021. At this time, the 2021 budget anticipates a 1.1% increase to residents.

Other funding includes the Structural Compliance premium, a per diem that began in 1998 to provide funding to operators who were not eligible, at the time, to receive other financial assistance and would assist them with minor capital costs. In addition, other funding includes the High Wage funding which was introduced in 1996 as a 3-year temporary transition measure to assist operators to maintain equitable service levels, while higher than average wage costs were addressed.

# 2021 DEPARTMENT BUDGETS



The Ministry advised the Structural Compliance funding would end in March 2020, but after consulting with stakeholders, will now phase it out over four years with the 2021 funding reduced to 75% of the previous level, 50% in 2022 and so on. The High Wage funding, amounting to \$503K will continue only until March 31, 2021. The province had advised this would be terminated at December 31, 2020 but in light of COVID-19 costs, they have granted the extension.

The Case Mix Index (CMI) funding provided to LTC - Homes from the Ministry, which relates to the acuity level of the care of residents, also saw a drop in 2020 which has also reduced the overall Nursing & Personal Care funding for three of the four LTC - Homes.

The Service Partner revenue is projected to increase in 2021 due to lower than anticipated Ministry of Long Term Care funding and higher expenses mainly attributed to the prevention and protection COVID-19 measures.

In 2020 the number of residents budgeted for Barrie is 19, the 2020 forecast remains at 19 as does the 2021 budget.

In 2020 the number of residents budgeted for Orillia is 75, the 2020 forecast is 77 and the 2021 budget is 77.

Both Service Partners Weight Taxable Assessment (WTA), as compared to the County of Simcoe, fell slightly in 2020 over 2019.

User Fees are to increase by \$263K. This represents the amounts paid by the residents. The Ministry of Long Term

Care sets these rates which become effective July 1 each year.

In July 2020, the Ministry imposed the largest increase to date upon residents, increasing their fees by 2.3%. The Ministry then reduced the subsidy funding by the same amount as the increase charged to residents whereby passing a large portion of the overall funding onto residents. The 2021 budget has assumed a 1.1% increase on resident fees, back to a more normal historical level.

Miscellaneous Income is to increase by \$120K. Miscellaneous income represents anticipated donation receipts at each LTC - Home. Donations received within the calendar year are transferred to the respective donation accounts and utilized throughout the year for items benefiting the residents and/or as directed by the donor.

Transfer from Reserve will decrease by \$120K. Each year the Homes staff review their Building Condition Assessment (BCA) and equipment requirements. Those items which do not meet the County's materiality level to be classified as an asset become operational expenses. These expenses are funded through the Homes Contingency Reserve and therefore the amount required each year fluctuates. The value of the requirements in 2021 is less than that required in 2020.

# 2021 DEPARTMENT BUDGETS



Salaries and Benefits are anticipated to increase by \$6.0M. Included in the Salaries and Benefits are the addition of one Social Worker position and 42 Home Service Assistants (January to June) as mentioned by report in 2020. In addition, up-staffing shifts have been provided to existing staff related to the prevention and protection for COVID-19.

The 2021 budget includes the request for the addition of a Rotation & Workforce Analyst position for the Simcoe Scheduling department. This position is shared with Paramedic Services. Associated benefit costs with the increase in salaries has also been increased.

The LTC - Homes overtime budget has also been increased to be more reflective of the historical actual results.

Without the addition of COVID-19 related staffing, the Rotation Workforce Analyst and Social Worker positions, Salaries and Benefits would increase by 2.3%.

In addition, changes related to collective agreements has also been included.

Administration costs are expected to decrease by \$152K. The 2020 budget included costs associated with the contracted Social Worker position at the LTC - Homes and donation expenses related to furniture purchases. The contracted Social Worker expense has been relocated to the Salaries and Benefits section in order to offset the cost of hiring a full time

Social Worker and the furniture expense is not required in 2021.

Facilities costs are projected to increase by \$13K. Utility costs are expected to increase in 2021 by approximately \$138K. Offsetting this increase is a reduction in the operational building and equipment repair/replacement which are funded by the Homes Contingency Reserve.

Cost of Service Delivery is planned to increase by \$984K. The Cost of Service Delivery includes \$960K for increased costs related to the prevention and protection against COVID-19. The majority of the increase is for personal protective equipment (PPE) i.e. gowns, masks, gloves and hand sanitizer.

Transfer to Reserve will increase by \$396K. The Ministry of Long Term Care has provided an extension to the Structural Compliance funding related to minor capital repair/replacement. The County's share of this funding is being transferred to the Homes Contingency Reserve to offset costs related to the Building Condition Assessment and minor operating repairs/replacement.

## Capital

The Department's Capital budget is \$11.6M. The details for each project are on the Request Form(s) included.

## LTC - Homes 2021 Budget vs. 2020 Forecast Change

The 2021 budget for LTC - Homes includes a net department requirement (total operating and capital) of \$17.8M, compared to \$15.3M in the 2020 forecast, an increase of \$2.5M.

The City of Barrie portion is \$2.9M, an increase of \$785K from 2020 forecast. The City of Orillia portion is \$2.7M, an increase of \$642K from 2020 forecast. The total Municipal requirement in 2021 budget is \$23.3M compared to \$19.4M in 2020 forecast, an increase of \$4.0M.

### Operating

The LTC - Homes operating budget includes a total operating balance of \$8.8M, compared to \$7.4M in the 2020 forecast, an increase of \$1.4M.

Subsidies are to decrease by \$1.3M. In 2021, the LTC - Homes will lose the majority of the High Wage funding of \$377K and \$166K related to the reduction of the Case Mix index which affects the Nursing and Personal Care funding envelope. In addition, the Ministry provided \$1.1M funding specifically related to COVID-19 prevention and containment. To date, the County has not received communication if any further COVID-19 related funding will be available. These reductions have been offset with increased Global per diem funding in 2021.

Operating Service Partner revenue will increase from the 2020 forecast to the 2021 budget by \$428K. This increase is a

result of increased staffing and personal protective equipment. The increase also includes the addition of staffing. The province has not announced any COVID-19 related funding for 2021 and therefore there is no offset for the increased costs.

User Fees are to increase by \$249K. This represents the amounts paid by the residents. The Ministry of Long Term Cares sets these rates which become effective July 1 each year.

In July 2020, the Ministry imposed the largest increase to date upon residents, increasing their fees by 2.3%. The 2020 forecast includes the increased % from July to December. The 2021 budget will include this increase also from January to June then add an estimated increase of 1.1% for the balance of the year.

Miscellaneous Income is to increase by \$80K. In 2020, the County received \$40K in donations towards the COVID-19 efforts at the LTC - Homes. This has not been included in the 2021 budget.

# 2021 DEPARTMENT BUDGETS



Transfer from Reserve will decrease by \$172K. Each year the homes staff review their Building Condition Assessment (BCA) and equipment requirements. Those items, which do not meet the County's materiality level to be classified as an asset, become operational expenses. These expenses are funded through the Homes Contingency Reserve and therefore the amount required each year fluctuates.

Salaries and Benefits are anticipated to increase by \$1.2M. The Salaries and Benefits in 2020 ramped up due to COVID-19 prevention and protection. Part Time staff were provided with Temporary Full Time positions in order to ensure staff remained employed at only one facility and to ensure full staff coverage was maintained. This methodology continues into 2021 with the increased COVID-19 shifts and the hiring of the Home Service Assistants related to COVID-19 prevention and protection. The 2021 budget also includes the approved increases in staff in 2020 plus the request for an additional resource in the scheduling department.

Administration costs are expected to decrease by \$592K. The Administration costs forecasted in 2020 include those costs associated with a consulting firm assisting with the implementation of the new staff schedules within Long Term Care. In addition, the new Social Worker's previous consulting expense has been moved to Salaries and Benefits to offset the cost of this position moving from consultant to a full time position.

Other expenses within this line include Staff Training and Development, Meetings and Conferences and Mileage, which were reduced in the 2020 forecast as COVID-19 prevented

most of these expenses from occurring and have been adjusted also in the 2021 budget.

Facilities costs are projected to decrease by \$85K. Facility costs include those items which are operating in nature related to building and equipment repairs/replacement. The amount required in 2021 is less than the requirement in 2020. In addition, utility costs are expected to be higher in 2020, offsetting the reduction from the building and equipment repairs/replacement.

Cost of Service Delivery is planned to decrease by \$88K. The Cost of Service Delivery includes recovery costs back to the 2020 levels as they were reduced due to COVID-19 (i.e. meal recovery). A new contract related to uniform supply at the LTC - Homes was implemented in 2020. Costs for the uniform program are expected to be lower than the forecast in 2020 as processes and procedures are settled.

Transfer to Reserve will increase by \$101K. The Ministry of Long Term Care has provided an extension to the Structural Compliance funding related to minor capital repair/replacement. The County's share of this funding is being transferred to the Homes Contingency Reserve to offset costs related to the Building Condition Assessment and minor operating repairs/replacement. The Ministry of Long Term Care has begun to reduce this funding over the next four years. In 2021 the funding will decrease by 25% lowering the transfer to reserve.

## Capital

The Department's 2021 Capital budget is \$11.6M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## LTC - Homes Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
LTC - Future Capital Redevelopment	5,000	1,000	0	0	0	0	0	0	1,000
LTC - Georgian Manor - Para-Transit Bus	176	176	0	0	0	0	0	176	0
LTC - Homes Building and Equipment	2,194	1,439	0	0	0	169	153	0	1,118
LTC - Scheduling Software	2,000	2,000	0	0	0	309	183	0	1,508
LTC - Simcoe Manor Redevelopment	181,391	7,000	0	631	0	494	465	0	5,411
<b>Total Capital</b>	<b>190,761</b>	<b>11,615</b>	<b>0</b>	<b>631</b>	<b>0</b>	<b>971</b>	<b>801</b>	<b>176</b>	<b>9,036</b>

# 2021 DEPARTMENT BUDGETS



## LTC - Homes Staffing

**Expenditure Title:** Rotation & Workforce Analyst  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Scheduling Services need to provide comprehensive, seamless and consistent services & support to Long Term Care & Seniors Services and Paramedic Services operations. Workforce Edge, an external consulting group, completed a review in the spring of 2020 and recommended an organization design under a centrally governed structure and defined the roles/responsibilities for all key positions required within the scheduling service to meet the operational demands. The new organization design realigned & defined the existing roles and recommended one new Rotation & Workforce Analyst FTE. This new position will be responsible to the Scheduling Services Manager for the analysis of staff rotation requirements including relief and leaves, building, evaluating & maintaining new rotations requiring human resources, IT and operations engagement and scheduling services performance reporting.

This position will be shared between Long Term Care & Seniors Services and Paramedic Services.

### Impact of not proceeding

It is important the County have the right staff in place to provide excellence in clinical & resident care. Scheduling Services must have the right roles, functions & processes in place to partner with operations to provide seamless, comprehensive & consistent service. This position assists with proactive & strategic scheduling management by building more predictability in staff rotations & ultimately improve staff quality of life.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	93
Operating Expense	93
Service Partners	23
Operating Revenue	23
<b>Net Expenditure</b>	<b>(70)</b>

# 2021 DEPARTMENT BUDGETS



## LTC - Homes Tangible Capital Asset (TCA)

**Expenditure Title:** Future Capital Redevelopment  
**Strategic Direction:** F - Responsive and Effective Governance

### Description and justification for expenditure

The \$1M contribution to the Homes Contingency Reserve is an annual commitment to fund the future redevelopment of one of the three remaining older County of Simcoe Long Term Care Homes. Each of the remaining facilities, Simcoe Manor in Beeton, Sunset Manor in Collingwood and Trillium Manor in Orillia are beginning to show their age. Each budget year staff review the Asset Management Plan in order to prioritize capital projects so the buildings and equipment are maintained to ensure the LTC - Homes can operate safely and efficiently for the residents and staff.

The funds committed through this contribution will be utilized to support a future redevelopment, reducing the amount required through external funding sources.

### Impact of not proceeding

Should this transfer to reserve not be approved, future redevelopment funding will be required from external sources such as debt and future taxes. Ongoing capital costs are going to continue to increase in order to maintain the older facilities and equipment.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	5,000	3,000	1,000	1,000	0
Net Capital	(5,000)	(3,000)	(1,000)	(1,000)	0
Net Expenditure	(5,000)	(3,000)	(1,000)	(1,000)	0



# 2021 DEPARTMENT BUDGETS



## LTC - Homes Tangible Capital Asset (TCA)

**Expenditure Title:** Georgian Manor Para-Transit Bus Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of this para-transit bus is requested based on the County's Asset Management Plan. This bus is classified as "medium risk" classifying it as "consider for replacement". Due to the vehicle age and overall condition, this vehicle is projected to have dramatically increased repair and maintenance costs. The level of reliability will decrease the longer this vehicle is retained in service which will have an adverse effect on the provision of services. This bus is used for resident outings; therefore, vehicle breakdowns cause unexpected logistic problems while staff endeavour to source alternate transportation incurring additional costs and negatively impacting the resident activity. The funds for this vehicle replacement have been raised fully by Georgian Village fundraising efforts.

### Impact of not proceeding

If this vehicle is not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$5K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	176	0	176	0	0
Capital Expense	176	0	176	0	0
Net Expenditure	0	0	0	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
06-789	2006	63942	56370	15

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
18.6	15	35.9
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## LTC - Homes Tangible Capital Asset (TCA)

**Expenditure Title:** Homes Building and Equipment  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

For the 2021 budget period, staff have reviewed and prioritized building components and equipment repair and replacement related expenses utilizing the building condition assessment and departmental equipment requirements. The building components and equipment identified for replacement are at the end of their useful life and have been identified in the Asset Management Plan.

In order to maintain the County's Long Term Care Homes, continued investment in infrastructure and equipment is required. The current year capital budget includes \$847K in roof replacement projects.

Funding of these projects will include cost sharing with the Cities of Barrie and Orillia. Other costs will be funded in whole or partially through donations, reserves and levy.

### Impact of not proceeding

If aging equipment and structures are not maintained to required standards, resident and staff safety may be compromised.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
	(\$000's)				
Facilities	26	0	26	0	0
Operating Expense	26	0	26	0	0
Service Partners	6	0	6	0	0
Transfer from Reserve	20	0	20	0	0
Operating Revenue	26	0	26	0	0
Capital Revenue	461	140	321	0	0
Capital Expense	2,194	755	1,439	0	0
Net Capital	(1,733)	(615)	(1,118)	0	0
Net Expenditure	(1,733)	(615)	(1,118)	0	0

# 2021 DEPARTMENT BUDGETS



## Homes Net Expenditure by Location

Category (\$000's)	2021 Budget	Georgian Manor	Simcoe Manor	Sunset Manor	Trillium Manor	All Manors
Facilities	26	20	-	6	-	-
Operating Expense	26	20	-	6	-	-
Service Partners	5	4	-	1	-	-
Transfer from Reserve	21	16	-	5	-	-
Operating Revenue	26	20	-	6	-	-
Capital Revenue	321	14	13	212	38	44
Capital Expense	1,439	62	60	964	173	180
Net Capital	(1,118)	(48)	(47)	(752)	(135)	(136)
<b>Net Expenditure</b>						

# 2021 DEPARTMENT BUDGETS



## LTC - Homes Tangible Capital Asset (TCA)

**Expenditure Title:** Scheduling Software  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Health & Emergency Services division, in collaboration with Information Technology (IT), have continued to modify the existing SAP scheduling system to improve functionality for the 24 hour, 7 days per week scheduling of over 1,200 staff. There are challenges that require significant manual workflows and system workarounds for operations, schedulers, Human Resources and Finance. Employees have varying start times and collective agreements that must be reflected in the scheduling process. It has been identified, there are 25 core scheduling processes that ideally should be embedded in the program to minimize human error and ensure sufficient staffing needs are met across the division. Gaps in the existing system are causing increased scheduler workload, errors in staff schedules and increased overtime costs.

The implementation of a new software program is expected to take up to two years. A gap analysis is underway by the external consulting firm, Workforce Edge, to compile feedback of current SAP capabilities against needs driven by operations and business processes compared to scheduling best practice expectations.

Cost for the new program will be shared by Paramedic Services and Long Term Care & Seniors Services.

### Impact of not proceeding

Should the new scheduling program not be approved, there will continue to be workarounds within the existing system, continued increased workload for existing schedulers, errors in staff schedules and overtime. Any time a manual or system work around is required, the risk of schedule and or pay based errors increases which can erode employee trust in the organization, potentially reducing an employees' willingness to work additional shifts to ensure adequate staffing levels are maintained.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
	(\$000's)				
Capital Revenue	492	0	492	0	0
Capital Expense	2,000	0	2,000	0	0
Net Capital	(1,508)	0	(1,508)	0	0
Net Expenditure	(1,508)	0	(1,508)	0	0

# 2021 DEPARTMENT BUDGETS



## LTC - Homes Tangible Capital Asset (TCA)

**Expenditure Title:** Simcoe Manor Redevelopment  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

Simcoe Manor redevelopment will create a new campus for various seniors housing and a new longterm care component comprised of 160 beds. The redevelopment of Simcoe Manor into Simcoe Village continues to be budgeted based on the latest cost analysis.

The 2020 budget amounts were based on a previous version of the cost consultant report where the development would be constructed over two phases. Council report costing is based on the latest one phase costing at an estimated \$181M, inclusive of land and escalated to Q1 2021.

### Impact of not proceeding

Without the redevelopment of Simcoe Manor, the capital maintenance and equipment costs will only increase. Redevelopment would provide seniors in south Simcoe County with new forms of accommodations providing services necessary for daily living in an aging in place community setting.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
	(\$000's)				
Capital Revenue	115,760	3,138	1,589	23,484	87,549
Capital Expense	181,391	9,450	7,000	64,375	100,566
Net Capital	(65,631)	(6,312)	(5,411)	(40,891)	(13,017)
Net Expenditure	(65,631)	(6,312)	(5,411)	(40,891)	(13,017)

## Seniors Services



# 2021 DEPARTMENT BUDGETS



## Seniors Services Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	4,023	3,889	4,050	4,044	4,050	6	0.2	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	4,484	4,543	4,633	4,475	4,762	288	6.4	129	2.8
Miscellaneous Income	389	359	239	146	242	96	65.9	3	1.3
Transfer from Reserve	606	517	480	630	505	(125)	(19.8)	25	5.2
<b>Total Revenues</b>	<b>9,502</b>	<b>9,307</b>	<b>9,403</b>	<b>9,295</b>	<b>9,560</b>	<b>265</b>	<b>2.8</b>	<b>157</b>	<b>1.7</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	4,200	5,200	5,502	5,836	6,079	243	4.2	576	10.5
Administration	214	237	258	223	194	(29)	(13.1)	(64)	(24.7)
Facilities	1,921	1,582	1,393	1,457	1,491	34	2.3	98	7.0
Cost of Service Delivery	2,056	1,372	1,270	1,228	1,312	84	6.9	42	3.3
Transfer to Reserve	1,083	957	1,003	713	662	(51)	(7.2)	(341)	(34.0)
<b>Total Expenses</b>	<b>9,473</b>	<b>9,348</b>	<b>9,426</b>	<b>9,457</b>	<b>9,738</b>	<b>281</b>	<b>3.0</b>	<b>311</b>	<b>3.3</b>
<b>Total Operating Balance</b>	<b>30</b>	<b>(41)</b>	<b>(24)</b>	<b>(162)</b>	<b>(178)</b>	<b>(16)</b>	<b>9.8</b>	<b>(155)</b>	<b>649.2</b>
<b>Capital</b>									
Capital Revenue	336	1,645	217	217	581	364	167.6	364	167.6
Capital Expenses	1,420	1,685	282	282	581	299	105.9	299	105.9
<b>Net Capital</b>	<b>(1,085)</b>	<b>(40)</b>	<b>(65)</b>	<b>(65)</b>	<b>0</b>	<b>65</b>	<b>(100.0)</b>	<b>65</b>	<b>(100.0)</b>
<b>Net Department Requirement</b>	<b>(1,055)</b>	<b>(81)</b>	<b>(89)</b>	<b>(227)</b>	<b>(178)</b>	<b>49</b>	<b>(21.6)</b>	<b>(90)</b>	<b>100.8</b>



## Seniors Services 2021 Budget vs. 2020 Budget Change

The 2021 Seniors Services budget includes a net department requirement (total operating and capital) of \$178K, compared to \$89K in 2020, an increase of \$90K. The majority of the increase in Seniors Services is related to retirement living where costs have been included for prevention and protection against COVID-19.

### Operating

The Seniors Services operating budget includes a total operating balance of \$178K, compared to \$24K in 2020, an increase of \$155K.

Subsidies are the same as in 2020. The Georgian Day Out program, Simcoe Village Supportive Housing, Ontario Telemedicine Network and Behavioural Supports Ontario subsidies historically do not receive increased funding.

User Fees are to increase by \$129K. The County of Simcoe provides various levels of care and service to the residents in the Seniors Services area. User fees are based on cost of care as residents purchase additional services on an as need basis. The service fees have been increased by 3% to 4%, dependant on the service selected. This increase accounts for \$114K of the total.

User Fees at Elmvale Adult Day Program increased by \$7K based on the expanded occupancy of the program.

Miscellaneous Income is to increase by \$3K. Miscellaneous Income is food and beverage sales at Georgian Village.

Transfer from Reserve will increase by \$25K. Transfers from Reserve fund the operating projects identified in the Building Condition Assessment (BCA) and the equipment repair/replacement as required. The amounts change each year depending on the need.

The operating balance of Georgian Village Rendezvous is also transferred annually from the reserve. The operating balance of Georgian Village Rendezvous is offset by Transfers to Reserve by the other housing operations surplus within the village.

Salaries and Benefits are anticipated to increase by \$576K. As approved by Council in 2020, Seniors Services are hiring Home Services Assistants to assist with the enhanced COVID-19 pandemic protocols. The total Salaries and Benefits increase related to these additional roles is \$172K, split between Georgian Village of \$138K and Simcoe Village of \$34K.

In 2021, \$17K has been added to the Seniors Services budget for the Social Worker position which is shared with the LTC - Homes.

# 2021 DEPARTMENT BUDGETS



Administration costs are expected to decrease by \$64K. The 2020 budget included \$40K for a consultation review of the Georgian Village Bistro restaurant. These funds are not required in 2021.

Facilities costs are projected to increase by \$98K. Utilities costs are anticipated to increase by \$82K across all of the buildings in this department. The budget amounts are consistent with the County of Simcoe budget guidelines and assumptions.

The remaining increase relates to a one-time project of \$12.5K and other contractual inflationary increases.

Cost of Service Delivery is planned to increase by \$42K. An increase of \$54.5K relates to the costs associated with

enhanced personal protective equipment (PPE) protocols being followed by staff and provided to Residents under current conditions.

Transfer to Reserve will decrease by \$341K. The operating surpluses resulting from individual profit centres across Seniors Services area are transferred to reserves at year end. The 2021 Transfer to Reserve is significantly lower due to the added costs to respond to the increased protocols of the pandemic.

## Capital

The Department's Capital budget is \$581K. The details for each project are on the Request Form(s) included.

## Seniors Services 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Seniors Services includes a net department requirement (total operating and capital) of \$178K, compared to \$227K in the 2020 forecast, a decrease of \$49K.

The 2020 forecast operating net requirement of \$162K includes the operating requirement for the Ontario Telemedicine Network program and the additional costs associated with the increased staffing and protocols to prevent and contain the spread of the pandemic across the Seniors Services.

### Operating

The Seniors Services operating budget includes a total operating balance of \$178K, compared to \$162K in the 2020 forecast, an increase of \$16K. The operating net department requirement in the 2021 budget relates to the Ontario Telemedicine Network program.

The 2020 forecast operating net requirement of \$162K includes the operating requirement for the Ontario Telemedicine Network program and the additional costs associated with the increased staffing and protocols to prevent and contain the spread of the pandemic across the Seniors Services.

Subsidies are to increase by \$6K. Forecasted subsidies include \$16K for amounts received by Georgian Residences

Retirement to offset the cost of the pandemic that was not budgeted.

The subsidies forecast has been reduced by amounts required to be paid back to the Ministry for unspent funds to March 31, 2020, the fiscal year end for Seniors Services. The 2021 budget includes the full subsidy amounts as approved.

User Fees are to increase by \$288K. In 2020, User Fees are expected to decrease by \$98K due to the closure of various programs and services provided by Seniors Services in response to the pandemic. The User Fees have been included in the 2021 budget based on the assumption operations will return to normal. There has also been a decrease in rental income of \$64K in 2020 due to the inability to turnover resident units.

The County of Simcoe provides various levels of care and service to the Residents in Seniors Services. The annual increase of the cost of this care increases based on the expenses underlying the care. The increase applied to these services was 3-4%. Across programs this accounted for \$114K of the increase and has been included in the 2021 budget.

User Fees at Elmvale Adult Day Program increased by \$7K based on the expanded occupancy of the Program.

# 2021 DEPARTMENT BUDGETS



Miscellaneous Income is to increase by \$96K. Miscellaneous Income is food and beverage sales at Georgian Village. The 2020 forecasted sales have been reduced as the restaurant remain closed. The 2021 budget includes an increase to normal operations.

Transfer from Reserve will decrease by \$125K. Transfers from Reserve fund the operating projects identified in the Building Condition Assessment (BCA) and the equipment repair/replacement as required. The amounts change each year depending on the need.

The operating balance of Georgian Village Rendezvous is also transferred annually from the reserve. The operating balance of Georgian Village Rendezvous is offset by Transfers to Reserve by the other housing operations surplus within the village.

Salaries and Benefits are anticipated to increase by \$243K. Salaries and Benefits include the addition of the Home Service Assistants as approved by Council in 2020. In addition, up-staffing/COVID/screening shifts have been added for 2021.

Administration costs are expected to decrease by \$29K. Administration costs include an increase to insurance of \$17K, offset by reductions in general office equipment and staff training and development.

Facilities costs are projected to increase by \$34K. The forecast includes prior year project related costs that have been finalized and expensed in 2020. These projects account for an increase of \$48K over the 2020 budget. Further, the forecast reflects the increase in utilities over budgeted amounts that will trend into the 2021 budget.

Other Facilities cost increases in the 2021 budget relate to contractual inflationary increases.

Cost of Service Delivery is planned to increase by \$84K. The 2020 forecast includes a decrease in expenditures related to unexpected cost savings due to closed services and operations provided by Seniors Services. The 2021 budget assumes a return to normal operations.

Transfer to Reserve will decrease by \$51K. The transfer to reserves has been reduced in 2021 as the operating surplus within each program have been reduced due to increased expenses for Salaries and Benefits and personal protective equipment.

## Capital

The Department's 2021 Capital budget is \$581K. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Seniors Services Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
LTC - Community Programs Building/Equip	581	581	0	0	0	0	0	581	0
<b>Total Capital</b>	<b>581</b>	<b>581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>581</b>	<b>0</b>

# 2021 DEPARTMENT BUDGETS



## Seniors Services Operating & TCA

**Expenditure Title:** LTC Community Programs Building and Equipment  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Staff have reviewed and prioritized equipment and building components repair and replacement related expenses utilizing the building condition assessment and departmental equipment requirements. The building components and equipment identified for replacement are at the end of their useful life and have been identified in the Asset Management Plan.

In order to maintain the County's Seniors Services Villages, continued investment in infrastructure and equipment is required. Included in the current year capital budget is \$400K in roof projects.

These projects will be funded in whole through reserves.

### Impact of not proceeding

If aging equipment and structures are not maintained to required standards, resident and staff safety may be compromised.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Facilities	25	0	25	0	0
Operating Expense	25	0	25	0	0
Transfer from Reserve	25	0	25	0	0
Operating Revenue	25	0	25	0	0
Capital Revenue	581	0	581	0	0
Capital Expense	581	0	581	0	0
Net Expenditure	0	0	0	0	0

# 2021 DEPARTMENT BUDGETS



## LTC Community Programs Net Expenditure by Location

Category (\$000's)	2021 Budget	Georgian Village	Simcoe Village	Sunset Village
Facilities	25	25	-	-
Operating Expense	25	25	-	-
Transfer from Reserve	25	25	-	-
Operating Revenue	25	25	-	-
Capital Revenue	581	25	-	556
Capital Expense	581	25	-	556
Net Capital	-	-	-	-
Net Expenditure	-	-	-	-

# 2021 DEPARTMENT BUDGETS





# 2021 DEPARTMENT BUDGETS



## Social and Community Services



# 2021 DEPARTMENT BUDGETS



## Ontario Works



# 2021 DEPARTMENT BUDGETS



## Ontario Works Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	60,311	63,772	63,952	69,131	71,608	2,477	3.6	7,657	12.0
Service Partners	3,264	4,211	4,302	4,378	4,682	305	7.0	380	8.8
User Fees	1,779	1,535	2,158	1,542	1,714	172	11.2	(444)	(20.6)
Miscellaneous Income	0	0	0	0	0	0	0.0	0	0.0
Transfer from Reserve	11	128	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>65,365</b>	<b>69,646</b>	<b>70,412</b>	<b>75,051</b>	<b>78,005</b>	<b>2,954</b>	<b>3.9</b>	<b>7,593</b>	<b>10.8</b>
<b>Operating Expenses</b>									
Client Benefit	50,796	53,790	55,963	60,527	63,176	2,649	4.4	7,213	12.9
Salaries and Benefits	12,677	12,720	13,062	13,062	13,136	74	0.6	74	0.6
Administration	1,743	2,012	1,850	1,771	1,800	29	1.6	(50)	(2.7)
Facilities	185	1,677	194	275	172	(103)	(37.4)	(22)	(11.4)
Cost of Service Delivery	13	41	70	70	510	441	634.3	441	634.3
Transfer to Reserve	159	0	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>65,573</b>	<b>70,240</b>	<b>71,139</b>	<b>75,705</b>	<b>78,794</b>	<b>3,089</b>	<b>4.1</b>	<b>7,656</b>	<b>10.8</b>
<b>Total Operating Balance</b>	<b>(209)</b>	<b>(594)</b>	<b>(727)</b>	<b>(655)</b>	<b>(790)</b>	<b>(135)</b>	<b>20.6</b>	<b>(63)</b>	<b>8.6</b>
<b>Capital</b>									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	0	0	0	0	0	0	0.0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(209)</b>	<b>(594)</b>	<b>(727)</b>	<b>(655)</b>	<b>(790)</b>	<b>(135)</b>	<b>20.6</b>	<b>(63)</b>	<b>8.6</b>

# 2021 DEPARTMENT BUDGETS



## Ontario Works 2021 Budget vs. 2020 Budget Change

The 2021 Ontario Works budget includes a net department requirement (total operating and capital) of \$790K, compared to \$727K in 2020, an increase of \$63K.

The City of Barrie portion is \$3.5M, an increase of \$259K from 2020. The City of Orillia portion is \$1.2M, an increase of \$121K from 2020. The total Municipal requirement in 2021 is \$5.5M compared to \$5.0M in 2020, an increase of \$442K.

### Operating

The Ontario Works operating budget includes a total operating balance of \$790K, compared to \$727K in 2020, an increase of \$63K. The 2021 caseload is budgeted at 6,500, which is above the 2020 budgeted caseload of 5,600.

Subsidies are to increase by \$7.7M. This is a result of increasing the Ontario Works caseload to 6,500 in 2021 from the 2020 budgeted caseload of 5,600.

User Fees are to decrease by \$444K. This reduction is due to lower recipient income being received, however, this is offset with additional provincial revenue to net to a zero impact.

The Client Benefit payments will increase by \$7.2M. This is a result of increasing the Ontario Works caseload to 6,500 in 2021 from the 2020 budgeted caseload of 5,600.

Salaries and Benefits are anticipated to increase by \$74K. In order to accommodate anticipated caseload growth in 2021, six additional caseworkers are required. This can be achieved by internal realignment of staff to Caseworker functions by eliminating the Family Support Unit and reducing the number of staff in the Employment Services Unit, as explained in the request form. The slight increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to decrease by \$50K.

Facilities costs are projected to decrease by \$22K. This is a result of a portion of the maintenance costs being one time in nature in the 2020 budget.

Cost of Service Delivery is planned to increase by \$441K. \$384K of this increase is for the implementation and monthly cost of an Electronic Document Management model that has been developed as part of the Ministry's Social Assistance Reform mandate. As well, \$50K has been included in the 2021 budget for personal protective equipment that will be required in the satellite offices.

### Capital

There are no Capital Projects in 2021 for this Department.

## Ontario Works 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Ontario Works includes a net department requirement (total operating and capital) of \$790K, compared to \$655K in the 2020 Forecast, an increase of \$135K.

The City of Barrie portion is \$3.5M, an increase of \$227K from 2020 forecast. The City of Orillia portion is \$1.2M, an increase of \$77K from 2020 forecast. The total Municipal requirement in 2021 budget is \$5.5M compared to \$5.0M in 2020 forecast, an increase of \$440K.

### Operating

The Ontario Works operating budget includes a total operating balance of \$790K, compared to \$655K in the 2020 Forecast, an increase of \$135K. The 2021 caseload is budgeted at 6,500, which is above the 2020 forecasted caseload of 6,300.

Subsidies are to increase by \$2.5M. This is a result of increasing the Ontario Works caseload to 6,500 in 2021 from the 2020 forecasted caseload of 6,300.

User Fees are to increase by \$172K. This reduction is due to lower recipient income being received, however, this is offset with additional provincial revenue to net to a zero impact.

The Client Benefit payments will increase by \$2.6M. This is a result of increasing the Ontario Works caseload to 6,500 in 2021 from the 2020 forecasted caseload of 6,300.

Salaries and Benefits are anticipated to increase by \$74K. In order to accommodate anticipated caseload growth in 2021, six additional caseworkers are required. This can be achieved by internal realignment of staff to Caseworker functions by eliminating the Family Support Unit and reducing the number of staff in the Employment Services Unit, as explained in the request form. The slight increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$29K. This is a result of the dental administration expense increasing with the caseload increase, as well as annual increases included in the 2021 budget for rental expense and insurance expense. The 2020 forecast included savings for multiple lines within administration due to COVID.

Facilities costs are projected to decrease by \$103K. This is a result of a portion of the maintenance costs being one time in nature in the 2020 budget, as well as the Bradford satellite office leasehold expenditures that were approved in year.

Cost of Service Delivery is planned to increase by \$441K. \$384K of this increase is for the implementation and monthly cost of an Electronic Document Management model that has been developed as part of the Ministry's Social Assistance Reform mandate. As well, \$50K has been included in the

# 2021 DEPARTMENT BUDGETS



2021 budget for personal protective equipment that will be required in the satellite offices.

## Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



## Ontario Works Staffing

**Expenditure Title:** Caseworker Complement Enhancement  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The Ontario Works caseload decreased less than 1% from August 2019 (5,587) to August 2020 (5,427). The average monthly caseload between January and August 2020 was 6038, attributable in part to increased Emergency Assistance applications from individuals awaiting Federal income support benefits. Of the 65 Caseworkers in the 2020 budget, 52 manage caseloads and 13 manage specialized functions. The identified ideal caseload ratio is 110:1. The caseload ratio in August 2020 was 104:1. Federal benefits ended in September 2020 and caseload increases are anticipated. To position the department to accommodate caseload increases, 6 additional Caseworkers are required. By internal realignment of staff to Caseworker functions through eliminating the Family Support Unit and reducing the Employment Services complement, this staffing enhancement can be realized. Family Support is no longer a legislated function of the Ontario Works program and Employment Services are transitioning to a pre-employment and life stabilization model through provincial Employment Services Transformation initiatives.

### Impact of not proceeding

Given economic uncertainty, many variables could affect the Ontario Works caseload. Environmental factors including a 2nd wave of COVID-19, further closures of businesses, and termination of Federal and Provincial benefits which provided short-term financial assistance and buffered the number of applicants to Ontario Works will directly affect the Ontario Works caseload. Not proceeding with the staffing enhancement will adversely affect the ability to manage increased service demand.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	(42)
Operating Expense	(42)
Subsidies	(21)
Service Partners	(11)
Operating Revenue	(32)
<b>Net Expenditure</b>	<b>10</b>



## Children Services



# 2021 DEPARTMENT BUDGETS



## Children Services Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	49,594	44,406	42,504	48,862	44,535	(4,327)	(8.9)	2,031	4.8
Service Partners	1,595	1,259	2,527	2,330	2,497	167	7.2	(30)	(1.2)
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	18	12	0	0	0	0	0.0	0	0.0
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>51,207</b>	<b>45,677</b>	<b>45,032</b>	<b>51,193</b>	<b>47,033</b>	<b>(4,160)</b>	<b>(8.1)</b>	<b>2,001</b>	<b>4.4</b>
<b>Operating Expenses</b>									
Client Benefit	49,241	43,323	43,822	49,929	45,745	(4,184)	(8.4)	1,923	4.4
Salaries and Benefits	2,972	3,174	3,154	3,144	3,325	181	5.7	171	5.4
Administration	131	80	130	93	98	5	5.5	(33)	(25.0)
Facilities	17	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	0	0	0	0	0	0	0.0	0	0.0
Transfer to Reserve	0	472	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>52,362</b>	<b>47,048</b>	<b>47,107</b>	<b>53,166</b>	<b>49,168</b>	<b>(3,999)</b>	<b>(7.5)</b>	<b>2,061</b>	<b>4.4</b>
<b>Total Operating Balance</b>	<b>(1,155)</b>	<b>(1,371)</b>	<b>(2,075)</b>	<b>(1,974)</b>	<b>(2,135)</b>	<b>(161)</b>	<b>8.2</b>	<b>(60)</b>	<b>2.9</b>
<b>Capital</b>									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	0	0	0	0	0	0	0.0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(1,155)</b>	<b>(1,371)</b>	<b>(2,075)</b>	<b>(1,974)</b>	<b>(2,135)</b>	<b>(161)</b>	<b>8.2</b>	<b>(60)</b>	<b>2.9</b>

# 2021 DEPARTMENT BUDGETS



## Children Services 2021 Budget vs. 2020 Budget Change

The 2021 Children Services budget includes a net department requirement (total operating and capital) of \$2.1M, compared to \$2.1M in 2020, an increase of \$60K.

The City of Barrie portion is \$2.0M, a decrease of \$57K from 2020. The City of Orillia portion is \$453K, an increase of \$27K from 2020. The total Municipal requirement in 2021 is \$4.6M compared to \$4.6M in 2020, an increase of \$30K. This increase is attributed to the increase relating to the new 50:50 cost-sharing requirements under administration. The historical 80/20 cost-sharing requirement, as well as the 80/20 Expansion Plan, have decreased since 2020 budget time resulting in municipal savings of \$130K. In 2021, all Child Care administration is required to be cost-shared at a rate of 50/50 up to the maximum allowable administration level of 10%. EarlyON Child and Family Centres funding is exempt from this cost-sharing requirement. Caseload shifts resulted in a 1.57% increase to the County, a 2.1% decrease to the City of Barrie and a 0.6% increase to the City of Orillia.

### Operating

The Children Services operating budget includes a total operating balance of \$2.1M, compared to \$2.1M in 2020, an increase of \$60K. Allocation of program dollars to fund directly operated Capacity building staff results in municipal savings of \$209K under the required cost-sharing administration.

Subsidies are to increase by \$2.0M. This increase is representative of the overall increase to our year over year

provincial funding allocations based on our known 2020 allocations from the Ministry of Education. Approximately \$1.9M represents the continuation of the Federal Early Learning Child Care program that was set to end March 31, 2020.

The Client Benefit payments will increase by \$1.9M. This increase is directly attributed to the continued Federal Early Learning Child Care funding, along with an increased portion to program from administration as a result of the new 50:50 administration cost-sharing requirement.

Salaries and Benefits are anticipated to increase by \$171K. As a result of the requested Director of Community Programs position in Community Services, 0.5 FTE of the existing Director of Children Services and Community Services will be transferred to Children Services in 2021. Without this shift from Community Services, the increase to salaries and benefits is 1.7%. The increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to decrease by \$33K.

### Capital

There are no Capital Projects in 2021 for this Department.

## Children Services 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Children Services includes a net department requirement (total operating and capital) of \$2.1M, compared to \$2.0M in the 2020 forecast, an increase of \$161K.

The City of Barrie portion is \$2.0M, an increase of \$137K from 2020 forecast. The City of Orillia portion is \$453K, an increase of \$30K from 2020 forecast. The total Municipal requirement in 2021 budget is \$4.6M compared to \$4.3M in 2020 forecast, an increase of \$328K. This increase is attributed to the Municipal share relating to the new 50:50 cost-sharing requirements under administration. Effective January 1, 2021, all Child Care administration is required to be cost-shared at a rate of 50/50 up to the maximum allowable administration level of 10%. EarlyON Child and Family Centres funding is exempt from this cost-sharing requirement.

### Operating

The Children Services operating budget includes a total operating balance of \$2.1M, compared to \$2.0M in the 2020 forecast, an increase of \$161K. Allocation of program dollars to fund directly operated Capacity building staff results in municipal savings of \$209K under the required cost-sharing administration.

Subsidies are to decrease by \$4.3M. The \$4.3M decrease represents the one-time Federal Safe Restart Funding received in 2020.

The Client Benefit payments will decrease by \$4.2M. This decrease relates to the \$4.3M in Federal Safe Restart Funding offsetting with approximately \$143K moved to program from administration as a result of the new 50:50 administration cost-sharing requirement.

Salaries and Benefits are anticipated to increase by \$181K. As a result of the requested Director of Community Programs position in Community Services, 0.5 FTE of the existing Director of Children Services and Community Services will be transferred to Children Services in 2021. Without this shift from Community Services, the increase to salaries and benefits is 1.7%. The increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$5K.

### Capital

There are no Capital Projects in 2021 for this Department.

## Community Services



# 2021 DEPARTMENT BUDGETS



## Community Services Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	10,319	11,231	10,393	14,783	10,674	(4,109)	(27.8)	281	2.7
Service Partners	889	896	924	1,018	1,047	29	2.8	123	13.3
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	80	75	75	75	115	40	53.3	40	53.3
Transfer from Reserve	100	150	0	245	0	(245)	(100.0)	0	0.0
<b>Total Revenues</b>	<b>11,388</b>	<b>12,351</b>	<b>11,392</b>	<b>16,121</b>	<b>11,836</b>	<b>(4,286)</b>	<b>(26.6)</b>	<b>444</b>	<b>3.9</b>
<b>Operating Expenses</b>									
Client Benefit	11,497	12,699	11,887	16,654	12,514	(4,140)	(24.9)	626	5.3
Salaries and Benefits	975	1,111	1,197	1,194	1,331	137	11.5	134	11.2
Administration	216	103	104	72	65	(7)	(9.3)	(39)	(37.1)
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	0	0	0	0	0	0	0.0	0	0.0
Transfer to Reserve	448	177	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>13,135</b>	<b>14,089</b>	<b>13,188</b>	<b>17,920</b>	<b>13,911</b>	<b>(4,010)</b>	<b>(22.4)</b>	<b>722</b>	<b>5.5</b>
<b>Total Operating Balance</b>	<b>(1,747)</b>	<b>(1,738)</b>	<b>(1,797)</b>	<b>(1,799)</b>	<b>(2,075)</b>	<b>(276)</b>	<b>15.3</b>	<b>(278)</b>	<b>15.5</b>
<b>Capital</b>									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	0	0	0	0	0	0	0.0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(1,747)</b>	<b>(1,738)</b>	<b>(1,797)</b>	<b>(1,799)</b>	<b>(2,075)</b>	<b>(276)</b>	<b>15.3</b>	<b>(278)</b>	<b>15.5</b>

# 2021 DEPARTMENT BUDGETS



## Community Services 2021 Budget vs. 2020 Budget Change

The 2021 Community Services budget includes a net department requirement (total operating and capital) of \$2.1M, compared to \$1.8M in 2020, an increase of \$278K.

The City of Barrie portion is \$868K, an increase of \$103K from 2020. The City of Orillia portion is \$178K, an increase of \$20K from 2020. The total Municipal requirement in 2021 is \$3.1M compared to \$2.7M in 2020, an increase of \$401K.

### Operating

The Community Services operating budget includes a total operating balance of \$2.1M, compared to \$1.8M in 2020, an increase of \$278K.

Subsidies are to increase by \$281K. This is due to the timing of the Reaching Home and Consolidated Homelessness Prevention Initiative funding.

Miscellaneous Income is to increase by \$40K. This is a result of allocating a portion of capacity funding to the Local Immigration Partnership in 2021.

The Client Benefit payments will increase by \$626K. This is due to the timing of the Reaching Home and Consolidated Homelessness Prevention Initiative funding. As well, the 2021 budget includes \$320K for an annual municipal investment in homelessness prevention.

Salaries and Benefits are anticipated to increase by \$134K. There is one staffing request for a Director of Community Programs included in the 2021 budget. Excluding this requested position, and reallocating the existing Director solely to Children Services, salaries and benefits have increased \$12K (1%) over the 2020 budget. The increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to decrease by \$39K.

### Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



## Community Services 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Community Services includes a net department requirement (total operating and capital) of \$2.1M, compared to \$1.8M in the 2020 Forecast, an increase of \$276K.

The City of Barrie portion is \$868K, an increase of \$24K from 2020 forecast. The City of Orillia portion is \$178K, an increase of \$5K from 2020 forecast. The total Municipal requirement in 2021 budget is \$3.1M compared to \$2.8M in 2020 forecast, an increase of \$305K.

### Operating

The Community Services operating budget includes a total operating balance of \$2.1M, compared to \$1.8M in the 2020 Forecast, an increase of \$276K.

Subsidies are to decrease by \$4.1M. The 2020 forecast includes the Reaching Home COVID-19 funding (\$1.6M), the Pandemic Pay (\$295K), and the Social Service Relief Fund (\$2.4M).

Miscellaneous Income is to increase by \$40K. This is a result of allocating a portion of capacity funding to the Local Immigration Partnership in 2021.

Transfer from Reserve will decrease by \$245K. As per CCW 2020-083, a portion of the homelessness contracts in 2020 were funded through the Social Service Reserve.

The Client Benefit payments will decrease by \$4.1M. The 2020 forecast includes the Reaching Home COVID-19 funding (\$1.6M), the Pandemic Pay (\$295K), and the Social Service Relief Fund (\$2.4M).

Salaries and Benefits are anticipated to increase by \$137K. There is one staffing request for a Director of Community Programs included in the 2021 budget. Excluding this requested position, and reallocating the existing Director solely to Children Services, salaries and benefits have increased \$15K (1%) over the 2020 budget. The increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to decrease by \$7K.

### Capital

There are no Capital Projects in 2021 for this Department.



# 2021 DEPARTMENT BUDGETS



## Community Services Staffing

**Expenditure Title:** Director of Community Programs  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The Director of Children and Community Services is currently responsible for a range of programs including Licensed Child Care and Early Years System Management, Homelessness Prevention, Poverty Reduction, and The Local Immigration Partnership. Given the growth and complexity associated most particularly with Homelessness Prevention, a one FTE Director position is being requested to lead the Community Programs unit. In 2015, Homeless Prevention included one provincial funding envelope (Community Homelessness Prevention Initiative - CHPI) plus a municipal contribution. Since 2015, funding envelopes have increased to now include: i) CHPI; ii) Municipal Contribution; iii) Home For Good; iv) Seniors at Home; and v) Reaching Home (Federal). From 2015 to current, Homelessness Prevention funding has increased by 56.1%. Each new envelope has resulted in increased administration and additional, extensive reporting requirements. Local client needs and related system planning have similarly become increasingly more complex. Projected cost for the requested Director is \$185K.

### Impact of not proceeding

Potential impacts of not proceeding include: i) staff burn-out and/or leave; ii) inability to sustain qualitative system planning, including measures for continuous improvement with respect to homelessness system coordination and integration; iii) a resultant negative impact on client outcomes; and iv) risk of error relative to administrative and/or funding accountabilities.

### Budget

Category	(\$000's)	2021 Budget
Salaries		185
Operating Expense		185
Service Partners		57
Operating Revenue		57
<b>Net Expenditure</b>		<b>(128)</b>

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation



# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	2,638	2,458	2,370	2,461	2,167	(294)	(11.9)	(203)	(8.6)
Service Partners	1,612	1,992	2,119	2,103	2,583	480	22.8	464	21.9
User Fees	7,119	7,753	9,446	9,263	9,953	689	7.4	506	5.4
Miscellaneous Income	381	778	31	77	31	(46)	(59.7)	0	0.0
Transfer from Reserve	52	626	692	695	1,034	339	48.7	342	49.4
<b>Total Revenues</b>	<b>11,802</b>	<b>13,608</b>	<b>14,658</b>	<b>14,600</b>	<b>15,767</b>	<b>1,168</b>	<b>8.0</b>	<b>1,109</b>	<b>7.6</b>
<b>Operating Expenses</b>									
Client Benefit	1,113	1,006	1,221	1,141	1,221	81	7.1	0	0.0
Salaries and Benefits	3,035	3,450	4,049	3,980	4,250	270	6.8	202	5.0
Administration	561	665	621	633	673	40	6.3	52	8.4
Facilities	7,357	8,496	9,072	9,044	10,227	1,183	13.1	1,156	12.7
Cost of Service Delivery	1,818	1,767	1,767	2,139	2,143	4	0.2	376	21.3
Transfer to Reserve	1,123	1,581	1,477	1,129	1,450	321	28.4	(26)	(1.8)
<b>Total Expenses</b>	<b>15,006</b>	<b>16,965</b>	<b>18,206</b>	<b>18,067</b>	<b>19,966</b>	<b>1,899</b>	<b>10.5</b>	<b>1,760</b>	<b>9.7</b>
<b>Total Operating Balance</b>	<b>(3,204)</b>	<b>(3,357)</b>	<b>(3,548)</b>	<b>(3,467)</b>	<b>(4,198)</b>	<b>(731)</b>	<b>21.1</b>	<b>(651)</b>	<b>18.3</b>
<b>Capital</b>									
Capital Revenue	25,491	30,779	6,663	21,426	15,004	(6,422)	(30.0)	8,341	125.2
Capital Expenses	27,958	33,399	7,971	22,734	19,200	(3,534)	(15.5)	11,230	140.9
<b>Net Capital</b>	<b>(2,467)</b>	<b>(2,620)</b>	<b>(1,308)</b>	<b>(1,308)</b>	<b>(4,196)</b>	<b>(2,888)</b>	<b>220.9</b>	<b>(2,888)</b>	<b>220.9</b>
<b>Net Department Requirement</b>	<b>(5,671)</b>	<b>(5,978)</b>	<b>(4,855)</b>	<b>(4,775)</b>	<b>(8,394)</b>	<b>(3,619)</b>	<b>75.8</b>	<b>(3,539)</b>	<b>72.9</b>

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation 2021 Budget vs. 2020 Budget Change

The 2021 Simcoe County Housing Corporation budget includes a net department requirement (total operating and capital) of \$8.4M, compared to \$4.9M in 2020, an increase of \$3.5M.

The City of Barrie portion is \$6.4M, an increase of \$3.6M from 2020. The City of Orillia portion is \$1.3M, an increase of \$737K from 2020. The total Municipal requirement in 2021 is \$16.1M compared to \$8.2M in 2020, an increase of \$7.9M.

### Operating

The Simcoe County Housing Corporation operating budget includes a total operating balance of \$4.2M, compared to \$3.5M in 2020, an increase of \$651K.

Subsidies are to decrease by \$203K. This is due to the federal funding decreasing as debentures in the Simcoe County Housing Corporation properties expire.

User Fees are to increase by \$506K. This is attributed to a full year of rental income for the Township of Tay development being included in the 2021 budget. As well, 2021 rental revenues are projecting an increase for the existing housing stock, as well as the affordable housing developments.

Miscellaneous Income is the same as in 2020.

Transfer from Reserve will increase by \$342K. This is the County's portion of the facility costs that are above the annual maintenance budget, as projected through the County's Asset Management Plan.

The Client Benefit payments will not change in 2021.

Salaries and Benefits are anticipated to increase by \$202K. There is a one FTE staffing request included in the 2021 budget for a Tenant Navigator. Excluding this requested position and a benefit adjustment required from 2020, salaries and benefits would have increased by \$29K (or 0.7%), which includes collective agreement provisions and budgeted compensation increases.

Administration costs are expected to increase by \$52K. This increase is a result of increased insurance and bad debt costs.

Facilities costs are projected to increase by \$1.2M. As per the County Asset Management Plan, required facility costs are increasing \$768K. The County's portion is funded from reserve, as a \$500K transfer to reserve is included in the annual budget. Property taxes are increasing \$115K, utilities are increasing \$234K, and disposal costs are increasing \$38K, all of which are inclusive of a full-year of operations for the Township of Tay development.

# 2021 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to increase by \$376K. This increase is due to COVID-19 costs for contracted cleaning services and personal protective equipment (\$535K), offset by a decrease in debenture costs (\$159K) associated with Simcoe County Housing Corporation properties.

Transfer to Reserve will decrease by \$26K. This is a result of the operating expenses for the affordable housing developments increasing at a greater rate than the rent, causing a decrease in the annual surplus.

## Capital

The Department's Capital budget is \$19.2M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Simcoe County Housing Corporation includes a net department requirement (total operating and capital) of \$8.4M, compared to \$4.8M in the 2020 forecast, an increase of \$3.6M.

The City of Barrie portion is \$6.4M, a decrease of \$878K from 2020 forecast. The City of Orillia portion is \$1.3M, a decrease of \$180K from 2020 forecast. The total Municipal requirement in 2021 budget is \$16.1M compared to \$13.6M in 2020 forecast, an increase of \$2.6M.

### Operating

The Simcoe County Housing Corporation operating budget includes a total operating balance of \$4.2M, compared to \$3.5M in the 2020 forecast, an increase of \$731K.

Subsidies are to decrease by \$294K. This is due to the federal funding decreasing as debentures in the Simcoe County Housing Corporation properties expire, as well as a decrease in Canada-Ontario Community Housing Initiative (COCHI) funding.

User Fees are to increase by \$689K. This is attributed to a full year of rental income for the Township of Tay development being included in the 2021 budget. As well, 2021 rental revenues are projecting an increase for the existing housing stock, as well as the affordable housing developments.

Miscellaneous Income is to decrease by \$46K. The 2020 forecast includes an Alectra reimbursement from 2019 and HST interest received in 2020.

Transfer from Reserve will increase by \$339K. This is the County's portion of the facility costs that are above the annual maintenance budget, as projected through the County's Asset Management Plan.

The Client Benefit payments will increase by \$81K. This is the result of vacancies for unfilled commercial rent supplement units experienced in 2020 due to a delay in the expansion plans within a non-profit housing provider.

Salaries and Benefits are anticipated to increase by \$270K. There is a one FTE staffing request included in the 2021 budget for a Tenant Navigator. Excluding this requested position and a benefit adjustment required from 2020, salaries and benefits would have increased by \$29K (or 0.7%), which includes collective agreement provisions and budgeted compensation increases. The 2021 change is further increased by savings recognized in the 2020 forecast.

Administration costs are expected to increase by \$40K. This increase is a result of increased insurance and bad debt costs, net with savings forecasted in 2020 due to the COVID-19 pandemic.

# 2021 DEPARTMENT BUDGETS



Facilities costs are projected to increase by \$1.2M. As per the County Asset Management Plan, required facility costs are increasing \$839K. The County's portion is funded from reserve, as a \$500K transfer to reserve is included in the annual budget. Property taxes are increasing \$204K, utilities are increasing \$128K, and disposal costs are increasing 13K, all of which are inclusive of a full-year of operations for the Township of Tay development.

Cost of Service Delivery is planned to increase by \$4K. The 2021 budget includes costs for contracted cleaning services and personal protective equipment (PPE).

Transfer to Reserve will increase by \$321K. This is a result of the future capital and operating surplus' for the Town of Wasaga Beach and Township of Tay affordable housing developments increasing in 2021 as a result of having a full year of operations in 2021.

## Capital

The Department's 2021 Capital budget is \$19.2M. The details for each project are on the Request Form(s) included.



# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
SCHC - Affordable Housing - Bradford	526	526	0	204	0	134	27	53	108
SCHC - Affordable Housing - Orillia	79,441	17,112	0	5,473	2,392	3,746	769	1,711	3,021
SCHC - Burton Avenue (Barrie)	74	74	0	0	0	19	4	1	51
SCHC - King Street (Midland)	257	257	0	0	0	65	13	3	175
SCHC - Maria Street (Penetanguishene)	156	156	0	0	0	40	8	2	107
SCHC - Miller Park Avenue (Bradford)	71	71	0	0	0	18	4	1	49
SCHC - Oxford Street (Orillia)	64	64	0	0	0	16	3	1	43
SCHC - Peter Street (Orillia)	52	52	0	0	0	13	3	1	36
SCHC - Regent Street (Orillia)	336	336	0	0	0	85	18	4	229
SCHC - Seventh Lane (Wasaga Beach)	181	181	0	0	0	46	9	2	123
SCHC - Sophia Street East (Barrie)	99	99	0	0	0	25	5	1	67
SCHC - Wellington Street West (Alliston)	74	74	0	0	0	19	4	1	51
SCHC - Yonge Street (Elmvale)	141	141	0	0	0	36	7	1	96
SCHC - Yonge Street (Midland)	57	57	0	0	0	15	3	1	39
<b>Total Capital</b>	<b>81,529</b>	<b>19,200</b>	<b>0</b>	<b>5,677</b>	<b>2,392</b>	<b>4,277</b>	<b>878</b>	<b>1,780</b>	<b>4,196</b>

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Staffing

**Expenditure Title:** Tenant Navigator  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The Tenant Navigator position within Simcoe County Housing Corporation (SCHC) would provide social work support to the most vulnerable tenants in the portfolio, i.e. those who encounter multiple challenges that can create obstacles to maintaining successful tenancies. Building on the success of the first social work support position, this second position would also be responsible to make and follow-up referrals to community agencies, with an overall goal of improving the quality of life at SCHC properties. It is recognized that permanent housing stabilizes peoples' lives, however, some tenants need additional support beyond subsidized rent, such as professional social work linkages to specialized agencies and ongoing support and encouragement to the tenant for follow-up. In the first year of having this position, one of the key initiatives has been to work with tenants that have hoarding challenges, as this approach is directly related to safety of all tenants.

### Impact of not proceeding

The acuity of mental health and addictions needs within SCHC has deepened over the years. Without the additional Tenant Navigator position, tenants who experience in-depth challenges with limited ability to access resources, will not have the social work supports they need to maintain successful tenancies. This can have broader impacts to quality of life within the SCHC portfolio, as well as pressure on public services such as hospitals, police, and paramedic services.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	101
Operating Expense	101
Service Partners	31
Operating Revenue	31
<b>Net Expenditure</b>	<b>(70)</b>

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Affordable Housing - Bradford West Gwillimbury  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

This project supports the County's 10-Year Affordable Housing and Homelessness Prevention Strategy; the affordable housing target for Bradford West Gwillimbury is 202 units. During the call for proposal process in 2016, Bradford West Gwillimbury submitted four properties to the County for consideration for affordable housing. The property located at 125 Simcoe Street was deemed the most viable given its size and location. Since 2016, Bradford West Gwillimbury has conducted its own visioning for revitalization of the parcel to create a new mixed use property that includes affordable housing among other amenities such as parks and recreation and civic buildings. Both the County and Bradford West Gwillimbury have been working in cooperation to include a 50-unit affordable housing building that will also contain the County's Social and Community Services satellite office to deliver social services in the area. Bradford West Gwillimbury plans to bring forth the land transfer to their council in 2020 and, pending approval, the transfer of land to SCHC would follow. This project is to complete the preliminary design and costing for the affordable housing building and will only go forward if the property is transferred to SCHC.

### Impact of not proceeding

The impact of not proceeding would be the loss and/or under-utilization of land that has been offered for donation to SCHC for the purpose of affordable housing. In order to increase the availability of SCHC affordable housing in Bradford West Gwillimbury, an alternate land purchase would be required at market value.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	418	0	418	0	0
Capital Expense	526	0	526	0	0
Net Capital	(108)	0	(108)	0	0
Net Expenditure	(108)	0	(108)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Affordable Housing - Orillia  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

Approval to proceed with the development in Orillia was provided following property purchase in 2018 and consultation in 2019. The development has a theme of a vibrant community hub with housing and multi-generational social/community services. It includes the construction of an energy-efficient building in a campus-like setting, with a mix of approximately 130 affordable housing units (including three replacement RGI units) and social services, as well as County corporate and community services to meet the diverse needs of members of the community and surrounding area. The development is located on an arterial road with public transit. It will intensify an existing neighbourhood, provide affordable housing options for seniors, persons with disabilities and other low-moderate income households, and help to alleviate the barriers to accessing essential social/community services for residents. This will facilitate the likelihood of residents participating in the community and enhancing their ability to access community services and resources. The development supports the County's 10-Year Affordable Housing Strategy and will contribute to achievement of affordable housing targets for the area of Orillia and the surrounding Townships.

### Impact of not proceeding

As the County has purchased the property, the impact of not proceeding would be an inability to realize return on investment, and affordable housing targets for the local area would not be met. Another risk of not proceeding or delaying is the loss of engagement of key anchor tenants that have committed to leasing their respective spaces, resulting in loss of commercial revenue while new tenants are being secured.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	58,452	734	14,091	35,130	8,498
Capital Expense	79,441	1,000	17,112	49,253	12,075
Net Capital	(20,989)	(266)	(3,021)	(14,124)	(3,577)
Net Expenditure	(20,989)	(266)	(3,021)	(14,124)	(3,577)

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Burton Avenue (Barrie)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The aluminum siding is original to the building and has outlived its useful lifespan. There is discolouration and minor damage throughout the siding, including small holes.

### Impact of not proceeding

If the siding work is not completed, the result could be leaks which can lead to significant damage to the interior of the building and contents. The siding will also enhance the visual appearance of the building.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	23	0	23	0	0
Capital Expense	74	0	74	0	0
Net Capital	(51)	0	(51)	0	0
Net Expenditure	(51)	0	(51)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** King Street (Midland)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The driveway and parking lot have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The existing curbs will be replaced and the parking lot will be regraded to improve drainage conditions. The concrete walkways have also reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The new walkways will be regraded to improve winter maintenance and improve safe walking conditions. The electrical panels that supply all electricity in the suites are original to construction (approximately 48 years old). The panels have been assessed and they have reached the end of their lifespan and need replacement.

### Impact of not proceeding

If the walkways and parking lot are not replaced and repaired, there will be multiple tripping and driving hazards, resulting in tenant safety risks and increased liability for the County. Additionally, they will appear to be run down. The work will improve accessibility standards and visibility and will reduce safety concerns. If the work of replacing the electrical panels is not completed, it is possible to have a full electrical failure including an impact on all in-suite heating.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	81	0	81	0	0
Capital Expense	257	0	257	0	0
Net Capital	(175)	0	(175)	0	0
Net Expenditure	(175)	0	(175)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Operating & TCA

**Expenditure Title:** Maria Street (Penetanguishene)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The property has several slopes which are secured using wooden retaining walls at the back and side of the building. The wooden retaining walls are at the end of their lifespans and need replacement. Some of the wood is rotting and close to failure.

### Impact of not proceeding

If the work is not completed, the retaining walls could fail due to deterioration. Most importantly, this could pose a safety risk to tenants. Additionally, street appeal would be compromised, and the property would appear to be in disrepair and below County standards.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	49	0	49	0	0
Capital Expense	156	0	156	0	0
Net Capital	(107)	0	(107)	0	0
Net Expenditure	(107)	0	(107)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Miller Park Avenue (Bradford)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The retaining wall and railing require replacement, including the stairway at the back of the building. The existing wooden retaining walls are beyond repair and have reached the end of their lifespan due to wood rot and shifting. This will necessitate the removal of stairs which abut the retaining walls. New stairs will be installed in addition to constructing masonry retaining walls for longevity and durability.

### Impact of not proceeding

If this work is not done, the result will be continued wood rot and unstable retaining walls, an unstable handrail, and uneven stairs and walking surfaces which would represent a pedestrian safety concern.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	23	0	23	0	0
Capital Expense	71	0	71	0	0
Net Capital	(49)	0	(49)	0	0
Net Expenditure	(49)	0	(49)	0	0



# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Oxford Street (Orillia)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The driveway and parking lot have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The existing curbs will be replaced and the parking lot will be regraded to improve drainage conditions. The interlock walkways have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The new walkways will be regraded to improve winter maintenance and improve safe walking conditions.

### Impact of not proceeding

If the walkways and parking lot are not replaced and repaired, there will be multiple tripping and driving hazards, resulting in increased liability for the County. Additionally, they will appear to be run down. The work will improve accessibility standards and visibility, and will reduce safety concerns.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	20	0	20	0	0
Capital Expense	64	0	64	0	0
Net Capital	(43)	0	(43)	0	0
Net Expenditure	(43)	0	(43)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Peter Street (Orillia)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The windows are at the end of their lifespan. There is currently minor damage around the windows due to water penetration. The new windows will be of a high energy-efficient vinyl design resulting in an increase in tenant comfort and aesthetic appeal.

### Impact of not proceeding

If the work is not completed on the windows, there will be further damage to the building envelope due to water and air penetration. There are significant energy losses which result in higher costs from the current windows.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	16	0	16	0	0
Capital Expense	52	0	52	0	0
Net Capital	(36)	0	(36)	0	0
Net Expenditure	(36)	0	(36)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Regent Street (Orillia)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

Domestic hot and cold water pipes, in-suite shut-off valves, and recirculating pumps will be replaced as they have reached the end of their lifespan. As the work affects the walls and ceilings of the building, painting and replacement of some areas are required.

### Impact of not proceeding

If the domestic hot and cold water pipe replacement does not proceed, it could lead to leaks, building damage, and service interruptions to the tenants. The painting and ceiling repairs are necessary for the appearance and condition of the building upon completion of the pipe replacement.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	107	0	107	0	0
Capital Expense	336	0	336	0	0
Net Capital	(229)	0	(229)	0	0
Net Expenditure	(229)	0	(229)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Seventh Lane (Wasaga Beach)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The main electrical and sub panels that supply all electricity in the building are original to construction, approximately 44 years old. The panels have been assessed and they have reached the end of their lifespan and need replacement. Replacement of multiple components in the laundry room is also required. The sink, flooring, countertops, and lighting have reached or surpassed their lifespan in both appearance and condition. In addition, a raised platform will be installed to make access to the laundry machines easier for the tenants. Improvements will contribute to tenant quality of life through increased usefulness.

### Impact of not proceeding

If the work of replacing the panels is not completed it is possible to have a full electrical failure in the building resulting in the loss of power for several days. All units are heated using electric baseboard and they would cease to function in the event of an electrical failure. If the laundry room upgrades are not completed, there will be very limited serviceability and use for tenants.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	57	0	57	0	0
Capital Expense	181	0	181	0	0
Net Capital	(123)	0	(123)	0	0
Net Expenditure	(123)	0	(123)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Sophia Street East (Barrie)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

Replacement of multiple components in the common room is required at Sophia Street. The kitchen cabinets, countertops, carpet, entrance doors, and lighting have reached or surpassed their lifespan in both appearance and condition. Improvements will contribute to tenant quality of life through increased usefulness of the common room environment. The aluminum entry doors are past their lifespan and showing signs of deterioration. They are also an older style of door that do not meet the current accessibility standards.

### Impact of not proceeding

If the common area upgrade is not done in a planned manner, there may be damage to related components and higher costs of doing one-off replacements. Also, the serviceability and use of the tenants' common area space will continue to deteriorate and not be up to acceptable County standards. If the entry doors are not replaced, the result will be air and water penetration, reducing energy efficiency as well as making access more difficult to those entering and exiting the building.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	31	0	31	0	0
Capital Expense	99	0	99	0	0
Net Capital	(67)	0	(67)	0	0
Net Expenditure	(67)	0	(67)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Wellington Street West (Alliston)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The shingle roof has reached the end of its lifespan. The roof will be replaced by a metal roof which is expected to have a lifespan that exceeds 35 years. The roof will provide a longer lasting product that is more weather resistant and will maintain a better appearance throughout the life of the roof as compared to shingles.

### Impact of not proceeding

If the work is not completed, the result could be leaks which can lead to significant damage to the interior of the building and contents. The roof will also enhance the visual appearance of the building, keeping it in line with County standards.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	24	0	24	0	0
Capital Expense	74	0	74	0	0
Net Capital	(51)	0	(51)	0	0
Net Expenditure	(51)	0	(51)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Yonge Street (Midland)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

Domestic hot and cold water pipes, in-suite shut-off valves, and recirculating pumps will be replaced as they have reached the end of their lifespan. As the work affects the walls and ceilings of the building, painting and replacement of some areas are required.

### Impact of not proceeding

If the domestic hot and cold water pipe replacement does not proceed, it could lead to leaks, building damage, and service interruptions to the tenants. The painting and ceiling repairs are necessary for the appearance and condition of the building upon completion of the pipe replacement.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	18	0	18	0	0
Capital Expense	57	0	57	0	0
Net Capital	(39)	0	(39)	0	0
Net Expenditure	(39)	0	(39)	0	0

# 2021 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation Tangible Capital Asset (TCA)

**Expenditure Title:** Yonge Street North (Elmvale)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and justification for expenditure

The shingle roof has reached the end of its lifespan. The roof will be replaced by a metal roof, which is expected to have a lifespan that exceeds 35 years. The roof will provide a longer lasting product that is more weather resistant and will maintain a better appearance throughout the life of the roof as compared to shingles. The interlock walkways have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The new walkways will be regraded to improve winter maintenance and improve safe walking conditions.

### Impact of not proceeding

If the roof work is not completed, the result could be leaks which can lead to significant damage to the interior of the building and contents. The roof will also enhance the visual appearance of the building. If the work on the walkways is not completed, there will be multiple tripping hazards for tenants, increased liability for the County, and a run-down appearance. The new walkways will be improved to account for accessibility standards as well as to reduce safety concerns.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	45	0	45	0	0
Capital Expense	141	0	141	0	0
Net Capital	(96)	0	(96)	0	0
Net Expenditure	(96)	0	(96)	0	0



## Social Housing - Non-Profit



# 2021 DEPARTMENT BUDGETS



## Social Housing - Non-Profit Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	19,529	19,364	12,556	15,621	9,693	(5,928)	(37.9)	(2,862)	(22.8)
Service Partners	5,101	5,125	5,775	5,820	5,650	(170)	(2.9)	(125)	(2.2)
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	0	0	0	0	0	0	0.0	0	0.0
Transfer from Reserve	1,519	2,559	1,816	2,866	1,803	(1,063)	(37.1)	(13)	(0.7)
<b>Total Revenues</b>	<b>26,150</b>	<b>27,048</b>	<b>20,147</b>	<b>24,307</b>	<b>17,146</b>	<b>(7,162)</b>	<b>(29.5)</b>	<b>(3,001)</b>	<b>(14.9)</b>
<b>Operating Expenses</b>									
Client Benefit	34,909	34,474	28,830	32,439	25,708	(6,731)	(20.7)	(3,123)	(10.8)
Salaries and Benefits	1,490	1,488	1,706	1,644	1,708	64	3.9	2	0.1
Administration	61	64	103	82	82	(1)	(1.1)	(21)	(20.7)
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	9	3	0	0	0	0	0.0	0	0.0
Transfer to Reserve	2,858	2,814	2,091	2,235	2,073	(163)	(7.3)	(18)	(0.9)
<b>Total Expenses</b>	<b>39,327</b>	<b>38,844</b>	<b>32,730</b>	<b>36,400</b>	<b>29,570</b>	<b>(6,830)</b>	<b>(18.8)</b>	<b>(3,160)</b>	<b>(9.7)</b>
<b>Total Operating Balance</b>	<b>(13,178)</b>	<b>(11,795)</b>	<b>(12,583)</b>	<b>(12,093)</b>	<b>(12,424)</b>	<b>(332)</b>	<b>2.7</b>	<b>159</b>	<b>(1.3)</b>
<b>Capital</b>									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	0	0	0	0	0	0	0.0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(13,178)</b>	<b>(11,795)</b>	<b>(12,583)</b>	<b>(12,093)</b>	<b>(12,424)</b>	<b>(332)</b>	<b>2.7</b>	<b>159</b>	<b>(1.3)</b>

## Social Housing - Non-Profit 2021 Budget vs. 2020 Budget Change

The 2021 Social Housing - Non-Profit budget includes a net department requirement (total operating and capital) of \$12.4M, compared to \$12.6M in 2020, a decrease of \$159K.

The City of Barrie portion is \$4.7M, a decrease of \$97K from 2020. The City of Orillia portion is \$962K, a decrease of \$28K from 2020. The total Municipal requirement in 2021 is \$18.1M compared to \$18.4M in 2020, a decrease of \$284K.

### Operating

The Social Housing - Non-Profit operating budget includes a total operating balance of \$12.4M, compared to \$12.6M in 2020, a decrease of \$159K.

Subsidies are to decrease by \$2.9M. This is due to a decrease in funding within the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$2.2M, in addition to a decrease in Federal Funding of \$432K and the Investment in Affordable Housing Extension and Social Infrastructure Fund of \$390K. These decreases are offset by an increase in funding for the Home For Good program of \$117K and the new Canada-Ontario Housing Benefit initiative of \$58K.

Transfer from Reserve will decrease by \$13K. This is a result of the Non-Profit capital loans decreasing in the 2021 budget. The County portion of the loans is transferred from reserve annually.

The Client Benefit payments will decrease by \$3.1M. This is a result of expenditure decreases in the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$2.2M and the Investment in Affordable Housing Extension, the Social Infrastructure Fund, and Home For Good programs of \$194K. Non-Profit provider repair loans are decreasing \$30K and Non-Profit provider subsidy payments are decreasing \$733K over the 2020 budget due to indices changes and an expiring federal operating agreement.

Salaries and Benefits are anticipated to increase by \$2K. The slight increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to decrease by \$21K.

Transfer to Reserve will decrease by \$18K. This decrease is based on the Home For Good affordability payment, as per the amortization schedule provided by the Province.

### Capital

There are no Capital Projects in 2021 for this Department.

## Social Housing - Non-Profit 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Social Housing - Non-Profit includes a net department requirement (total operating and capital) of \$12.4M, compared to \$12.1M in the 2020 forecast, an increase of \$332K.

The City of Barrie portion is \$4.7M, a decrease of \$141K from 2020 forecast. The City of Orillia portion is \$962K, a decrease of \$29K from 2020 forecast. The total Municipal requirement in 2021 budget is \$18.1M compared to \$17.9M in 2020 forecast, an increase of \$161K.

### Operating

The Social Housing - Non-Profit operating budget includes a total operating balance of \$12.4M, compared to \$12.1M in the 2020 forecast, an increase of \$332K.

Subsidies are to decrease by \$5.9M. This is due to a decrease in funding within the Ontario Priorities Housing Initiative of \$1.8M, the Social Infrastructure Fund of \$2.0M, the Social Housing Apartment Improvement Program of \$1.2M, the Investment in Affordable Housing Extension of \$782K, and Federal Funding of \$432K. These decreases are offset by increases in the Canada-Ontario Community Housing Initiative of \$337K and the Canada-Ontario Housing Benefit initiative of \$56K.

Transfer from Reserve will decrease by \$1.1M. This is a result of the Non-Profit capital loans decreasing in the 2021 budget

compared to the 2020 Forecast by \$424K due to 2019 carryovers into 2020. In addition, there is a decrease for the Municipal Secondary Suite program carry-forward from reserve of \$315K and a decrease for Home For Good projects of \$318K.

The Client Benefit payments will decrease by \$6.7M. This is the result of expenditure decreases in the Social Infrastructure Fund program of \$2.0M, the Ontario Priorities Housing Initiative of \$1.8M, the Social Housing Apartment Improvement Program of \$1.1M, the Investment in Affordable Housing Extension of \$720K, the Non-Profit Provider Loan program of \$611K, the Municipal Secondary Suites program of \$461K, the Home For Good program of \$409K, and Provider Subsidies of \$60K. This is offset by an increase in the Canada-Ontario Community Housing Initiative of \$320K.

Salaries and Benefits are anticipated to increase by \$64K. The slight increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to decrease by \$1K.

# 2021 DEPARTMENT BUDGETS



Transfer to Reserve will decrease by \$163K. This decrease is due to unused development charge rebate incentives included in the 2020 forecast, offset by an increase in the Home For Good affordability payment being received in 2021, as per the amortization schedule provided by the Province.

## Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



# 2021 DEPARTMENT BUDGETS



## Engineering, Planning and Environment



# 2021 DEPARTMENT BUDGETS





## Transportation and Engineering - Construction



# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	6,261	6,369	6,555	6,555	6,503	(53)	(0.8)	(53)	(0.8)
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	174	93	1	1	1	0	0.0	0	0.0
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>6,434</b>	<b>6,461</b>	<b>6,556</b>	<b>6,556</b>	<b>6,504</b>	<b>(53)</b>	<b>(0.8)</b>	<b>(53)</b>	<b>(0.8)</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	1,224	1,320	1,449	1,449	1,480	31	2.2	31	2.2
Administration	88	91	129	99	95	(4)	(4.2)	(34)	(26.6)
Facilities	6,695	6,838	7,501	7,422	7,024	(398)	(5.4)	(477)	(6.4)
Cost of Service Delivery	812	280	82	67	25	(42)	(62.3)	(57)	(69.2)
Transfer to Reserve	44	1,097	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>8,863</b>	<b>9,625</b>	<b>9,160</b>	<b>9,036</b>	<b>8,624</b>	<b>(412)</b>	<b>(4.6)</b>	<b>(536)</b>	<b>(5.9)</b>
<b>Total Operating Balance</b>	<b>(2,429)</b>	<b>(3,164)</b>	<b>(2,604)</b>	<b>(2,480)</b>	<b>(2,121)</b>	<b>359</b>	<b>(14.5)</b>	<b>483</b>	<b>(18.6)</b>
<b>Capital</b>									
Capital Revenue	32,914	28,085	37,129	15,210	17,949	2,739	18.0	(19,181)	(51.7)
Capital Expenses	43,705	38,557	50,784	28,865	21,846	(7,019)	(24.3)	(28,938)	(57.0)
<b>Net Capital</b>	<b>(10,792)</b>	<b>(10,472)</b>	<b>(13,655)</b>	<b>(13,655)</b>	<b>(3,897)</b>	<b>9,758</b>	<b>(71.5)</b>	<b>9,758</b>	<b>(71.5)</b>
<b>Net Department Requirement</b>	<b>(13,221)</b>	<b>(13,636)</b>	<b>(16,259)</b>	<b>(16,135)</b>	<b>(6,018)</b>	<b>10,117</b>	<b>(62.7)</b>	<b>10,241</b>	<b>(63.0)</b>

## Transportation and Engineering - Construction 2021 Budget vs. 2020 Budget Change

The 2021 Transportation and Engineering - Construction budget includes a net department requirement (total operating and capital) of \$6.0M, compared to \$16.3M in 2020, a decrease of \$10.2M.

### Operating

The Transportation and Engineering - Construction operating budget includes a total operating balance of \$2.1M, compared to \$2.6M in 2020, a decrease of \$483K.

Subsidies are to decrease by \$53K. The Ontario Community Infrastructure funding ended in 2020, however, Federal Gas Tax funding will offset this decrease to the extent of the planned roads rehabilitation work which results in a slight decrease to subsidies overall.

Miscellaneous Income is the same as in 2020.

Salaries and Benefits are anticipated to increase by \$31K. This includes collective agreement changes, and salary and benefit increases.

Administration costs are expected to decrease by \$34K. This is mainly due to a reduction to both staff training, and meetings and conferences to reflect historic spending.

Facilities costs are projected to decrease by \$477K. Planned asphalt repair to bridges is decreasing by \$350K and costs related to electronic traffic control devices are decreasing by \$53K. As well, roads rehabilitation costs have a slight decrease based on planned projects.

Cost of Service Delivery is planned to decrease by \$57K. A one time purchase of variable message boards results in a decrease of \$45K. In addition, gasoline is decreasing as a result of anticipated lower costs per litre.

### Capital

The Department's Capital budget is \$21.8M. The details for each project are on the Request Form(s) included.

## Transportation and Engineering - Construction 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Transportation and Engineering - Construction includes a net department requirement (total operating and capital) of \$6.0M, compared to \$16.1M in the 2020 forecast, a decrease of \$10.1M.

### Operating

The Transportation and Engineering - Construction operating budget includes a total operating balance of \$2.1M, compared to \$2.5M in the 2020 forecast, a decrease of \$359K.

Subsidies are to decrease by \$53K. The Ontario Community Infrastructure funding ended in 2020, however, Federal Gas Tax funding will offset this decrease to the extent of the planned roads rehabilitation work which results in a slight decrease to subsidies overall.

Miscellaneous Income is the same as in 2020.

Salaries and Benefits are anticipated to increase by \$31K. This includes collective agreement changes, and salary and benefit increases.

Administration costs are expected to decrease by \$4K.

Facilities costs are projected to decrease by \$398K. Planned asphalt repair to bridges is decreasing by \$350K and roads rehabilitation costs have a slight decrease based on planned projects.

Cost of Service Delivery is planned to decrease by \$42K. A one time purchase of variable message boards results in a decrease of \$45K. Gasoline has increased slightly based on expected volume increases.

### Capital

The Department's 2021 Capital budget is \$21.8M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
RDS - Black River Bridge	7,437	50	0	0	0	0	0	0	50
RDS - Canal Road Bridge	1,954	204	0	0	0	0	0	0	204
RDS - Con 4/5 - Lot 1 Culvert	855	50	0	0	0	0	0	0	50
RDS - Con 4/5 - Lot 10/11 Culvert	1,639	50	0	0	0	0	0	0	50
RDS - CR 10 - Mitchell Bridge	3,283	102	0	51	0	0	0	0	51
RDS - CR 21 / CR 56 Intersection	4,288	245	0	0	0	0	0	0	245
RDS - CR 34 / CR 19 Intersection	3,637	510	0	415	0	0	0	0	95
RDS - CR 4 Reconstruction	162,718	14,081	0	11,943	0	0	0	0	2,138
RDS - CR 45 - Suckers Creek Culverts	1,516	1,346	1,346	0	0	0	0	0	0
RDS - CR 53 / Carson Rd Intersection	4,318	245	0	0	0	0	0	0	245
RDS - CR 88 / 5th SR Intersection	8,711	1,829	0	1,706	0	0	0	0	123
RDS - CR 93 - Balm Beach-Penetanguishene	18,801	1,780	0	1,602	0	0	0	0	178
RDS - Glen Huron Bridge	2,014	51	0	0	0	0	0	0	51
RDS - Line 7 Oro / Hwy 11 to CR 22	36,149	35	0	32	0	0	0	0	3
RDS - Old Fort Overhead Bridge	3,879	100	0	0	0	0	0	0	100
RDS - Sturgeon River Bridge	984	853	853	0	0	0	0	0	0
RDS - Walkers Creek Culvert	2,552	265	0	0	0	0	0	0	265
RDS - Weatherall Bridge	921	50	0	0	0	0	0	0	50
<b>Total Capital</b>	<b>265,657</b>	<b>21,846</b>	<b>2,199</b>	<b>15,749</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,897</b>

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Black River Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Black River Bridge is located on County Road 169, 0.3 km North of Concession Road F&G, in the Townships of Ramara. The bridge was constructed circa 1957 and rehabilitated in 1989. This bridge carries two lanes of vehicular traffic across the Black River.

The environmental assessment and detail design of rehabilitation and replacement options will begin in 2021. The final design and approvals will be completed in 2023. Construction is planned to be completed over two seasons in 2026 and 2027.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the overall construction costs.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	7,437	0	50	152	7,234
Net Capital	(7,437)	0	(50)	(152)	(7,234)
Net Expenditure	(7,437)	0	(50)	(152)	(7,234)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Canal Road Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Canal Road Adjacent Lock 38 Bridge is a boundary bridge shared between the County of Simcoe and the Region of Durham. The bridge is located on Canal Road, 0.3 km North of Durham Region Road 48, in the Region of Durham. The bridge was constructed circa 1972. This bridge carries two lanes of vehicular traffic across the Trent Canal.

The environmental assessment and design were led by the Region of Durham and the County of Simcoe was involved in all key decisions. The County of Simcoe is responsible for 50% of the capital costs. The rehabilitation is scheduled for construction to commence in the fall / winter of 2020 and will be completed in 2021.

The 2021 total project cost of \$1.9M is an increase over the 2020 total project cost of \$1.7M by \$204k due to the updated construction cost estimate received.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the overall construction costs.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	1,954	1,750	204	0	0
Net Capital	(1,954)	(1,750)	(204)	0	0
Net Expenditure	(1,954)	(1,750)	(204)	0	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Concession 4/5, Lot 1 Culvert  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Concession 4/5, Lot 1 Culvert is located on Burnside Line, 0.1 km North of Division Road West, in the Township of Severn. The Culvert was constructed circa 1970. This culvert carries two lanes of vehicular traffic across the Silver Creek.

The environmental assessment will commence in 2021 for rehabilitation and replacement alternatives. The design and approval work will be completed in 2022 with construction to be completed in 2023.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the construction costs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	855	0	50	105	700
Net Capital	(855)	0	(50)	(105)	(700)
Net Expenditure	(855)	0	(50)	(105)	(700)



# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Concession 4/5, Lot 10/11 Culvert  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Concession 4/5, Lot 10/11 Culvert is located on Adjala Sideroad 10, 2.5 km West of County Road 50, in the Township of Adjala-Tosorontio. The Culvert was constructed circa 1940. This culvert carries two lanes of vehicular traffic across the Bailey Creek.

The environmental assessment and design will commence in 2021 for rehabilitation and replacement alternatives. The design and approval work will be complete by 2024 with construction to be completed in 2025.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the construction costs.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	1,639	0	50	185	1,404
Net Capital	(1,639)	0	(50)	(185)	(1,404)
Net Expenditure	(1,639)	0	(50)	(185)	(1,404)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 10 - Mitchell Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Mitchell Bridge is located on County Road 10, 3.0 km north of 8th Line (County Road 1), in the Township of New Tecumseth. The Bridge was constructed circa 1962. This bridge carries two lanes of vehicular traffic across the Bailey Creek.

The environmental assessment is on-going for rehabilitation and replacement alternatives. The design and approval work will be completed in 2022 with construction to be completed in 2023.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the construction costs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	1,641	75	51	261	1,255
Capital Expense	3,283	150	102	521	2,510
Net Capital	(1,641)	(75)	(51)	(261)	(1,255)
Net Expenditure	(1,641)	(75)	(51)	(261)	(1,255)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 21 / CR 56 Intersection  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The intersection of County Road 21 with County Road 56 is located in the Township of Essa, east of Baxter. It is currently a four-way intersection with two-way stop control resulting in County Road 21 being the through road. As part of our regular traffic monitoring in 2016, the total traffic volume is approaching the need for upgrades including signalization and the potential justification for additional turning lanes. This project underwent an assessment of existing and future traffic conditions for a recommendation on future intersection configuration. The preferred option includes construction of a roundabout at this intersection.

The budget item for 2021 will complete the site preparation for utility relocations and road construction to begin in 2022.

The 2021 total project cost of \$4.3M is more than the 2020 total project cost of \$4.2M by \$67K due to construction being deferred by one year.

### Impact of not proceeding

It is recommended to continue the design and site preparation in 2021 to identify the requirements and prepare for the intersection reconfiguration and reconstruction. Delay may risk additional traffic congestion and delays during peak periods.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	4,288	610	245	3,433	0
Net Capital	(4,288)	(610)	(245)	(3,433)	0
Net Expenditure	(4,288)	(610)	(245)	(3,433)	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 34 / CR 19 Intersection  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The intersection of County Road 34 (Grey Road 19), Grey Road 21 and Mountain Road is located on the boundary of Grey and Simcoe County. This intersection project is a joint project being managed by Grey County. The intersection improvements are required to improve public safety and traffic operations in consideration of increased travel demands through the area. The environmental assessment was completed in 2019. The preferred solution is the construction of a roundabout.

The budget item for 2021 will be to complete the design phase. Property acquisitions will begin in 2020 followed by the site preparation and utility relocations for road construction to begin in 2022.

The 2021 total project cost of \$3.6M is higher than the 2020 total project cost of \$3M by \$577K due to an increase in the utility relocation costs.

### Impact of not proceeding

Additional delays to this project will result in significant traffic safety concerns as the current intersection configuration would not support the additional traffic demand expected.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	2,932	1,112	415	1,406	0
Capital Expense	3,637	1,400	510	1,727	0
Net Capital	(705)	(289)	(95)	(321)	0
Net Expenditure	(705)	(289)	(95)	(321)	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 4 Reconstruction  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

Recommended improvements for County Road 4 (CR 4) from the Town of Bradford limit to County Road 89 (CR 89) include widening to a four-lane cross section including a paved median, horizontal and vertical alignment adjustments, addition of auxiliary lanes, off-road trail, and illumination upgrades at sideroad intersections. The budget for 2021 includes site preparation and utility relocations of Phases 2 and 3, and reconstruction of Phase 1. This section of County Road 4 is divided into three construction phases:

- Phase 1: from Town of Bradford limit to north of 10th Line
- Phase 2: from north of 10th Line to north of 12th Line
- Phase 3: from north of 12th Line to north of CR 89.

The 2021 total project cost of \$162.7M is higher than the 2020 cost by \$1.7M due to higher than anticipated land values as well as additional costs to expropriate 13 properties to date. Utility cost estimates received are higher than expected. These increases are offset by lower than anticipated environmental assessment costs for the CR 89 to Barrie section. The Environmental assessment for County Road 4 from County Road 89 to Barrie commenced in 2020 with construction happening between 2028 and 2031.

### Impact of not proceeding

County Road 4 is a Class 1 road and forms a major north-south link from Barrie to Bradford in the southeast portion of the County. This road project has been identified in the Transportation Master Plan as part of the overall transportation improvements required in the area. Capacity concerns already exist and further delay of this project will have a negative impact on future congestion.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	147,708	11,501	11,943	13,263	111,001
Capital Expense	162,718	12,644	14,081	13,900	122,093
Net Capital	(15,010)	(1,143)	(2,138)	(637)	(11,092)
Net Expenditure	(15,010)	(1,143)	(2,138)	(637)	(11,092)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 45 - Suckers Creek Culverts  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Suckers Creek Culvert is located on County Road 45, 4.0 km east of Rama Road (County Road 44) in the Township of Ramara. The age of the structure is unknown. The structure supports two lanes of vehicular traffic across the Suckers Creek.

The culverts are in poor condition with the barrels of each culvert temporarily supported with timber shoring. The design for the culvert replacement was started in 2017.

The 2021 total project cost of \$1.5M is less than the 2020 total project cost of \$1.5M by \$26K due to unanticipated property acquisition, a temporary access agreement being required and construction was delayed until 2021.

### Impact of not proceeding

The structure will continue to deteriorate, leading to structure failure and closure of County Road 45, until the structure is replaced.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	1,346	0	1,346	0	0
Capital Expense	1,516	170	1,346	0	0
Net Capital	(170)	(170)	0	0	0
Net Expenditure	(170)	(170)	0	0	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 53 / Carson Rd Intersection  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The intersection of County Road 53 with Seadon/Carson Road is located in the Township of Springwater, north east of Centre Vespra. It is currently a four-way intersection with two-way stop control resulting in County Road 53 being the through road. As part of our regular traffic monitoring in 2016, the total traffic volume is approaching the need for upgrades including signalization and the potential justification for additional turning lanes. This project underwent an assessment of existing and future traffic conditions for a recommendation on future intersection configuration. The preferred option includes construction of a roundabout at this intersection.

The budget item for 2021 will complete the site preparation and utility relocations for road construction to begin in 2022.

### Impact of not proceeding

It is recommended to continue the site preparation and utility relocations in 2021 to prepare for the intersection reconfiguration and reconstruction. Delay may risk additional traffic congestion and delays during peak periods.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	4,318	640	245	3,433	0
Net Capital	(4,318)	(640)	(245)	(3,433)	0
Net Expenditure	(4,318)	(640)	(245)	(3,433)	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 88 / 5th SR Intersection  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The intersection of County Road 88 with the 5th Sideroad is located in the Town of Bradford West Gwillimbury, east of the Highway 400 interchange. The environmental assessment was completed in 2014. The improvements include the widening of County Road 88 and the 5th Sideroad to accommodate two through lanes in each direction on County Road 88 and one through lane in each direction on 5th Sdrd. There would also be dedicated left / right turn lanes, profile corrections on the 5th Sideroad approaches, pavement resurfacing, drainage upgrades, and replacement of the existing temporary traffic signals with permanent traffic signals complete with partial illumination. Site preparation and utility relocation will continue in 2021 and construction to commence in the second half of 2021 with an estimated completion date in 2022.

The 2021 total project cost of \$8.7M is higher than the 2020 total project cost of \$6.8M by \$1.9M. This is due to an increase in land values based on received property appraisals, deferral of construction and Contract Administration / inspection by one year, and increase in utility relocation costs based on quotes received.

### Impact of not proceeding

It is expected that traffic will increase on County Road 88 and the 5th Sideroad due to the major development in the area (development on the east and west sides of the Hwy 400, from Line 5 to Line 9, and the Bond Head development to the west). Additional delays to this project will result in significant traffic safety concerns as the current intersection configuration would not support the additional traffic demand expected.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	8,031	1,449	1,706	2,740	2,136
Capital Expense	8,711	1,656	1,829	2,937	2,289
Net Capital	(680)	(207)	(123)	(197)	(153)
Net Expenditure	(680)	(207)	(123)	(197)	(153)



# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** CR 93 - Balm Beach - Penetanguishene  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

This project includes detail design, land acquisitions, utility relocations and phased construction from 2019 through 2022 based on recommendations resulting from the County Road 93 complete street study. As identified in the Transportation Master Plan, the County Road 93 Complete Street environmental assessment was completed in 2017. This project is a joint effort between the County and the Towns of Midland and Penetanguishene. Recommendations from the study included paved shoulders and off-road trails along County Road 93 from Hwy 12 north through Midland to the Town of Penetanguishene Limit. The study also included the assessment of the intersection operations at County Road 93 and Vinden/Golf Link Rd. A roundabout is proposed at this location.

The 2021 total project cost of \$18.8M is higher than the 2020 total project cost of \$10.3M by \$8.5M. This is due to receiving updated engineering cost estimates for the remaining phase and all traffic signals hardware, from Balm Beach Road East to Saint Andrews Drive, require upgrading to be AODA compliant. Construction of the final phase has been delayed until 2022.

### Impact of not proceeding

Not proceeding with this project would result in continued lack of modal choice for transportation options in the area, no option for pedestrian activity within the urban section of Midland or connection with other emerging active transportation facilities between Midland and Penetanguishene.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
	(\$000's)				
Capital Revenue	14,297	5,771	1,602	6,924	0
Capital Expense	18,801	9,328	1,780	7,693	0
Net Capital	(4,504)	(3,557)	(178)	(769)	0
Net Expenditure	(4,504)	(3,557)	(178)	(769)	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Glen Huron Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Glen Huron Bridge is located on Concession 8 South Nottawasaga, 0.11 km North of Station Street, in the Township of Clearview. The bridge was constructed circa 1950. This bridge carries two lanes of vehicular traffic across the Mad River.

The environmental assessment and detail design of rehabilitation options will begin in 2021. The final design and approvals will be completed in 2023. Construction will be completed in 2025.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase on the construction costs.

### Budget

Category	(\$000's)	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense		2,014	0	51	52	1,911
Net Capital		(2,014)	0	(51)	(52)	(1,911)
Net Expenditure		(2,014)	0	(51)	(52)	(1,911)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Line 7 Oro - Hwy 11 to CR 22  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

This project includes the section of Line 7 in Oro-Medonte, from Highway 11 to County Road 22, a total distance of approximately 12.6 kilometres. Alternative design improvements will include upgrading the road cross section to a County standard, horizontal and vertical alignment adjustments, addition of auxiliary lanes and illumination upgrades at sideroad intersections, roadside protection upgrades, addition of partially paved shoulders, and drainage improvements. The 2021 budget item includes the legal costs to transfer the road into the County road system. The environmental assessment will commence in 2022 and continue through to 2027. In this timeframe potential property purchase and the detail design will also be complete. The site preparation and utility relocations are planned to be completed in 2029 and 2030. The construction portion of Line 7 Oro from Highway 11 to County Road 22 is forecasted to begin in 2030 and be completed over three construction seasons.

### Impact of not proceeding

Line 7 Oro is a collector road under the jurisdiction of the Township of Oro-Medonte and forms a north-south link from Highway 11 to the Lake Simcoe Regional Airport. This road project has been identified in the Transportation Master Plan as part of the overall transportation improvements required in the area. This project will improve the movement of goods and services and provide a connecting link between County Road 22 and Highway 11 and the Lake Simcoe Regional Airport.

### Budget

Category	Total (\$000's)	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	33,149	0	32	309	32,808
Capital Expense	36,149	0	35	336	35,778
Net Capital	(3,000)	0	(3)	(28)	(2,970)
Net Expenditure	(3,000)	0	(3)	(28)	(2,970)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Old Fort Overhead Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Old Fort Overhead Bridge is located on County Road 58, 0.3 km south of Highway 12, in Tay Township. The Bridge was constructed circa 1970. This bridge carries two lanes of vehicular traffic across a pedestrian trail (previously a railway corridor).

The environmental assessment is on-going for rehabilitation and replacement alternatives. The design, approval work and construction are to be completed in 2021.

The 2021 total project cost of \$3.9M is higher than the 2020 total project cost of \$2.3M by \$1.6M due to an increase in the scope of work for road work associated with the bridge construction, land acquisitions, and utility relocations.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the construction costs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	3,879	151	100	306	3,322
Net Capital	(3,879)	(151)	(100)	(306)	(3,322)
Net Expenditure	(3,879)	(151)	(100)	(306)	(3,322)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Sturgeon River Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Sturgeon River Bridge is located on Vasey Road (County Road 23), 0.7 km east of Gervais Road, in Tay Township. The Bridge was constructed circa 1970 and rehabilitated in 2005. This bridge carries two lanes of vehicular traffic across the Sturgeon River.

The environmental assessment is on-going for rehabilitation and replacement alternatives. The design and approval work will be completed in 2020 with construction to be completed in 2021.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase in the construction costs.

### Budget

Category	(\$000's)	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue		853	0	853	0	0
Capital Expense		984	131	853	0	0
Net Capital		(131)	(131)	0	0	0
Net Expenditure		(131)	(131)	0	0	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Walkers Creek Culvert  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Townline Bridge over Walkers Creek is a boundary bridge shared between the County of Simcoe and Dufferin County. The bridge is located on boundary road, Mulmur Tosorontio Townline Road, 0.3 km south of Mulmur Nottawasaga Townline Road, in the Townships of Adjala-Tosorontio and Mulmur. The bridge was constructed circa 1940. This bridge carries two lanes of vehicular traffic across Walkers Creek.

The environmental assessment and design is on-going and is led by the County of Simcoe and Dufferin County will be involved in all key decisions. The County of Simcoe is responsible for fifty percent of the capital costs. The design and approval work will be completed in 2021 with land acquisitions and site preparation contract in 2021 for utility relocations to occur and construction in 2025.

### Impact of not proceeding

The structure will continue to deteriorate, leading to structure failure and closure of Mulmur Tosorontio Townline Road, until the structure is replaced.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	2,552	400	265	0	1,887
Net Capital	(2,552)	(400)	(265)	0	(1,887)
Net Expenditure	(2,552)	(400)	(265)	0	(1,887)

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Construction Tangible Capital Asset (TCA)

**Expenditure Title:** Weatherall Bridge  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Weatherall Bridge is located on County Road 9, 5.7 km East of County Road 124, in the Township of Clearview. The bridge was constructed circa 1981. This bridge carries two lanes of vehicular traffic across the Noisy River.

The environmental assessment and detail design of rehabilitation options will commence in 2021. The final design and approvals will be completed in 2022. Construction will be completed in 2023.

### Impact of not proceeding

The structure will continue to deteriorate, leading to an increase in the scope of rehabilitative work required and an increase on the construction costs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	921	0	50	126	745
Net Capital	(921)	0	(50)	(126)	(745)
Net Expenditure	(921)	0	(50)	(126)	(745)

# 2021 DEPARTMENT BUDGETS





# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance



# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	192	214	219	219	219	0	0.0	0	0.0
Miscellaneous Income	467	512	384	439	479	40	9.2	95	24.8
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>660</b>	<b>727</b>	<b>603</b>	<b>658</b>	<b>698</b>	<b>40</b>	<b>6.1</b>	<b>95</b>	<b>15.8</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	6,064	5,954	6,377	6,377	6,531	153	2.4	153	2.4
Administration	2,366	2,462	2,074	2,330	2,644	313	13.5	569	27.5
Facilities	1,186	1,235	1,259	1,259	1,453	194	15.4	194	15.4
Cost of Service Delivery	4,257	4,717	4,848	5,035	5,014	(21)	(0.4)	166	3.4
Transfer to Reserve	200	38	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>14,073</b>	<b>14,406</b>	<b>14,559</b>	<b>15,002</b>	<b>15,641</b>	<b>639</b>	<b>4.3</b>	<b>1,082</b>	<b>7.4</b>
<b>Total Operating Balance</b>	<b>(13,413)</b>	<b>(13,679)</b>	<b>(13,956)</b>	<b>(14,344)</b>	<b>(14,943)</b>	<b>(599)</b>	<b>4.2</b>	<b>(987)</b>	<b>7.1</b>
<b>Capital</b>									
Capital Revenue	17	3,427	0	0	309	309	100.0	309	100.0
Capital Expenses	2,261	6,295	2,922	2,922	1,521	(1,401)	(47.9)	(1,401)	(47.9)
<b>Net Capital</b>	<b>(2,244)</b>	<b>(2,868)</b>	<b>(2,922)</b>	<b>(2,922)</b>	<b>(1,212)</b>	<b>1,710</b>	<b>(58.5)</b>	<b>1,710</b>	<b>(58.5)</b>
<b>Net Department Requirement</b>	<b>(15,657)</b>	<b>(16,548)</b>	<b>(16,878)</b>	<b>(17,266)</b>	<b>(16,155)</b>	<b>1,111</b>	<b>(6.4)</b>	<b>723</b>	<b>(4.3)</b>

## Transportation and Engineering - Maintenance 2021 Budget vs. 2020 Budget Change

The 2021 Transportation and Engineering - Maintenance budget includes a net department requirement (total operating and capital) of \$16.2M, compared to \$16.9M in 2020, a decrease of \$723K.

### Operating

The Transportation and Engineering - Maintenance operating budget includes a total operating balance of \$14.9M, compared to \$14.0M in 2020, an increase of \$987K.

User Fees are the same as in 2020.

Miscellaneous Income is to increase by \$95K. Revenues for aggregates are anticipated to increase as a result of a per tonne rate increase.

Salaries and Benefits are anticipated to increase by \$153K. This includes collective agreement changes, and standard salary and benefit increases.

Administration costs are expected to increase by \$569K. Insurance costs are increasing by \$645K and are slightly offset

by decreases to staff training, meeting and conferences, and office supplies to historic spending levels.

Facilities costs are projected to increase by \$194K. This increase is the result of a reallocation of expenses from Cost of Service Delivery of \$191K and an \$18K increase in small equipment purchases based on past trends. These increases are offset slightly by small reductions to a variety other items.

Cost of Service Delivery is planned to increase by \$166K. A reallocation to Facilities of \$191K is offset by an increase in vehicle expense of \$440K based on historic trend and a gradual increase in the number of vehicles and equipment in the roads maintenance fleet.

### Capital

The Department's Capital budget is \$1.5M. The details for each project are on the Request Form(s) included.

## Transportation and Engineering - Maintenance 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Transportation and Engineering - Maintenance includes a net department requirement (total operating and capital) of \$16.2M, compared to \$17.3M in the 2020 forecast, a decrease of \$1.1M.

### Operating

The Transportation and Engineering - Maintenance operating budget includes a total operating balance of \$14.9M, compared to \$14.3M in the 2020 forecast, an increase of \$599K.

User Fees are the same as in 2020.

Miscellaneous Income is to increase by \$40K. This increase is substantially attributed to an expected increase in recoveries for activities performed for other municipalities for line painting and winter maintenance.

Salaries and Benefits are anticipated to increase by \$153K. This includes collective agreement changes, and standard salary and benefit increases.

Administration costs are expected to increase by \$313K. This increase is a result of increased insurance costs.

Facilities costs are projected to increase by \$194K. This increase is the result of a reallocation of expenses from Cost of Service Delivery of \$191K and a \$18K increase in small equipment purchases based on past trends. These increases are offset slightly by small reductions to a variety other items.

Cost of Service Delivery is planned to decrease by \$21K. This decrease is primarily comprised of a \$45K decrease in equipment rental and diesel fuel costs of \$5K offset by an increase in vehicle expenses of \$25k.

### Capital

The Department's 2021 Capital budget is \$1.5M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
RDS - 1 Ton Truck Replacement	57	57	0	0	0	0	0	0	57
RDS - Backhoe Replacement	148	148	0	0	0	0	0	0	148
RDS - Beeton Garage Floor Upgrade	30	30	0	0	0	0	0	0	30
RDS - Plow Truck	309	309	0	309	0	0	0	0	0
RDS - Plow Truck Replacement	927	927	0	0	0	0	0	0	927
RDS - Ramara Garage Lunchroom Reno	50	50	0	0	0	0	0	0	50
<b>Total Capital</b>	<b>1,521</b>	<b>1,521</b>	<b>0</b>	<b>309</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,212</b>

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

**Expenditure Title:** 1 Ton Truck Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of this one-ton truck is requested based on the County's Asset Management Plan. This vehicle is classified as "medium risk" classifying it as "consider for replacement" due to their age, odometer readings, repair and maintenance cost. Due to this vehicles overall condition, this vehicle is projected to encounter increased risk of having unplanned repair and maintenance becoming unreliable which will adversely affect on the provision of services.

### Impact of not proceeding

If this vehicle is not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$10K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	57	0	57	0	0
Net Capital	(57)	0	(57)	0	0
Net Expenditure	(57)	0	(57)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
717-12	2012	245000	18750	8

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
17.8	13.8	52.4
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

**Expenditure Title:** Backhoe Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of this backhoe is requested based on the County's Asset Management Plan. This heavy equipment is classified as "medium risk" classifying it as "consider for replacement" due to its age, hour meter reading, repair and maintenance cost. The overall condition of this heavy equipment is reflective of the extreme operational conditions in which it is employed. This vehicle is projected to have increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime which will adversely affect the provision of services.

### Impact of not proceeding

If this vehicle is not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$15K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	148	0	148	0	0
Net Capital	(148)	0	(148)	0	0
Net Expenditure	(148)	0	(148)	0	0



# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
409-06	2006	7200	35900	15

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
15.5	11.4	60
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

**Expenditure Title:** Beeton Garage Floor Upgrade  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Beeton garage was completed in 2011. The vinyl composition tile floors that were installed at that time are not suitable to this type of environment and are failing prematurely to the point where there will be exposed concrete floors. It is recommended to install a more durable stone guard style flooring in line with the work we have done in Midhurst, Ramara and Creemore garages.

### Impact of not proceeding

If the flooring is not upgraded it will continue to deteriorate until there is exposed concrete, creating possible safety hazards and increased maintenance costs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	30	0	30	0	0
Net Capital	(30)	0	(30)	0	0
Net Expenditure	(30)	0	(30)	0	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

**Expenditure Title:** Plow Truck  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Route levels have increased with the downloading of routes from member municipalities with no increase in the spare ratio. The purchase of an additional plow truck is requested to increase plow truck spare ratio. Presently, the plow truck spare ratio is below industry standard placing a strain on the ability to complete scheduled repair and maintenance procedures while dealing with unplanned breakdowns or accident damage repairs. An additional plow truck will enable vehicles to be scheduled for servicing ensuring adequate resources are available for operations.

### Impact of not proceeding

If this additional vehicle is not purchased, there is an increased potential of vehicles not being available when required. Utilizing the existing plow truck fleet will result in an increase in wear and tear on the existing fleet associated repair and maintenance costs and reduced reliability.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	309	0	309	0	0
Net Capital	(309)	0	(309)	0	0
Net Expenditure	(309)	0	(309)	0	0

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

**Expenditure Title:** Plow Truck Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of three combination plow trucks is requested based on the County's Asset Management Plan. These vehicles are classified as "medium risk" classifying them as "consider for replacement" due to their age, odometer readings, repair and maintenance cost. The overall condition of these vehicles is reflective of the extreme operational conditions in which they are employed, spreading road salt and brine. These vehicles are projected to have increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime which will adversely effect on the provision of services.

### Impact of not proceeding

If these vehicles are not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed of at public auction and are expected to sell for \$12K each. The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	927	0	927	0	0
Net Capital	(927)	0	(927)	0	0
Net Expenditure	(927)	0	(927)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
181-09	2009	330716	134000	12
185-10	2010	302500	147800	12
186-10	2010	234500	146560	12

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
20.7	19.3	9.5
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

**Expenditure Title:** Ramara Garage Improvement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The lunchroom at the Ramara garage requires a renovation as there has been water infiltration in the past and the damage was never fully repaired. The facility is aging and the lunchroom does not meet the current standard for a County building. In previous years the vinyl composition tile floors were upgraded in various rooms to a more durable stone guard style flooring, the remaining floors require similar upgrades.

### Impact of not proceeding

The lunchroom will continue to deteriorate and will become unusable for the function it was intended. The lunchroom is the main gathering room for our staff and the condition of the room has an impact on employee morale. If the flooring is not upgraded, it will continue to deteriorate until there is exposed concrete.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	50	0	50	0	0
Net Capital	(50)	0	(50)	0	0
Net Expenditure	(50)	0	(50)	0	0

## Solid Waste Management



# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	3,632	5,118	3,358	3,912	4,010	98	2.5	652	19.4
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	5,717	5,744	5,737	4,677	5,721	1,043	22.3	(16)	(0.3)
Miscellaneous Income	4,574	3,042	2,426	2,192	2,057	(135)	(6.1)	(369)	(15.2)
Transfer from Reserve	1,254	0	0	317	9,090	8,773	-	9,090	100.0
<b>Total Revenues</b>	<b>15,178</b>	<b>13,905</b>	<b>11,521</b>	<b>11,098</b>	<b>20,878</b>	<b>9,779</b>	<b>88.1</b>	<b>9,357</b>	<b>81.2</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	6,725	6,990	7,139	6,989	7,547	557	8.0	407	5.7
Administration	1,882	1,671	1,728	1,529	2,421	892	58.4	693	40.1
Facilities	982	1,236	1,173	1,042	1,257	215	20.6	84	7.2
Cost of Service Delivery	29,375	34,123	31,381	34,889	45,584	10,695	30.7	14,203	45.3
Transfer to Reserve	3,861	5,626	3,700	3,700	3,700	0	0.0	0	0.0
<b>Total Expenses</b>	<b>42,826</b>	<b>49,645</b>	<b>45,121</b>	<b>48,149</b>	<b>60,509</b>	<b>12,360</b>	<b>25.7</b>	<b>15,388</b>	<b>34.1</b>
<b>Total Operating Balance</b>	<b>(27,648)</b>	<b>(35,740)</b>	<b>(33,600)</b>	<b>(37,051)</b>	<b>(39,631)</b>	<b>(2,581)</b>	<b>7.0</b>	<b>(6,031)</b>	<b>17.9</b>
<b>Capital</b>									
Capital Revenue	1,567	632	745	745	31,174	30,429	-	30,429	-
Capital Expenses	3,357	3,352	3,727	3,727	33,286	29,559	793.1	29,559	793.1
<b>Net Capital</b>	<b>(1,789)</b>	<b>(2,720)</b>	<b>(2,982)</b>	<b>(2,982)</b>	<b>(2,112)</b>	<b>870</b>	<b>(29.2)</b>	<b>870</b>	<b>(29.2)</b>
<b>Net Department Requirement</b>	<b>(29,437)</b>	<b>(38,461)</b>	<b>(36,583)</b>	<b>(40,033)</b>	<b>(41,744)</b>	<b>(1,710)</b>	<b>4.3</b>	<b>(5,161)</b>	<b>14.1</b>



## Solid Waste Management 2021 Budget vs. 2020 Budget Change

The 2021 Solid Waste Management budget includes a net department requirement (total operating and capital) of \$41.7M, compared to \$36.6M in 2020, an increase of \$5.2M.

### Operating

The Solid Waste Management operating budget includes a total operating balance of \$39.6M, compared to \$33.6M in 2020, an increase of \$6.0M.

Subsidies are to increase by \$652K. This increase is related to Resource Productivity & Recovery Authority funding for blue box materials. It is estimated based on the 2020 interim allocations plus an anticipated increase.

User Fees are to decrease by \$16K.

Miscellaneous Income is to decrease by \$369K. This change is due to decreases in both blue box program materials and scrap metal revenues.

Transfer from Reserve will increase by \$9.1M. Reserve funds are being used to offset increasing collection contract costs for the first ten months of the year until the new contract comes into effect as approved by Council.

Salaries and Benefits are anticipated to increase by \$407K. This is due to collective agreement changes, salary increases, benefit increases, and the addition of 0.4 Site Supervisor

(Temporary). As well, one FTE Equipment Operator (Temporary), and 3.5 FTE Site Attendants (Temporary) were approved in-year to help manage COVID-19 impacts, and one FTE Collections Manager was also approved in year. These increases are offset by the movement of two FTE Mechanics to Procurement, Fleet, and Property. Without these changes, salaries and benefits would have increased by \$80K (1.1%).

Administration costs are expected to increase by \$693K. This increase includes \$560K for advertising and promotions, printing, and postage relating to the implementation of the new collection contract. As well, it includes a \$60K increase to space rental for the new maintenance facility, and \$99K for consulting fees based on planned work at various landfill sites.

Facilities costs are projected to increase by \$84K. Disposal costs are increasing by \$45K as Site 13 (Tosorontio) household hazardous waste volumes are expected to trend higher. In addition, there is an increase of \$40K included for the replacement of two side by side vehicles and a \$10K increase for equipment maintenance based on past trends. These increases are offset by a \$12K decrease to natural gas as the new maintenance facility is heated by diesel fuel.

Cost of Service Delivery is planned to increase by \$14.2M. Collection contract costs of \$9.6M have been added which includes updates made to the current collection contract and two months of the new automated collection contract costs.

# 2021 DEPARTMENT BUDGETS



Also included are increases of \$2.9M for recycling processing costs as a result of the switch to single stream recycling and \$547K in organics processing costs due to anticipated tonnage increases. Additional increases are included for site maintenance, vehicle expenses, cart maintenance, and haulage costs.

Transfer to Reserve will not change in 2021.

## Capital

The Department's Capital budget is \$33.3M. The details for each project are on the Request Form(s) included.

## Solid Waste Management 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Solid Waste Management includes a net department requirement (total operating and capital) of \$41.7M, compared to \$40.0M in the 2020 forecast, an increase of \$1.7M.

### Operating

The Solid Waste Management operating budget includes a total operating balance of \$39.6M, compared to \$37.1M in the 2020 forecast, an increase of \$2.6M.

Subsidies are to increase by \$98K. This increase is related to Resource Productivity & Recovery Authority funding for blue box materials.

User Fees are to increase by \$1.0M. This increase is a direct result of revenues from both residential and commercial customers at landfill sites being impacted by site closures and reduced hours of service in 2020. These impacts are not expected in 2021.

Miscellaneous Income is to decrease by \$135K. This change is due to an anticipated decrease in blue box program materials sales.

Transfer from Reserve will increase by \$8.8M. Reserve funds are being used to offset increasing collection contract costs for the first ten months of the year until the new contract comes into effect as approved by Council.

Salaries and Benefits are anticipated to increase by \$557K. This is due to collective agreement changes, salary increases, benefit increases, and the addition of 0.4 Site Supervisor (Temporary). As well, one FTE Equipment Operator (Temporary), and 3.5 FTE Site Attendants (Temporary) were approved in-year to help manage COVID-19 impacts, and one FTE Collections Manager was also approved in year. Further contributing to the increase is salary gapping that is not anticipated to continue into 2021. These increases are offset by the movement of two FTE Mechanics to Procurement, Fleet, and Property. Without these changes, salaries and benefits would have increased by \$80K (1.1%).

Administration costs are expected to increase by \$892K. This increase is primarily the result of a \$465K increase for advertising and promotions, and postage relating to the implementation of the new collection contract. Printing expenses are increasing \$214K, mainly as a result of the new collection contract. As well, it includes a \$60K increase to space rental for the new maintenance facility, and \$99K for consulting fees based on planned work at various landfill sites.

# 2021 DEPARTMENT BUDGETS



Facilities costs are projected to increase by \$215K. Disposal costs are increasing by \$176K as volumes are anticipated to be higher for household hazardous waste across all sites but mainly at Site 13 (Tosorontio). Additionally, there is an increase of \$40K included for the replacement of two side by side vehicles and an increase of \$10K for equipment maintenance. This increase is offset slightly by an anticipated decrease in natural gas as the new maintenance facility is heated by diesel fuel.

Cost of Service Delivery is planned to increase by \$10.7M. The forecast includes increases to the current collection contract for a partial year while a full year of cost changes are reflected in the 2021 budget. Collection contract cost increases of \$7.1M includes increases to the current collection contract and two months of the new automated collection contract. The remaining increase is primarily related to several

items which include: \$937K increase to processing costs for organics and recyclables, waste export increases of \$730K, site maintenance and capping costs of \$496K based on work specific to the needs of each site, \$175K for special collections as these services are anticipated to resume, \$195K for cart maintenance and distribution for two months in conjunction with the start of the new collection contract, and \$397K for vehicle expense and diesel fuel.

Transfer to Reserve will not change in 2021.

## Capital

The Department's 2021 Capital budget is \$33.3M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
SWM - Cardboard Compactor	150	150	0	0	0	0	0	150	0
SWM - Cart Purchase & Distribution	31,525	31,525	0	0	31,000	0	0	0	525
SWM - Loader Replacements	738	738	0	0	0	0	0	0	738
SWM - Pick-up Truck Replacement	46	46	0	0	0	0	0	0	46
SWM - Site 2 Back-up pump	50	50	0	0	0	0	0	0	50
SWM - Site 52 Site Improvements	235	235	0	0	0	0	0	0	235
SWM - Site 7 Site Improvements	305	155	0	0	0	0	0	0	155
SWM - Site Improvements and Paving	265	265	0	24	0	0	0	0	241
SWM - Skid Steer Replacement	122	122	0	0	0	0	0	0	122
<b>Total Capital</b>	<b>33,436</b>	<b>33,286</b>	<b>0</b>	<b>24</b>	<b>31,000</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>2,112</b>

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Staffing

**Expenditure Title:** 0.4 FTE Site Supervisor - Temporary  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

It is requested to hire a temporary full-time five-month seasonal Site Supervisor position, resulting in a net increase to the staffing budget of 0.4 FTE. The temporary position would allow project oversight for various capital projects, including the Collingwood landfill Toe Drain Installation and the Sunnidale landfill Closure and Remediation Project.

### Impact of not proceeding

If the temporary Site Supervisor is not hired in 2021, there will be substantial costs to hire external project managers to oversee the completion of the projects noted above. Based on past quotes associated with the Collingwood Forcemain Installation, it has been estimated that project oversight costs could exceed over \$200,000 to manage the 2021 construction projects.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	66
Operating Expense	66
<b>Net Expenditure</b>	<b>(66)</b>

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Cardboard Compactor  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is requested to purchase three new cardboard compactors for site 2 (Collingwood), site 10 (Nottawasaga), and site 16 (Bradford). The site's compactors are due for replacement for various reasons including the unit's age, small hopper size, slow ram capability, and increased maintenance costs. New compactors are also requested to further a 6-month pilot that was initiated at the North Simcoe Transfer Station in 2020. The pilot removed two 50 yard customer drop-off recycling bins from the site and allowed cardboard and single-stream recycling to be placed in and compacted with the cardboard compactor. The results of the pilot were a success and revealed a 44% increase in the amount of material shipped per truck due to the compaction of the material, resulting in a 32% reduction in the trucks required to switch out bins (one vs. three) and transfer material off-site. By replacing these compactors, all sites excluding site 7 (Mara) and site 8 (Matchedash) will now have the compactors necessary to start this new material consolidating program, creating a surplus of truck time to focus on additional trucking requirements for the sites and reducing the amount of overtime required to normally complete tasks.

### Impact of not proceeding

If this item is not approved, increased maintenance costs will be incurred to continue the operation of the compactors. Customers will also continue to experience long wait times to use the compactor because of the time required for the machine to complete its cycle and become clear of material in the hopper. In addition, the benefits of less trucking time to manage the transfer of recycling and cardboard will not be realized or gained at the site.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	150	0	150	0	0
Capital Expense	150	0	150	0	0
Net Expenditure	0	0	0	0	0

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Operating & TCA

**Expenditure Title:** Cart Purchase, Distribution, and Servicing  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

The implementation of the automated cart collection requires the purchase and distribution of three waste carts (garbage, recycling and organics) to all serviced units in the County. Cart collection will mitigate collection truck driver shortages by reducing the physical nature of the work and will expand the driver pool by providing more desirable working conditions. As well, garbage limit subjectivity for residents & collectors will be reduced as will windblown and animal produced litter potentially mitigating future issues with the spread of infection. This may result in improved continuity of service, avoidance replacement costs for existing green bins (which are near end of life), provide increased storage capacity, particularly for recyclables, and improve curbside aesthetics on collection day. This expenditure will be financed with payment beginning in November 2021.

The operational costs associated with this request for ongoing support of the cart program include the costs for the distribution of carts to newly constructed serviced units and the provision of warranty and repair service to the approximately 450,000 County assets in the field at a cost of approximately \$1.2M annually.

### Impact of not proceeding

Not proceeding significantly increases the risk of continued collection issues, as automated collection will mitigate driver shortages, and creates contractual repercussion risk with Miller Waste. Additional impacts include continued garbage limit subjectivity, litter and risks to continuity of service related to infection, storage capacity, increased liability related to cart condition deterioration and the risk of poor public perception of the cart program.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Cost of Service Delivery	195	0	195	0	0
Operating Expense	195	0	195	0	0
Capital Revenue	31,000	0	31,000	0	0
Capital Expense	31,525	0	31,525	0	0
Net Capital	(525)	0	(525)	0	0
Net Expenditure	(720)	0	(720)	0	0



# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Loader Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of two loaders is requested based on the County's Asset Management Plan. These heavy equipment are classified as "medium risk" classifying them as "consider for replacement" due to their age, hour meter reading, repair and maintenance cost. The overall condition of the heavy equipment is reflective of the extreme operational conditions in which they are employed. These vehicles are projected to have increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime which will adversely affect on the provision of services.

### Impact of not proceeding

If these vehicles are not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed of at public auction and are expected to sell for \$25K each. The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	738	0	738	0	0
Net Capital	(738)	0	(738)	0	0
Net Expenditure	(738)	0	(738)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
05-09	2009	18516	133,868	15
98-10	2010	17611	171429	15

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
13.5	11.3	65.8
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Pick-up Truck Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycle. Replacement of this pick-up truck is requested based on the County's Asset Management Plan. This vehicle is classified as "medium risk" classifying it as "consider for replacement" due to its age, odometer reading, repair and maintenance cost. This vehicle is projected to have increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime which will adversely affect on the provision of services.

### Impact of not proceeding

If this vehicle is not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and are expected to sell for \$2K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	46	0	46	0	0
Net Capital	(46)	0	(46)	0	0
Net Expenditure	(46)	0	(46)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
93-14	2014	315000	20383	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
17.6	13.8	52.4
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site 2 Back - up Pump  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is requested to purchase a new leachate pump for Collingwood (Site 2). If approved, the new pump will replace a lower capacity pump that does not have the power to pump high volumes of leachate to the force main during peak leachate generation times at the site (largely associated with spring snowmelt). While this pump was once suitable, the total surface area of the landfill continues to grow resulting in increased leachate requiring removal from the site and treatment.

### Impact of not proceeding

If the new leachate pump is not approved in 2021, the existing pump will not have the pumping capacity to manage the spring leachate levels at the site. If the pump is not replaced, leachate will have to be trucked to the wastewater treatment plant at a rate of \$18.50/m<sup>3</sup> as compared to the sewer rate of \$0.79/m<sup>3</sup>, thus, resulting in increased treatment costs of approximately \$80K.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	50	0	50	0	0
Net Capital	(50)	0	(50)	0	0
Net Expenditure	(50)	0	(50)	0	0

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site 52 - Site Improvements  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is requested to complete site improvements at the North Simcoe Transfer Station (Site 52). As outlined and approved in CCW 2020-050, increased waste storage transfer capacity is required to support the curbside collection program as a result of the bi-weekly collection and the anticipated November 2021 curbside collection schedule. The site improvements will include the installation of a new truck entrance road and paving to support the movement of curbside trucks without affecting residential queuing at the main entrance.

### Impact of not proceeding

If this project is not approved in the 2021 budget, there will continue to be significant line-ups at the public entrance on the days the curbside trucks are entering the site, and increased safety concerns on the area roads will continue.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	235	0	235	0	0
Net Capital	(235)	0	235	0	0
Net Expenditure	(235)	0	235	0	0

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site 7 - Site Improvements  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

Approval was granted in 2020 to allow for the installation of hydro at the Mara Transfer Station (Site 7) to allow for site improvements. In 2021, it is requested to allocate funds for the replacement of the current 30+ year-old scale, and installation of a new scale house to allow modernization of the building, including the installation of a permanent washroom facility that is currently lacking at the site.

### Impact of not proceeding

If the site improvements are not approved, the site will continue to operate with temporary washroom conditions (portable toilet), and the scale house will continue to deteriorate. Also, the weigh scale has reached its life expectancy and the scales' parts and software are not currently supported by the scale company. If an issue arises, the site could be forced to charge customer loads based on volume until a solution is approved.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Expense	305	150	155	0	0
Net Capital	305	(150)	(155)	0	0
Net Expenditure	305	(150)	(155)	0	0

# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** SWM - Site Improvements and Paving  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is recommended to continue improving the appearance and usability of the County's waste management facilities. Facility improvements typically consist of road and diversion pad paving and general site improvements. In 2021, this capital item will be used primarily for the improvement of the main compost processing area North Simcoe Transfer Station which receives a large percentage of the County's leaf and yard waste. This will ensure longevity of the compost pad, increased utilization of the area and improved material processing conditions in all seasons.

### Impact of not proceeding

If the request is not granted, dust will continue to be of concern for some users of the County's facilities and sites will depreciate at a quicker rate. In addition, the gravel compost pads will continue to require annual repairs.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	24	0	24	0	0
Capital Expense	265	0	265	0	0
Net Capital	(241)	0	(241)	0	0
Net Expenditure	(241)	0	(241)	0	0



# 2021 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Skid Steer Replacements  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of these skid steers is requested based on the County's Asset Management Plan. These heavy equipment are classified as "medium risk" classifying them as "consider for replacement" due to their age, hour meter reading, repair and maintenance cost. The overall condition of the heavy equipment is reflective of the extreme operational conditions in which they are employed. These vehicles are projected to have increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime which will adversely affect on the provision of services.

### Impact of not proceeding

If these vehicles are not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed of at public auction and are expected to sell for \$5K each. The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	122	0	122	0	0
Net Capital	(122)	0	(122)	0	0
Net Expenditure	(122)	0	(122)	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
71-12	2012	8400	55971	10
79-12	2012	8858	69067	10

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

## Forestry



# 2021 DEPARTMENT BUDGETS



## Forestry Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	2,170	2,357	1,666	2,200	1,866	(335)	(15.2)	200	12.0
Miscellaneous Income	84	172	81	81	80	(1)	(1.8)	(1)	(1.8)
Transfer from Reserve	17	0	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>2,272</b>	<b>2,529</b>	<b>1,747</b>	<b>2,281</b>	<b>1,945</b>	<b>(336)</b>	<b>(14.7)</b>	<b>199</b>	<b>11.4</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	771	689	729	729	750	21	2.9	21	2.9
Administration	178	(11)	82	86	92	6	7.2	10	12.4
Facilities	146	207	156	176	194	19	10.7	39	24.7
Cost of Service Delivery	267	238	244	200	262	62	31.1	18	7.5
Transfer to Reserve	1,088	1,309	631	1,186	740	(446)	(37.6)	109	17.3
<b>Total Expenses</b>	<b>2,449</b>	<b>2,431</b>	<b>1,840</b>	<b>2,375</b>	<b>2,038</b>	<b>(338)</b>	<b>(14.2)</b>	<b>197</b>	<b>10.7</b>
<b>Total Operating Balance</b>	<b>(177)</b>	<b>97</b>	<b>(94)</b>	<b>(94)</b>	<b>(92)</b>	<b>2</b>	<b>(1.6)</b>	<b>2</b>	<b>(1.6)</b>
<b>Capital</b>									
Capital Revenue	418	506	45	45	0	(45)	(100.0)	(45)	(100.0)
Capital Expenses	453	506	45	45	0	(45)	(100.0)	(45)	(100.0)
<b>Net Capital</b>	<b>(35)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(212)</b>	<b>97</b>	<b>(94)</b>	<b>(94)</b>	<b>(92)</b>	<b>2</b>	<b>(1.6)</b>	<b>2</b>	<b>(1.6)</b>

## Forestry 2021 Budget vs. 2020 Budget Change

The 2021 Forestry budget includes a net department requirement (total operating and capital) of \$92K, compared to \$94K in 2020, a decrease of \$2K.

### Operating

The Forestry operating budget includes a total operating balance of \$92K, compared to \$94K in 2020, a decrease of \$2K.

User Fees are to increase by \$200K. This increase in revenue is the result of anticipated favourable market conditions for timber sales. Revenues generated that exceed forest management expenses are transferred to reserve.

Miscellaneous Income is to decrease by \$1K.

Salaries and Benefits are anticipated to increase by \$21K. This is due to collective agreement changes, standard salary increases, and benefit increases.

Administration costs are expected to increase by \$10K. The increase is a result of consulting fees mainly relating to the Packard Forestry Tract Kirtland Warbler project.

Facilities costs are projected to increase by \$39K. This change is primarily the result of grounds maintenance increases related to planned work at the Rathburn Tract, replacement of some small equipment, and improvements needed to allow adequate access to Forestry tracts for emergency services.

Cost of Service Delivery is planned to increase by \$18K. An increase of \$11K is included for new bio-control work relating to invasive species. As well, one ATV and trailer is scheduled for replacement for \$13K. These costs are offset by decreased gasoline and silviculture expenses.

Transfer to Reserve will increase by \$109K. Forestry net operational costs are transferred to reserve. This increase is the result of the increase in timber revenues offset by increases in various forestry management related costs.

### Capital

There are no Capital Projects in 2021 for this Department.

## Forestry 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Forestry includes a net department requirement (total operating and capital) of \$92K, compared to \$94K in the 2020 forecast, a decrease of \$2K.

### Operating

The Forestry operating budget includes a total operating balance of \$92K, compared to \$94K in the 2020 forecast, a decrease of \$2K.

User Fees are to decrease by \$335K. In 2020, the volume of timber harvested is anticipated to be higher than 2021 levels. Revenues generated that exceed forest management expenses are transferred to reserve.

Miscellaneous Income is to decrease by \$1K.

Salaries and Benefits are anticipated to increase by \$21K. This is due to collective agreement changes, standard salary increases, and benefit increases.

Administration costs are expected to increase by \$6K. The increase is a result of consulting fees mainly relating to the Packard Forestry Tract Kirtland Warbler project.

Facilities costs are projected to increase by \$19K. The increase is primarily the result of grounds maintenance

increases relating to emergency services access and small equipment replacements.

Cost of Service Delivery is planned to increase by \$62K. In 2020, decreases of \$44K were mainly attributed to the cancellation of the Tosorontio planned burn and costs for the Packard Tract Kirtland Warbler project being less than anticipated. The increase is in part the result of expenses for planned burns and \$11K of costs for new bio-control work relating to invasive species. As well, one ATV and trailer is scheduled for replacement for \$13K.

Transfer to Reserve will decrease by \$446K. Forestry net operational costs are transferred to reserve. The 2020 forecast includes increased revenue from a higher than anticipated volume of timber harvested and favourable market pricing. The 2021 volumes of timber to be harvested are expected to be lower than 2020 levels resulting in a decreased transfer to reserve.

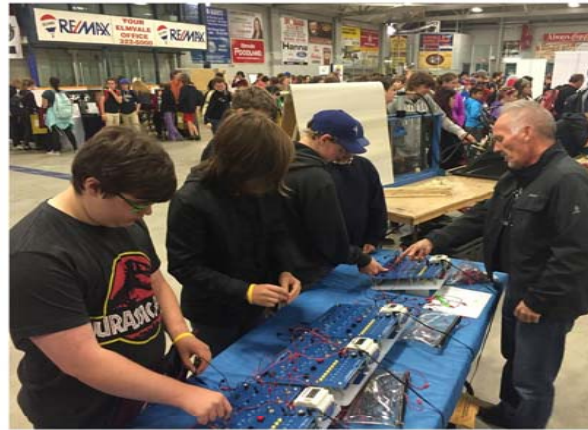
### Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



## Planning & Economic Development



# 2021 DEPARTMENT BUDGETS



## Planning & Economic Development Net Department Requirement (\$'000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	91	17	0	0	25	25	100.0	25	100.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	66	37	46	19	39	20	109.7	(7)	(15.2)
Miscellaneous Income	0	0	0	0	1	1	100.0	1	100.0
Transfer from Reserve	490	330	565	675	1,022	347	51.4	457	80.9
<b>Total Revenues</b>	<b>647</b>	<b>384</b>	<b>611</b>	<b>694</b>	<b>1,088</b>	<b>394</b>	<b>56.8</b>	<b>477</b>	<b>78.0</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	1,849	1,852	2,114	1,948	2,098	150	7.7	(16)	(0.8)
Administration	469	136	992	135	359	224	166.0	(633)	(63.8)
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	992	951	728	1,198	1,470	272	22.7	742	101.9
Transfer to Reserve	1,870	1,868	1,741	2,271	1,805	(466)	(20.5)	64	3.7
<b>Total Expenses</b>	<b>5,180</b>	<b>4,808</b>	<b>5,576</b>	<b>5,552</b>	<b>5,732</b>	<b>180</b>	<b>3.2</b>	<b>156</b>	<b>2.8</b>
<b>Total Operating Balance</b>	<b>(4,533)</b>	<b>(4,424)</b>	<b>(4,965)</b>	<b>(4,859)</b>	<b>(4,644)</b>	<b>214</b>	<b>(4.4)</b>	<b>320</b>	<b>(6.5)</b>
<b>Capital</b>									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	0	0	0	0	0	0	0.0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department Requirement</b>	<b>(4,533)</b>	<b>(4,424)</b>	<b>(4,965)</b>	<b>(4,859)</b>	<b>(4,644)</b>	<b>214</b>	<b>(4.4)</b>	<b>320</b>	<b>(6.5)</b>



## Planning & Economic Development 2021 Budget vs. 2020 Budget Change

The 2021 Planning & Economic Development budget includes a net department requirement (total operating and capital) of \$4.6M, compared to \$5.0M in 2020, a decrease of \$320K.

### Operating

The Planning & Economic Development operating budget includes a total operating balance of \$4.6M, compared to \$5.0M in 2020, a decrease of \$320K.

Subsidies are to increase by \$25K. In mid-2020, Economic Development entered into an agreement with the Province and will be receiving Rural Economic Development funding.

User Fees are to decrease by \$7K. This is the result of a continuing trend of decreases in the volume of local official plan updates.

Miscellaneous Income is to increase by \$1K.

Transfer from Reserve will increase by \$457K. Development Charge revenue is decreasing by \$263K as this is based on a decreased amount of budgeted expense related to the Transportation Master Plan and the Municipal Comprehensive Review. As well, Economic Development does not have a trade mission planned in 2021 which is normally funded from reserve. These decreases are offset by an \$800K economic development grant being funded by the General Contingency reserve.

Salaries and Benefits are anticipated to decrease by \$16K. This change is due to a reduction of the administration allocation within the Engineering Planning and Environment division to the Planning department. This decrease has been offset by collective agreement changes, and regular salary and benefit increases as well as by the upgrade of one FTE Economic Development Officer to a Senior Economic Development Officer. Without the staffing change the decrease would have been 1.4%.

Administration costs are expected to decrease by \$633K. Consulting fees are decreasing by \$475K as 2020 work on the Transportation Master Plan and Municipal Comprehensive review are being carried forward for completion in 2021. As well, legal fees are decreasing by \$75K as in-house legal services are being utilized consistently for legal matters. Staff training and development, mileage, and meetings and conferences has been reduced based on historic trends.

Cost of Service Delivery is planned to increase by \$742K. Grants are increasing by \$700K as a result of an \$800K economic development grant to lower tier municipalities offset by a \$100K reduction to the transit grant as there are sufficient funds available in reserve should grant requests be received. The remaining increase is attributed to marketing and product development costs for Planned Economic Development work.

# 2021 DEPARTMENT BUDGETS



Transfer to Reserve will increase by \$64K. Transfer to Reserve is the Council directed contribution equal to 1% of the levy, which is \$1.8M.

## Capital

There are no Capital Projects in 2021 for this Department.

## Planning & Economic Development 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Planning & Economic Development includes a net department requirement (total operating and capital) of \$4.6M, compared to \$4.9M in the 2020 forecast, a decrease of \$214K.

### Operating

The Planning & Economic Development operating budget includes a total operating balance of \$4.6M, compared to \$4.9M in the 2020 forecast, a decrease of \$214K.

Subsidies are to increase by \$25K. In mid-2020, Economic Development entered into an agreement with the Province and will be receiving Rural Economic Development funding.

User Fees are to increase by \$20K. Subdivision and official plan fees are expected to increase to amounts in line with past trends which are higher than what has been seen in 2020.

Miscellaneous Income is to increase by \$1K.

Transfer from Reserve will increase by \$347K. In 2020, reserve use will fund payment of the remainder of an economic development grant to lower tier municipalities in the amount of \$550K, while in 2021 the full \$800K is budgeted resulting in a \$250K increase. In addition, delays causing the deferral of work on the Municipal Comprehensive Review and the Transportation Master Plan resulted in lower development charge revenue. For 2021, development charge revenue will

increase by \$97K from forecast as the Transportation Master plan and Municipal Comprehensive Review work will continue.

Salaries and Benefits are anticipated to increase by \$150K. This increase is partly the result of the expectation that staffing will reach full compliment resulting in the elimination of salary gapping. Also included is the upgrade of 1.0 FTE Economic Development Officer to a Senior Economic Development Officer.

Administration costs are expected to increase by \$224K. Significant decreases to consulting fees have been forecast for 2020 due to delays in the Transportation Master Plan and Municipal Comprehensive Review work. However, in 2021 there will be additional funds allocated to both the Transportation Master Plan and the Municipal comprehensive review as well as for the Economic Development Strategic Plan Implementation.

Cost of Service Delivery is planned to increase by \$272K. This change is mainly the result of an increase in grants for economic development to lower tier municipalities.

Transfer to Reserve will decrease by \$466K. A one time transfer to reserve for Consulting fees of \$530K to allow for work to be finished in 2021 will not be repeated. This decrease is being offset slightly by a \$64K increase in the 1% of the levy that is a Council Direction contribution to reserve.

# 2021 DEPARTMENT BUDGETS



## Capital

There are no Capital Projects in 2021 for this Department.

# 2021 DEPARTMENT BUDGETS



## Economic Development Staffing

**Expenditure Title:** 1.0 FTE Upgrade - Senior Economic Development Officer  
**Strategic Direction:** C - Economic & Destination Development

### Description and justification for expenditure

The position upgrade from Economic Development Officer to Senior Economic Development Officer will provide better customer service as it will allow for a higher degree of decision making and direction to other staff on matters related to business support in the community, without requiring involvement of the Manager. The Senior Economic Development Officer will act on behalf of the Manager when not available and will guide and mentor others in the Division. The Senior Economic Development Officer will supervise future students and contract staff and will provide expert knowledge on complex economic development matters. This role will assist with staff growth and succession planning, as the current structure does not allow for the ease of progression from the Economic Development Officer level to Manager. Many Economic Development Divisions/Departments have multi-level structures that allows for staff growth and development and is a proven successful practice.

### Impact of not proceeding

The current flat structure does not allow for succession planning, staff growth, or the opportunity to grow leadership capacity and experience within the team. With limited opportunity for upward mobility, staff turnover and retention will continue to be an issue, which ultimately affects service excellence to the business community and staff empowerment and engagement.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	14
Operating Expense	14
<b>Net Expenditure</b>	<b>(14)</b>

# 2021 DEPARTMENT BUDGETS



## Transit



# 2021 DEPARTMENT BUDGETS



## Transit Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F		2021B vs. 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
<b>Operating Revenues</b>									
Subsidies	0	550	898	1,159	1,537	377	32.5	638	71.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	29	229	493	175	444	269	153.6	(49)	(10.0)
Miscellaneous Income	0	0	0	0	0	0	0.0	0	0.0
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Revenues</b>	<b>29</b>	<b>779</b>	<b>1,391</b>	<b>1,334</b>	<b>1,980</b>	<b>646</b>	<b>48.4</b>	<b>589</b>	<b>42.3</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	55	205	299	299	337	39	12.9	39	12.9
Administration	210	201	263	185	248	63	34.3	(15)	(5.6)
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	540	1,872	4,068	2,524	4,177	1,653	65.5	109	2.7
Transfer to Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>804</b>	<b>2,279</b>	<b>4,630</b>	<b>3,008</b>	<b>4,763</b>	<b>1,755</b>	<b>58.4</b>	<b>133</b>	<b>2.9</b>
<b>Total Operating Balance</b>	<b>(775)</b>	<b>(1,500)</b>	<b>(3,238)</b>	<b>(1,673)</b>	<b>(2,782)</b>	<b>(1,109)</b>	<b>66.3</b>	<b>456</b>	<b>(14.1)</b>
<b>Capital</b>									
Capital Revenue	719	3,355	1,402	1,402	0	(1,402)	(100.0)	(1,402)	(100.0)
Capital Expenses	2,227	4,037	4,200	4,200	1,536	(2,664)	(63.4)	(2,664)	(63.4)
<b>Net Capital</b>	<b>(1,508)</b>	<b>(682)</b>	<b>(2,798)</b>	<b>(2,798)</b>	<b>(1,536)</b>	<b>1,262</b>	<b>(45.1)</b>	<b>1,262</b>	<b>(45.1)</b>
<b>Net Department Requirement</b>	<b>(2,283)</b>	<b>(2,181)</b>	<b>(6,037)</b>	<b>(4,472)</b>	<b>(4,319)</b>	<b>153</b>	<b>(3.4)</b>	<b>1,718</b>	<b>(28.5)</b>



## Transit 2021 Budget vs. 2020 Budget Change

The 2021 Transit budget includes a net department requirement (total operating and capital) of \$4.3M, compared to \$6.0M in 2020, a decrease of \$1.7M.

### Operating

The Transit operating budget includes a total operating balance of \$2.8M, compared to \$3.2M in 2020, a decrease of \$456K.

Subsidies are to increase by \$638K. This increase is in part the result of carry over Provincial Gas Tax funding being brought into revenue in the amount of \$354K and an anticipated increase in Provincial Gas Tax funding.

User Fees are to decrease by \$49K. This decrease is in part due to the average fare based on the zone system being lower than previously estimated as well as ridership forecasts.

Salaries and Benefits are anticipated to increase by \$39K. This increase is due to regular salary increases and benefit increases.

Administration costs are expected to decrease by \$15K. This decrease is the result of various small reductions to reflect historic trends and a reduction to mileage resulting from the addition of an administration vehicle.

Cost of Service Delivery is planned to increase by \$109K. This change is primarily the result of contract service costs which now include a full year for all routes causing a \$396K increase. This increase is offset by savings in gasoline and diesel fuel resulting from a decrease in per litre costs and anticipated volumes.

### Capital

The Department's Capital budget is \$1.5M. The details for each project are on the Request Form(s) included.

## Transit 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Transit includes a net department requirement (total operating and capital) of \$4.3M, compared to \$4.5M in the 2019 forecast, a decrease of \$153K.

### Operating

The Transit operating budget includes a total operating balance of \$2.8M, compared to \$1.7M in the 2019 forecast, an increase of \$1.1M.

Subsidies are to increase by \$377K. The increase is in part the result of carry over of Provincial Gas Tax funding being brought into revenue in the amount of \$354K and an anticipated increase in 2021 Provincial Gas Tax funding.

User Fees are to increase by \$269K. 2020 fare revenues have been impacted due to the provision of free transit services and decreased ridership. The increase is attributed to fare revenue which is based on the assumption of a full year of paid ridership and anticipated ridership levels.

Salaries and Benefits are anticipated to increase by \$39K. This increase is due to regular salary increases and benefit increases.

Administration costs are expected to increase by \$63K. Costs for vehicle licences and insurance will be \$45K higher due to the bus fleet planned expansion and cost increases. As well, bank fees are increasing based on historic trends and consulting fees are included for route analytics.

Cost of Service Delivery is planned to increase by \$1.7M. 2020 expenses were \$1.54M less than budget primarily due to reduced use of specialized services, delays in the start of new routes, and decreases to service hours. This results in an increase due to the return of standard service hours and all routes being operational for a full year. As well, gas and diesel fuel costs will be higher as more serviced routes will be in place for a full year.

### Capital

The Department's 2021 Capital budget is \$1.5M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Transit Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
TRN - Administration Vehicle	40	40	0	0	0	0	0	0	40
TRN - Conventional Buses	1,496	1,496	0	0	0	0	0	0	1,496
<b>Total Capital</b>	<b>1,536</b>	<b>1,536</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,536</b>

# 2021 DEPARTMENT BUDGETS



## Transit Tangible Capital Asset (TCA)

**Expenditure Title:** Administration Vehicle  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Moving forward to 2021 LINX transit will monitor the existing routes for any opportunity for improvements of service levels based on ridership. LINX will adjust bus stop locations accordingly to meet the need of customers. LINX will work with our municipal partners for opportunities to install bus shelters at high traffic bus stops. In mid 2021 LINX Plus will to see the implementation of an automated transit scheduling and online booking system. The Transportation Master Plan will scope transit opportunities with our municipal partners for efficiency in routes, fare systems amongst other items.

It is recommended that an SUV be purchased as an administration vehicle. This vehicle will ensure staff are able to check on bus route service levels, respond to customer related issues, and complete inspections to ensure the service provider complies with their contract. In addition, this vehicle will significantly reduce staff mileage costs which have been increasing significantly with the continued expansion of the transit service in the county

### Impact of not proceeding

Not proceeding will compromise staff safety and their ability to respond to transit issues. Staff must respond to on road issues at all times of the day and night to deal bus and customer related issues. The transit vehicle will be branded and be provided with the necessary caution/safety lights and equipment. As well, staff mileage costs will continue to increase as more travel is required to cover the expanded transit system.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
<b>Capital Expense</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(40)</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(40)</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	<b>0</b>

# 2021 DEPARTMENT BUDGETS



## Transit Tangible Capital Asset (TCA)

**Expenditure Title:** Conventional Buses  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

Moving forward to 2021, LINX transit will monitor the existing routes for any opportunity for improvements of service levels based on ridership. LINX will adjust bus stop locations accordingly to meet the need of customers. LINX will work with our municipal partners to identify opportunities to install bus shelters at high traffic bus stops. In mid 2021, LINX Plus will see the implementation of an automated transit scheduling and online booking system. The Transportation Master Plan will scope transit opportunities with our municipal partners for efficiency in routes, and fare systems amongst other items. It is recommended that three, 24-passenger, buses be purchased to be utilized to increase the spare ratio. This will help accommodate adequate levels of vehicle preventative maintenance and unplanned repairs.

### Impact of not proceeding

Not proceeding with these additional buses will compromise the County LINX bus system. Additional buses are required to ensure there is a proper maintenance cycle in place. Additional buses are also required to be strategically located throughout the county to accommodate unscheduled maintenance and breakdown issues. Without these buses there is a significant risk that scheduled service could be negatively impacted.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Expense	1,496	0	1,496	0	0
Net Capital	(1,496)	0	(1,496)	0	0
Net Expenditure	(1,496)	0	(1,496)	0	0

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport



# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Net Department Requirement (\$000's)

	2018	2019	2020	2020	2021	2021B vs. 2020F Change		2021B vs. 2020B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
<b>Operating Revenues</b>									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	0	0	75	75	111	36	47.8	36	47.8
User Fees	0	0	1,511	928	1,319	391	42.1	(192)	(12.7)
Miscellaneous Income	0	0	718	718	1,041	323	45.0	323	45.0
Transfer from Reserve	0	0	0	280	0	(280)	(100.0)	0	0.0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>2,304</b>	<b>2,001</b>	<b>2,471</b>	<b>470</b>	<b>23.5</b>	<b>167</b>	<b>7.3</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	0	0	723	747	874	127	17.0	151	21.0
Administration	0	0	157	166	264	97	58.5	107	68.4
Facilities	0	0	471	541	516	(25)	(4.6)	45	9.6
Cost of Service Delivery	0	0	954	547	818	270	49.4	(136)	(14.3)
Transfer to Reserve	0	0	0	0	0	0	0.0	0	0.0
<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>2,304</b>	<b>2,001</b>	<b>2,471</b>	<b>470</b>	<b>23.5</b>	<b>167</b>	<b>7.3</b>
<b>Total Operating Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100.0)</b>	<b>0</b>	<b>0.0</b>
<b>Capital</b>									
Capital Revenue	0	0	860	860	5,867	5,007	582.2	5,007	582.2
Capital Expenses	0	0	860	860	5,867	5,007	582.2	5,007	582.2
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0</b>	<b>0</b>	<b>100.0</b>
<b>Net Department Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(400.0)</b>	<b>0</b>	<b>100.0</b>



# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport 2021 Budget vs. 2020 Budget Change

The 2021 Lake Simcoe Regional Airport budget includes a net department requirement (total operating and capital) of 0, compared to 0 in 2020, an increase of \$0.

The City of Barrie portion is \$495K, an increase of \$420K from 2020. The total Municipal requirement in 2021 is \$495K compared to \$75K in 2020, an increase of \$420K.

### Operating

The Lake Simcoe Regional Airport operating budget includes a total operating balance of 0, which has not changed in 2021.

User Fees are to decrease by \$192K. This decrease includes a reduction to aviation fuel sales of \$224K which is slightly offset by an increase in aircraft servicing fees.

Miscellaneous Income is to increase by \$323K. This increase is related to the amount of the County's contribution to the Lake Simcoe Regional Airport's operating expenses based on a 90% ownership.

Salaries and Benefits are anticipated to increase by \$151K. This increase is partly due to regular salary increases and benefit increases as well as an in year addition of one FTE Airport Operations staff. As a result of the runway widening an addition of a 0.4 FTE Equipment Operator is being requested. The increase without this change would be \$46K (6.4%). This

increase includes transitional compensation changes as airport staff become County employees which include over time pay for call out hours and on call pay outside of regular airport operating hours.

Administration costs are expected to increase by \$107K. This increase is primarily the result of increasing insurance costs.

Facilities costs are projected to increase by \$45K. Water costs are increasing by \$30K as additional repair and maintenance work is required. Janitorial costs are also increasing by \$11K as a result of the new on-site restaurant opening.

Cost of Service Delivery is planned to decrease by \$136K. There is an expected decrease of \$151K for aviation fuel costs due to an expected decrease in volume of fuel sales. This decrease is offset by small increases to several items such as diesel fuel, gasoline, and a security upgrade to the terminal building door system.

### Capital

The Department's Capital budget is \$5.9M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport 2021 Budget vs. 2020 Forecast Change

The 2021 budget for Lake Simcoe Regional Airport includes a net department requirement (total operating and capital) of 0, compared to 0 in the 2020 forecast, an increase of \$0.

The City of Barrie portion is \$495K, an increase of \$420K from 2020 forecast. The total Municipal requirement in 2021 budget is \$495K compared to \$75K in 2020 forecast, an increase of \$420K.

### Operating

The Lake Simcoe Regional Airport operating budget includes a total operating balance of \$0, compared to \$0 in the 2020 forecast, a decrease of \$0.

User Fees are to increase by \$391K. This increase is mainly associated to an increase in aircraft servicing fees and aviation fuel sales of \$359K.

Miscellaneous Income is to increase by \$323K. This increase is related to the amount of the County's contribution to the Lake Simcoe Regional Airport's operating expenses based on a 90% ownership.

Transfer from Reserve will decrease by \$280K. A one-time use of reserves to offset budget deficits will not be repeated.

Salaries and Benefits are anticipated to increase by \$127K. This increase partly due to regular salary increases and benefit increases as well as an in year addition of one FTE Airport Operations staff. As the result of the runway widening an addition of a 0.4 FTE Equipment Operator is being requested.

Administration costs are expected to increase by \$97K. This increase is primarily the result of increasing insurance costs.

Facilities costs are projected to decrease by \$25K. Building maintenance costs will be decreasing as costs associated with flooding at the terminal building will not be repeated.

Cost of Service Delivery is planned to increase by \$270K. There is an expected increase in the volume in aviation fuel sales resulting in an increase to aviation fuel costs of \$256K. The remaining increase is comprised mainly of diesel fuel, gasoline, a security upgrade to the terminal building door system, and program supplies and materials increases.

### Capital

The Department's 2021 Capital budget is \$5.9M. The details for each project are on the Request Form(s) included.

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Capital Summary (\$000's)

Project Description	Total Project Cost	2021 Budget Expense	Gas Tax	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
LSRA - Pickup Truck Replacement	61	61	0	0	61	0	0	0	0
LSRA - Runway Broom Attachment	120	120	0	0	120	0	0	0	0
LSRA - Runway Expansion	6,902	5,036	0	0	1,200	384	0	3,452	0
LSRA - Runway Snow Blower	650	650	0	0	650	0	0	0	0
<b>Total Capital</b>	<b>7,733</b>	<b>5,867</b>	<b>0</b>	<b>0</b>	<b>2,031</b>	<b>384</b>	<b>0</b>	<b>3,452</b>	<b>0</b>

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Staffing

**Expenditure Title:** 0.4 FTE - Airport Equipment Operator  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

It is requested that 0.4 FTE Airport Equipment Operator be added to provide necessary staff support to operate equipment to maintain airport snow removal operations. As phase 1 of the Lake Simcoe Regional Airport Strategic Plan was approved in the Committee of the Whole, the primary runway will ultimately be expanded from 6,001 ft. to 7,000 ft. with the width being extended from 100 ft. to 150 ft. This project is being split into two phases with aspects of the runway widening construction proceeding in Fall 2020 and being completed in Spring/Summer 2021. With the addition of more snow removal equipment, as well as increased infrastructure (50% more runway) in 2021, an additional staff is required to operate snow removal equipment, and to maintain the airport's snow removal operations 24/7.

### Impact of not proceeding

If the request for the additional 0.4 FTE is not approved, the ability to conduct snow clearing operations at the airport, with a larger runway will be greatly restricted by the lack of snow removal equipment operators; which in turn could cause delays and limit airport operations during inclement weather. Moreover, it creates an environment for undue stress and employee fatigue for current airport equipment operators and will have a negative impact on overall airport snow removal operations.

### Budget

Category	2021 Budget
(\$000's)	
Salaries	35
Operating Expense	35
<b>Net Expenditure</b>	<b>(35)</b>

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Pick-up Truck Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and justification for expenditure

The Procurement Fleet and Property department manages the fleet replacement plan to ensure vehicle reliability and to maximize cost effectiveness of the vehicle life cycles. Replacement of this pick-up truck with plowing attachment is requested based on the County's Asset Management Plan. This vehicle is classified as "medium risk" classifying it as "consider for replacement" due to its age, repair and maintenance cost. The odometer reading is low and is not reflective of the vehicle's overall use which has been primarily on the airport runways and aprons. Due to this vehicles overall condition, this vehicle is projected to encounter increased risk of having unplanned repair and maintenance becoming unreliable which will adversely effect on the provision of airport services.

### Impact of not proceeding

If this vehicle is not replaced in 2021, the cyclical process of replacing vehicles will require increased purchases in 2022 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$13K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
Capital Revenue	61	0	61	0	0
Capital Expense	61	0	61	0	0
Net Expenditure	0	0	0	0	0

# 2021 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
08-1073	2008	75841	\$15,000*	8

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2021 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
17.6	13.8	52.8
*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.		

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Runway Broom Attachment  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is requested that a new runway broom attachment be purchased to replace an existing 1984 runway broom to provide increased runway and airport apron snow removal capacity. As phase 1 of the Lake Simcoe Regional Airport Strategic Plan has been approved in the Committee of the Whole, the primary runway will ultimately be expanded from 6,001 ft. to 7,000 ft. with the width being extended from 100 ft. to 150 ft. This project is being split into two phases with aspects of the runway widening construction proceeding in Fall 2020 and being completed in Spring/Summer 2021. The replacement of this specially designed airport runway broom will enable staff to better provide a contaminate free runway/taxiway surface for aircraft, which in turn increases aircraft safety. As well with the increased runway width, existing equipment does not have the capacity to complete the task.

### Impact of not proceeding

If the request to replace the existing runway broom attachment is not approved, the ability to conduct snow clearing operations on a larger runway will be greatly restricted with the smaller equipment presently being utilized which could cause delays and limit airport operations during inclement weather. Moreover, it creates an environment for undue stress on existing equipment (higher maintenance costs and/or accelerated life cycle replacement) as well as employee fatigue.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	120	0	120	0	0
Capital Expense	120	0	120	0	0
Net Expenditure	0	0	0	0	0

# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Runway Expansion  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is requested that the runway widening project proceed. As phase 1 of the Lake Simcoe Regional Airport Strategic Plan was approved in the Committee of the Whole, the primary runway will ultimately be expanded from 6,001 ft. to 7,000 ft. with the width being extended from 100 ft. to 150 ft. This project is being split into two phases with aspects of the runway widening construction proceeding in Fall 2020 and being completed in Spring/Summer 2021. Work is already underway in support of Council direction and the tender process for Fall construction has been released in support of this \$6.6M strategic initiative.

### Impact of not proceeding

A result of not proceeding would yield project cancellation costs with no tangible benefit as well as the loss of a \$1.5M Provincial grant. The cancelled project would further limit the airport's ability to continue to attract new private investments as well as general access to the region.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	6,602	1,566	5,036	0	0
Capital Expense	6,602	1,566	5,036	0	0
Net Expenditure	0	0	0	0	0



# 2021 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Runway Snowblower  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and justification for expenditure

It is requested that a new runway snow blower be purchased to provide increased runway and airport apron snow removal capacity. As phase 1 of the Lake Simcoe Regional Airport Strategic Plan was approved in the Committee of the Whole, the primary runway will ultimately be expanded from 6,001 ft. to 7,000 ft. with the width being extended from 100 ft. to 150 ft. This project is being split into two phases with aspects of the runway widening construction proceeding in Fall 2020 and being completed in Spring/Summer 2021. The addition of this specially designed airport runway snow blower will enable staff to clear all aprons and the larger runway area more efficiently and effectively to ensure continuity of service during inclement weather conditions.

### Impact of not proceeding

If the request to purchase a runway snow blower is not approved, the ability to conduct snow clearing operations on the expanded runway will be greatly restricted with the smaller equipment presently being utilized which could cause delays and limit airport operations during inclement weather. Moreover, it creates an environment for undue stress on existing equipment (higher maintenance costs and/or accelerated life cycle replacement) as well as employee fatigue.

### Budget

Category	Total	2020 & Prior	2021 Budget	2022 Plan	2023 +
(\$000's)					
Capital Revenue	650	0	650	0	0
Capital Expense	650	0	650	0	0
Net Expenditure	0	0	0	0	0



## Service Partners



# 2021 DEPARTMENT BUDGETS



## Service Partners

### City of Barrie – Operating and Capital

The City of Barrie shares costs for Health & Emergency Services, Social & Community Services divisions as well as Archives and Museum and Lake Simcoe Regional Airport. The 2021 budgeted cost sharing contributions are outlined in the following chart.

City of Barrie Operating Budget (000's) Department	2018	2019	2020	2020	2021	2021B vs 2020F		2021B vs 2020B	
	Actual	Actual	Budget	Forecast	Budget	Change		Change	
						\$	%	\$	%
Homes	892	1,021	1,131	1,695	1,885	190	11.2	754	66.7
Paramedic Services	6,016	6,536	7,026	7,002	6,583	(418)	(6.0)	(443)	(6.3)
<b>Health and Emergency Services</b>	<b>6,908</b>	<b>7,557</b>	<b>8,157</b>	<b>8,697</b>	<b>8,469</b>	<b>(228)</b>	<b>(2.6)</b>	<b>312</b>	<b>3.8</b>
Children Services	1,322	1,041	2,102	1,908	2,045	137	7.2	(57)	(2.7)
Community Services	739	742	765	844	868	24	2.8	103	13.5
Ontario Works	2,509	3,157	3,235	3,266	3,493	227	7.0	259	8.0
Simcoe County Housing Corporation	1,339	1,650	1,756	1,745	2,143	398	22.8	387	22.1
Social Housing - Non-Profit	4,236	4,246	4,784	4,829	4,688	(141)	(2.9)	(97)	(2.0)
<b>Social and Community Services</b>	<b>10,144</b>	<b>10,837</b>	<b>12,642</b>	<b>12,593</b>	<b>13,237</b>	<b>644</b>	<b>5.1</b>	<b>596</b>	<b>4.7</b>
Archives	46	47	48	48	49	1	2.0	1	2.0
Museum	61	62	63	63	65	1	2.0	1	2.0
<b>Total Archives and Museum</b>	<b>107</b>	<b>109</b>	<b>111</b>	<b>111</b>	<b>113</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>
<b>Total Lake Simcoe Regional Airport</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>75</b>	<b>111</b>	<b>36</b>	<b>47.8</b>	<b>36</b>	<b>47.8</b>
<b>Total Operating</b>	<b>17,159</b>	<b>18,503</b>	<b>20,985</b>	<b>21,476</b>	<b>21,930</b>	<b>455</b>	<b>2.1</b>	<b>945</b>	<b>4.5</b>
<b>Total Capital</b>	<b>7,764</b>	<b>10,820</b>	<b>3,042</b>	<b>7,573</b>	<b>6,250</b>	<b>(1,323)</b>	<b>(17.5)</b>	<b>3,208</b>	<b>105.5</b>
<b>MFC Projects</b>									
- Current year MFC payment	506	996	174	596	448	(148)	(24.9)	274	157.4
- Prior years MFC payment	86	627	2,485	1,744	2,708	964	55.3	223	9.0
<b>Total MFC payment</b>	<b>592</b>	<b>1,623</b>	<b>2,659</b>	<b>2,340</b>	<b>3,155</b>	<b>816</b>	<b>34.9</b>	<b>496</b>	<b>18.7</b>
<b>Non MFC capital projects</b>	<b>2,709</b>	<b>824</b>	<b>1,298</b>	<b>1,655</b>	<b>1,771</b>	<b>116</b>	<b>7.0</b>	<b>473</b>	<b>36.5</b>
<b>Total Adjusted Capital</b>	<b>3,301</b>	<b>2,447</b>	<b>3,957</b>	<b>3,995</b>	<b>4,927</b>	<b>932</b>	<b>23.3</b>	<b>970</b>	<b>24.5</b>
<b>Total Operating and Adjusted Capital</b>	<b>20,459</b>	<b>20,950</b>	<b>24,942</b>	<b>25,471</b>	<b>26,857</b>	<b>1,386</b>	<b>5.4</b>	<b>1,915</b>	<b>7.7</b>

# 2021 DEPARTMENT BUDGETS



## City of Barrie – Capital Projects

2021 - MFC Projects Department and Project	Budget (000's)
LTC - Simcoe Manor Redevelopment	494
<b>Homes</b>	<b>494</b>
PAR - Bradford Paramedic Station	105
<b>Paramedic Services</b>	<b>105</b>
SCHC - Affordable Housing - Bradford	134
SCHC - Affordable Housing - Orillia	3,746
<b>Simcoe County Housing Corporation</b>	<b>3,880</b>
<b>Total MFC Projects</b>	<b>4,478</b>

MFC Financing Balance	
MFC Opening Balance	17,231
Current Year Build	4,478
Current Year MFC Principal Payment	(448)
Prior Years MFC Principal Payment	(2,232)
<b>MFC Closing Balance</b>	<b>19,030</b>

MFC Financing Payment	
Current Year MFC Principal Payment	448
Prior Years MFC Principal Payment	2,232
Interest	476
<b>Total MFC Financing Payment</b>	<b>3,155</b>

2021 - Capital Projects (Non MFC) Department and Project	Budget (000's)
LSRA - Runway Expansion	384
<b>Lake Simcoe Regional Airport</b>	<b>384</b>
LTC - Homes Building and Equipment	169
LTC - Scheduling Software	309
<b>Long Term Care &amp; Seniors Services</b>	<b>478</b>
PAR - Ambulance	53
PAR - Ambulance Replacement	233
PAR - Power Stretcher Replacement	111
PAR - Rapid Response Unit Replacement	67
PAR - Station Site Improvements	49
<b>Paramedic Services</b>	<b>513</b>
SCHC - Burton Avenue (Barrie)	19
SCHC - King Street (Midland)	65
SCHC - Maria Street (Penetanguishene)	40
SCHC - Miller Park Avenue (Bradford)	18
SCHC - Oxford Street (Orillia)	16
SCHC - Peter Street (Orillia)	13
SCHC - Regent Street (Orillia)	85
SCHC - Seventh Lane (Wasaga Beach)	46
SCHC - Sophia Street East (Barrie)	25
SCHC - Wellington Street West (Alliston)	19
SCHC - Yonge Street (Elmvale)	36
SCHC - Yonge Street (Midland)	15
<b>Simcoe County Housing Corporation</b>	<b>397</b>
<b>Total Capital</b>	<b>1,771</b>

# 2021 DEPARTMENT BUDGETS



## City of Orillia – Operating and Capital

The City of Orillia shares costs for Health & Emergency Services and Social & Community Services divisions. The 2021 budgeted cost sharing contributions are outlined in the following chart.

City of Orillia Operating Budget	(000's)	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2021B vs 2020F Change		2021B vs 2020B Change	
Department							\$	%	\$	%
Homes		911	1,003	1,091	1,645	1,871	226	13.8	780	71.5
Paramedic Services		1,229	1,353	1,455	1,437	1,351	(86)	(6.0)	(104)	(7.1)
<b>Health and Emergency Services</b>		<b>2,140</b>	<b>2,357</b>	<b>2,546</b>	<b>3,082</b>	<b>3,222</b>	<b>140</b>	<b>4.6</b>	<b>676</b>	<b>26.6</b>
Children Services		273	218	426	422	453	30	7.2	27	6.3
Community Services		151	154	158	173	178	5	2.8	20	12.5
Ontario Works		756	1,054	1,068	1,112	1,189	77	7.0	121	11.3
Simcoe County Housing Corporation		273	342	364	358	440	82	22.8	76	21.0
Social Housing - Non-Profit		865	879	991	991	962	(29)	(2.9)	(28)	(2.9)
<b>Social and Community Services</b>		<b>2,318</b>	<b>2,647</b>	<b>3,007</b>	<b>3,057</b>	<b>3,222</b>	<b>165</b>	<b>5.4</b>	<b>215</b>	<b>7.2</b>
<b>Total Operating</b>		<b>4,458</b>	<b>5,004</b>	<b>5,553</b>	<b>6,139</b>	<b>6,444</b>	<b>306</b>	<b>5.0</b>	<b>892</b>	<b>16.1</b>
<b>Total Capital</b>		<b>1,645</b>	<b>2,351</b>	<b>934</b>	<b>1,865</b>	<b>1,806</b>	<b>(59)</b>	<b>(3.2)</b>	<b>871</b>	<b>93.3</b>
<b>MFC Projects</b>										
- Current year MFC payment		103	206	54	140	128	(12)	(8.6)	74	137.5
- Prior years MFC payment		18	128	516	358	587	229	64.0	71	13.8
<b>Total MFC payment</b>		<b>121</b>	<b>335</b>	<b>570</b>	<b>499</b>	<b>715</b>	<b>217</b>	<b>43.5</b>	<b>145</b>	<b>25.5</b>
<b>Non MFC capital projects</b>		<b>612</b>	<b>272</b>	<b>395</b>	<b>498</b>	<b>523</b>	<b>25</b>	<b>5.1</b>	<b>128</b>	<b>32.4</b>
<b>Total Adjusted Capital</b>		<b>733</b>	<b>607</b>	<b>965</b>	<b>996</b>	<b>1,238</b>	<b>242</b>	<b>24.3</b>	<b>273</b>	<b>28.3</b>
<b>Total Operating and Adjusted Capital</b>		<b>5,191</b>	<b>5,611</b>	<b>6,518</b>	<b>7,135</b>	<b>7,683</b>	<b>548</b>	<b>7.7</b>	<b>1,165</b>	<b>17.9</b>

# 2021 DEPARTMENT BUDGETS



## City of Orillia – Capital Projects

2021 - MFC Projects Department and Project	Budget (000's)
LTC - Simcoe Manor Redevelopment	465
<b>Homes</b>	<b>465</b>
PAR - Bradford Paramedic Station	22
<b>Paramedic Services</b>	<b>22</b>
SCHC - Affordable Housing - Bradford	27
SCHC - Affordable Housing - Orillia	769
<b>Simcoe County Housing Corporation</b>	<b>796</b>
<b>Total MFC Projects</b>	<b>1,283</b>

MFC Financing Balance	
MFC Opening Balance	3,711
Current Year Build	1,283
Current Year MFC Principal Payment	(128)
Prior Years MFC Principal Payment	(478)
<b>MFC Closing Balance</b>	<b>4,388</b>

MFC Financing Payment	
Current Year MFC Principal Payment	128
Prior Years MFC Principal Payment	478
Interest	110
<b>Total MFC Financing Payment</b>	<b>715</b>

2021 - Capital Projects (Non MFC) Department and Project	Budget (000's)
LTC - Homes Building and Equipment	153
LTC - Scheduling Software	183
<b>Homes</b>	<b>336</b>
PAR - Ambulance	11
PAR - Ambulance Replacement	48
PAR - Power Stretcher Replacement	23
PAR - Rapid Response Unit Replacement	14
PAR - Station Site Improvements	10
<b>Paramedic Services</b>	<b>105</b>
SCHC - Burton Avenue (Barrie)	4
SCHC - King Street (Midland)	13
SCHC - Maria Street (Penetanguishene)	8
SCHC - Miller Park Avenue (Bradford)	4
SCHC - Oxford Street (Orillia)	3
SCHC - Peter Street (Orillia)	3
SCHC - Regent Street (Orillia)	18
SCHC - Seventh Lane (Wasaga Beach)	9
SCHC - Sophia Street East (Barrie)	5
SCHC - Wellington Street West (Alliston)	4
SCHC - Yonge Street (Elmvale)	7
SCHC - Yonge Street (Midland)	3
<b>Simcoe County Housing Corporation</b>	<b>82</b>
<b>Total Capital</b>	<b>523</b>

# 2021 DEPARTMENT BUDGETS



## Service Partners - Allocation Impacts

Health & Emergency Services  (\$000's)	2020	Impacts			2021 Budget	
	Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Reductions	Operational Changes	Share Changes	Fully Allocated Net Requirement (excluding transfers)	% change
<b>LTC - Homes</b>						
County of Simcoe	7,918	(145)	5,228	9	13,010	64%
City of Barrie	1,131	(21)	781	(5)	1,885	67%
City of Orillia	1,091	(20)	804	(4)	1,871	71%
<b>Total Municipal</b>	<b>10,140</b>	<b>(187)</b>	<b>6,812</b>	<b>(0)</b>	<b>16,766</b>	<b>65%</b>
<b>% change</b>		<b>(2%)</b>	<b>67%</b>		<b>65%</b>	
<b>Paramedic Services</b>						
County of Simcoe	18,917	(880)	(105)	4	17,936	(5%)
City of Barrie	7,026	(323)	(117)	(3)	6,583	(6%)
City of Orillia	1,455	(66)	(36)	(1)	1,351	(7%)
<b>Total Municipal</b>	<b>27,398</b>	<b>(1,269)</b>	<b>(258)</b>	<b>0</b>	<b>25,871</b>	<b>(6%)</b>
<b>% change</b>		<b>(5%)</b>	<b>(1%)</b>		<b>(6%)</b>	



# 2021 DEPARTMENT BUDGETS



Social & Community Services  (\$000's)	2020	Impacts			2021 Budget	
	Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Reductions	Operational Changes	Share Changes	Fully Allocated Net Requirement (excluding transfers)	% change
<b>Children Services</b>						
County of Simcoe	2,889	(990)	1,040	83	3,022	5%
City of Barrie	2,102	(850)	893	(100)	2,045	(3%)
City of Orillia	426	(192)	201	17	453	6%
<b>Total Municipal</b>	<b>5,416</b>	<b>(2,031)</b>	<b>2,134</b>	<b>-</b>	<b>5,519</b>	<b>2%</b>
<b>% change</b>		<b>(37%)</b>	<b>39%</b>		<b>2%</b>	
<b>Community Services</b>						
County of Simcoe	2,098	(195)	494	7	2,404	15%
City of Barrie	765	(71)	179	(5)	868	13%
City of Orillia	158	(15)	36	(2)	178	12%
<b>Total Municipal</b>	<b>3,022</b>	<b>(281)</b>	<b>709</b>	<b>-</b>	<b>3,450</b>	<b>14%</b>
<b>% change</b>		<b>(9%)</b>	<b>23%</b>		<b>14%</b>	
<b>Ontario Works</b>						
County of Simcoe	4,031	(3,942)	4,299	1	4,389	9%
City of Barrie	3,235	(2,576)	2,862	(28)	3,493	8%
City of Orillia	1,068	(1,139)	1,234	26	1,189	11%
<b>Total Municipal</b>	<b>8,333</b>	<b>(7,657)</b>	<b>8,395</b>	<b>-</b>	<b>9,071</b>	<b>9%</b>
<b>% change</b>		<b>(92%)</b>	<b>101%</b>		<b>9%</b>	
<b>Simcoe County Housing Corp</b>						
County of Simcoe	4,836	140	920	11	5,908	22%
City of Barrie	1,756	52	342	(6)	2,143	22%
City of Orillia	364	11	71	(5)	440	21%
<b>Total Municipal</b>	<b>6,956</b>	<b>203</b>	<b>1,332</b>	<b>-</b>	<b>8,491</b>	<b>22%</b>
<b>% change</b>		<b>3%</b>	<b>19%</b>		<b>22%</b>	
<b>Social Housing - Non-Profit</b>						
County of Simcoe	13,636	1,986	(2,148)	53	13,526	(1%)
City of Barrie	4,784	727	(787)	(37)	4,688	(2%)
City of Orillia	991	149	(162)	(16)	962	(3%)
<b>Total Municipal</b>	<b>19,411</b>	<b>2,862</b>	<b>(3,097)</b>	<b>-</b>	<b>19,176</b>	<b>(1%)</b>
<b>% change</b>		<b>15%</b>	<b>(16%)</b>		<b>(1%)</b>	

