

# OVERALL BUDGET



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## Overview

### At a Glance

The County budget includes the resources necessary to maintain existing services and service levels. The budget also contains items that address areas of growth and initiatives directed by Council to enhance service levels, increase efficiencies and plan for the future.

The budget includes:

- Continued implementation of the 10-Year Affordable Housing and Homelessness Prevention Strategy, dedicating resources for increasing rental supplements, secondary suites, and rental development.
- The Simcoe County Housing Corporation capital program includes three major affordable housing developments; the City of Orillia, the City of Barrie and the Town of Bradford West Gwillimbury.
- Continued implementation of the Lake Simcoe Regional Airport strategic plan through Airport Certification and planning for the runway extension.
- LTC - Homes capital includes the continuation of funding for the redevelopment and expansion of Simcoe Village.
- Paramedic Services forecasts call volume growth to be 5.7% in 2023.
- Continued development of the Environmental Resource Recovery Centre (ERRC) to improve efficiencies and increase waste diversion rates in the future.
- Major road construction projects include CR 4, and CR 21 with related road, bridge, and intersection components.
- Implementation of the Growth Plan for the Greater Golden Horseshoe, including leading the work required for the County's Municipal Comprehensive Review in partnership with the member municipalities.

# 2023 BUDGET



## Financial Snapshot

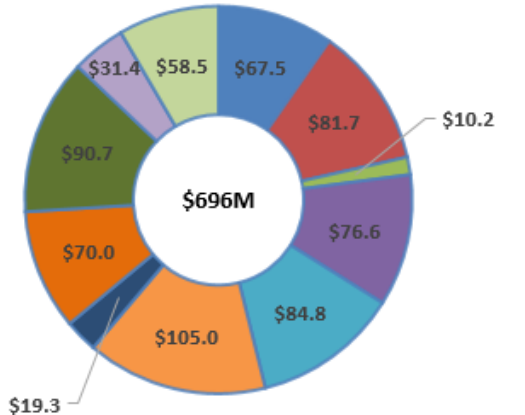
This table summarizes the County of Simcoe high-level year over year budget comparison.

Comparison (\$000's)	2022	2022	2023	2022F vs 2022B Change		2023B vs 2022B Change	
	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues	520,113	560,654	582,407	40,541	7.8	62,294	12.0
Operating Expenses	505,854	545,026	574,242	39,172	7.7	68,388	13.5
<b>Operating Balance</b>	<b>14,259</b>	<b>15,629</b>	<b>8,165</b>	<b>1,369</b>	<b>9.6</b>	<b>(6,094)</b>	<b>(42.7)</b>
Gross Capital Requirement	132,187	160,891	121,555	28,704	21.7	(10,632)	(8.0)
Net Capital Requirement	57,043	57,019	39,987	(24)	0.0	(17,056)	(29.9)
External Debt	72,027	72,027	67,575	-		(4,452)	
Internal Debt	201,005	204,982	229,824	3,977		28,269	



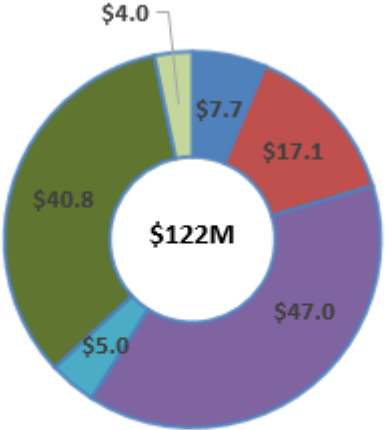
The first graph highlights the County operating and capital expenditures breakdown by department. The second graph is a breakdown of just the capital expenditures by department.

**Operating & Capital Expenditures - \$696M**



- Paramedic Services
- LTC - Homes
- Seniors Services
- Transportation & Engineering
- Solid Waste Management
- Children Services
- Community Services
- Ontario Works
- Social Housing
- General Municipal
- Other Departments

**Capital Expenditures - \$122M**



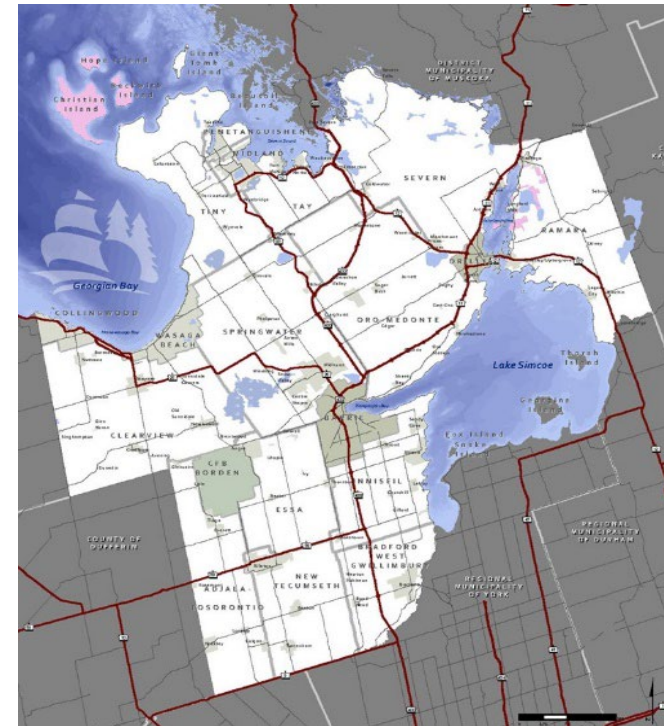
- Paramedic Services
- LTC - Homes
- Transportation & Engineering
- Solid Waste Management
- Social Housing
- Other Departments

## County Profile

The County of Simcoe delivers a wide variety of programs and services to meet the needs of residents and businesses.

The County is a dynamic community that continues to experience sustained growth. Some key facts about the County of Simcoe are:

- Upper tier municipality consisting of 16 member municipalities
- Largest County in Ontario based on population from the 2021 census
- Third largest County in Ontario based on physical size
- Owns and manages 33,300 acres of County forests
- Borders on 500 km of shoreline
- Maintains 1,798 lane km of County roads, 205 bridges and structures, and 61 major signaled intersections
- Plays host to over nine million visitors annually
- Employs more than 2,000 full and part-time people



## County of Simcoe - Council and Officials



The County of Simcoe Council acts as the decision-making body for the organization.

County Council is composed of the mayors and deputy mayors of each of the sixteen towns and townships located within Simcoe County. The Warden is the head of government for the County and is elected by his and her peers on County Council. The Office of Warden is a two-year term. The warden is elected at an 'Inaugural

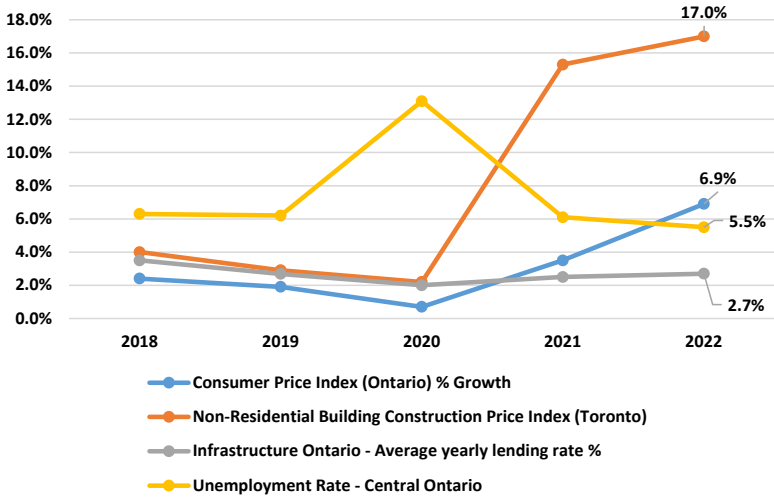
Meeting' of County Council held in December in the first and the third years of every term of Council.

All members of County Council sit as Committee of the Whole. Members of Council are also appointed to various internal and external committees and boards, such as the Accessibility Advisory Committee, Audit and Finance Committee, Economic Development Sub-Committee, the Children's Aid Society, and the Local Health Integration Networks.

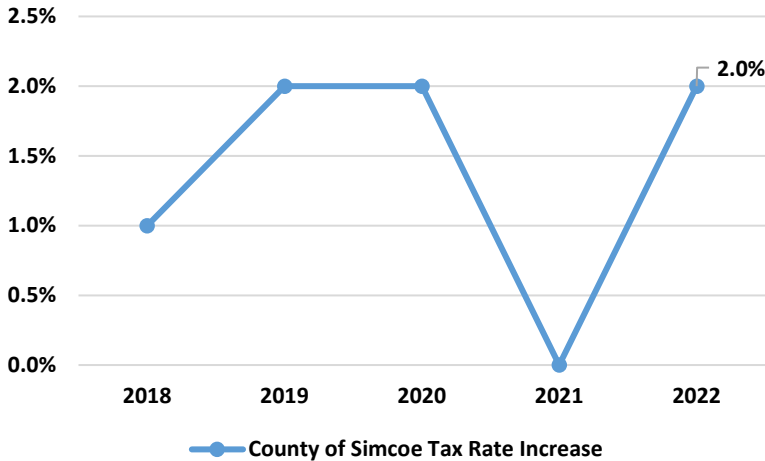
## General Economic Index

Economic environment refers to external factors that influence the habits of consumers and businesses. Listed in the below graphs are indexes as well as cost related trends and population growth.

### General Indexes



### County Tax Rate Increase

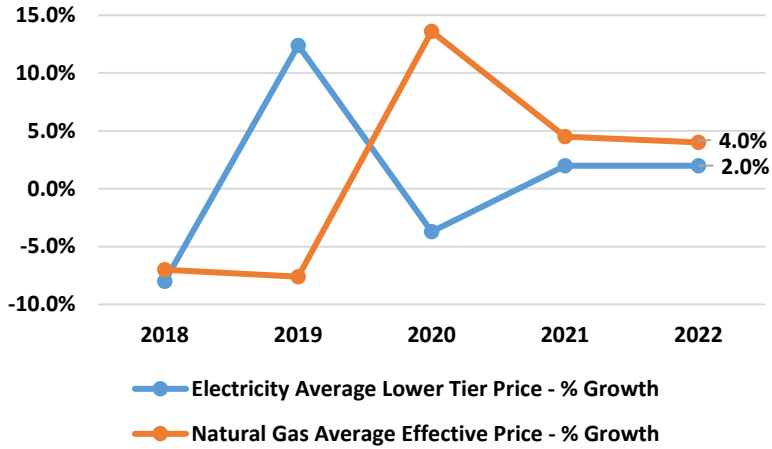




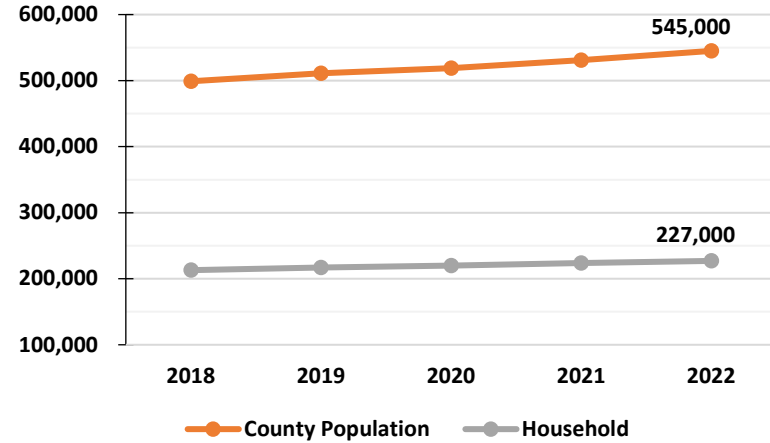
# 2023 BUDGET



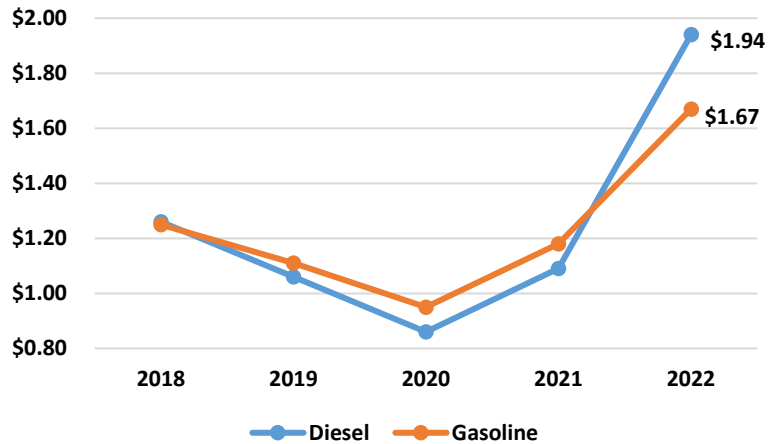
## Electricity & Natural Gas rates



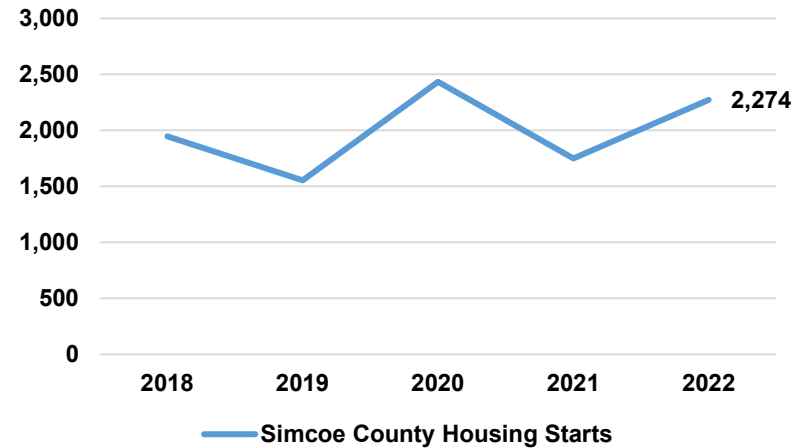
## County of Simcoe population and household - includes Barrie & Orillia



## Diesel and Gasoline estimated cost/litre



## Housing Starts - excludes Barrie & Orillia



## Financial Policies

The County has adopted several policies over time to help guide financial decisions. These policies guide County Staff in making sound and strategic decisions in relation to the County's fiscal responsibilities. Listed below are some of these key policies.

### Reserve policy

Highlights the threshold and limits for reserve contribution, targets, and funding sources. The policy also highlights the intended use of each reserve to ensure sufficient funds are available to meet the County's short and long-term obligations and be able to respond to unplanned events.

### Investment, Cash Management and Debt policies

The investment policy defines the guidelines to ensure County funds generate additional value through interest and investment yields. The debt policy sets the limits for the use of debt to remain financially flexible and avoid the high cost of interest. The County has not set an internal debt limit as historically the debt levels are well below the allowable provincial Annual Repayment limit of 25% of own source revenues.

### Asset Management policy

The asset management policy formalizes the County's commitment to asset management, aligns its asset management actions with strategic goals, plans and objectives, and provides direction to guide Council, management, and staff on strategic investment

decisions. This policy supports the County in focusing its asset management efforts on managing condition, service levels and risks, addressing asset priorities, and meeting short and long-term needs within the bounds of possible funding.

### Tangible Capital Asset policy

The purpose of the TCA policy is to prescribe the accounting treatment of Tangible Capital Assets. Specifically, the TCA policy outlines the capitalization thresholds, asset useful lives, amortization method and disposal/write down treatment by asset class. The policy ensures; a consistent and accurate accounting treatment of asset related expenditures, effective asset management processes, fiscal responsibility and accountability, improved information to support long-term budgeting and that asset accounting complies with PSAB 3150.

## Budget Framework

The County is committed to delivering core services to meet the growth in demand, enhancing programs and services while balancing the financial burden to the taxpayers.

This commitment is addressed annually through budget deliberations. Council decides on the overall level of services, the types of programs, the infrastructure, and long-term investments necessary to support the growing community while preserving a valued lifestyle affordable to its residents.

The annual budget is a strategic planning document whereby the financial resources of the County are allocated to various programs and services to achieve the County of Simcoe's priorities and reflects the needs of residents. The budget establishes service levels, program offerings, replacement schedules as well as capital improvements. It also determines the amount of taxes to be collected from residents and businesses.

Balancing the need to provide core services to an expanding population with the desire to pursue new opportunities presents a challenge due to limited revenue sources. County staff have maximized other sources of revenues to support Simcoe County's history of maintaining low tax rates through a strong user pay for service and growth pays for growth philosophy.

Where appropriate, service fees and charges have been introduced or increased and services have been aligned with the needs of the growing community.

Multi-year financial planning in addition to the annual budgeting process ensures current and future impacts associated with decisions are understood and identified.

Council is required to approve a balanced budget for the calendar year (Jan 1 to Dec 31), before property taxes can be billed. The operating budget includes annual expenditures for staff, materials, services, debt servicing, reserve activity, taxation, subsidies, and program costs. The capital budget identifies approved projects and their revenues and costs.

Recurring expenditures are funded from recurring sources of revenue. Non-recurring expenditures are funded from reserves or purpose specific funding. During the budget development process, Council will consider staffing, operational and capital expenditures to increase efficiencies and effectiveness.

Ontario Municipalities are not permitted to budget an operating deficit. Any operating surplus at the end of the year is allocated as per Council's direction during the strategic plan discussions.

# 2023 BUDGET



Council and Management receive, on a regular basis, financial status reports on spending against budget and forecast to year-end.

The County of Simcoe strives to provide good value for tax dollars and works to enhance value for taxes by monitoring the efficiency and effectiveness of services.

## Budget Process

The challenge of the budget process is to meet the many and varied needs of residents and businesses at a cost that is reasonable to County taxpayers.

The primary purposes of the County of Simcoe’s budget are to:

1. Set out the program of services provided by the County, their purpose, and planned costs
2. Provide a method of controlling expenditures
3. Forecast revenues and funding to support services to the communities
4. Support and facilitate achievement of long-term plans and objectives

The budget process covers base budget, growth and enhancements to service levels.

Base Budget	Service Growth	Enhancements
<ul style="list-style-type: none"> <li>• Costs required to maintain existing service levels</li> <li>• Mandatory / Legislative</li> <li>• Non discretionary costs imposed by others</li> <li>• Carry over projects</li> <li>• Costs from prior year commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Costs required to maintain existing service levels for the increasing population</li> <li>• Funding of new initiatives by development charge revenues and property taxes identified by assessment growth</li> <li>• Long term financing strategies</li> </ul>	<ul style="list-style-type: none"> <li>• New services or enhanced service levels</li> <li>• Funding to cover cost of providing these services depends on property taxes and growth in the assessment base that may lag the timing of expenditures</li> </ul>

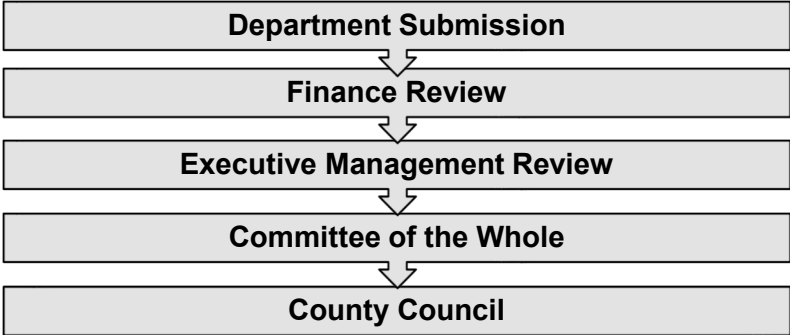
## Budget Review

The budget review requires each department to meet with their Financial Controller and prepare a budget that ensures all relevant budgeting principles follow Generally Accepted Accounting Principles (GAAP).

The department budget outlines the associated revenues and expenditures, net operating balance, net capital requirement and the total department requirement.

Changes to operations, staffing complements and capital projects require an expenditure request form. All requests must support the County’s strategic plan and each department’s mandate. Executive Management reviews, challenges and assesses each proposal.

Once the reviews are complete, the budget is presented to the Committee of the Whole. The Committee of the Whole provides comments and direction to staff for any adjustments. The Committee of the Whole refers the budget to County Council with their recommendations for review and final approval.



# 2023 BUDGET



## Budget deliverable - key dates

Description	Date
Budget binders distributed to current council • Included in special budget meeting agenda	October 27, 2022
Special Budget Meeting • Review the 2023 draft budget with the current council	November 3, 2022
Joint Council and Committee of the Whole Meeting • Current council consideration and recommendation to incoming council	November 8, 2022
Budget binders distributed to incoming council members	November 22, 2022
Special Budget meeting • Review 2023 draft budget with incoming council – deliberations/directions/recommendation	January 10, 2023
Joint Committee of the Whole or County Council • Incoming council deliberations/direction, earliest possible adoption date if recommended	January 24, 2023
Council meeting, if needed	February 14, 2023

## Key Inputs

### Plans, Acts and Regulations

The budget reflects the strategic initiatives and investment for the County of Simcoe. Several planning processes, multi-year Master Plans and Acts, in addition to Ministry regulations, drive the development of the budget. Major elements include:

- Affordable Housing and Homelessness Prevention Strategy
- Ambulance Act
- Child Care and Early Years Act, 2014
- County of Simcoe Strategic Plan
- Development Charge Act
- Development Charge Background Study
- Environmental Protection Act
- Forest Management Plan
- Housing Services Act
- Long Term Care Act
- Long Term Financial Plan
- Ontario Planning Act
- Ontario Provincial Standards
- Ontario Works Act
- Simcoe County Official Plan
- Solid Waste Management Strategy
- Transit Feasibility and Implementation Study
- Transportation Master Plan

### Economic Outlook

The economic prospects for the County of Simcoe are expected to remain good per the Standard & Poor's (S&P) 2021 report. The credit rating firm provided the following: "County of Simcoe 'AA' rating is based on exceptional liquidity, very low debt burden and contingent liabilities, a strong economy and budgetary performance with a stable outlook". This rating has remained constant since 2014. In June 2022, S&P revised their institutional framework assessment for Canadian Municipalities to extremely predictable and supportive from very predictable and well balanced. This change in assessment upgraded the County of Simcoe rating to AA+. The rating reflects Standard & Poor's assessment of the county's very low debt burden and contingent liabilities, a strong economy and budgetary performance, and exceptional liquidity.

### Provincial Subsidies

The County assumes that provincial subsidies will continue at the current known and committed level as a major source of operating revenue. The costs of providing provincially mandated services are based on Ministry regulations and guidelines.

## Development Charges and Reserve Funds

Development Charges are fees imposed on development projects to pay for increased costs arising from growth-related development in the County. The rates for these fees are developed based on the growth forecasts and needs requirements within the County. Various long-term plans have been utilized to develop future rates, including the Transportation Master Plan and the Official Plan.

A requirement of the Public Sector Accounting Standards of the Chartered Professional Accountants of Canada (CPA Canada) is that obligatory reserve funds must be reported as deferred revenue. This requirement restricts how these funds may be used and under certain circumstances, how these funds may need to be refunded. Monies received from payment of Development Charges under the Development Charge By-Law are maintained in specific reserve funds and interest is allocated to each of the reserves increasing their balances.

## Asset Management Plan

Ontario municipalities must develop asset management plans to meet provincial regulatory requirements. The County has an asset management plan that outlines the state of the local infrastructure including an asset inventory list identifying various attributes of an asset such as the asset condition and replacement cost estimates. The Asset Management Plan provides

desired level of service, an asset management strategy, and a financing strategy.

The County's Asset Management Plan utilizes a risk assessment model based on an asset condition index and service impact to assist in the prioritization of assets across the County. Based on this model, an asset tagged with the risk rating of medium/high may be considered for replacement because of its potential impact on the County's level of service.

## Debt Capacity

A Municipality may only issue new debt provided that the projected financial charges related to the outstanding debt will be within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs. This limit is set at 25% of a Municipality's own source revenues less debt charges and financial commitments.

The County has a current debt service capacity of \$56M available per year for payments relating to debt and financial obligations under provincial guidelines based on the 2020 Financial Information Return. This would allow additional borrowing if needed.



# 2023 BUDGET



The additional borrowing which the County of Simcoe could undertake over a 5-year, 10 year, 15 year and 20 year period is illustrated below at 5% interest rate, for information purposes only.

<b>Period</b>	<b>Maximum Borrowing</b>
20 years	\$693M
15 years	\$577M
10 years	\$430M
5 years	\$241M

## Basis of Accounting and Budgeting

The County of Simcoe's financial statements are prepared and presented in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB). The County of Simcoe follows the accrual basis of accounting, which recognizes revenues when they are earned and expenses when they are incurred rather than when a payment is made or received.

The County also utilizes a budgeting and reporting software that provides a central repository for the County's budgeting and planning requirements. This enhances consistency in budgeting methods, assumptions, and data integrity among the divisions.

## Financial Principles and Approach

The County's approach to financial management is to balance bottom line concerns with longer term financial planning for sustainable service delivery.

The principles followed in the preparation of this budget are:

1. Ensure long-term financial sustainability
  - Determine on a multi-year basis the financial requirements for operating and capital needs
  - Identify any funding gap between revenues and expenditures
  - Ensure there are sufficient revenues to meet long-term operating and financial requirements and balance spending with revenues
  - Plan for the replacement of assets and maintenance of assets through asset management and replacement reserves
  - Maintain existing service levels
  - Keep tax levy impact within cost indices

## 2. Deliver services in a cost-effective and efficient manner

- Ongoing reviews of programs on a regular basis to ensure services are delivered in a cost-effective and efficient manner
- Identify and implement efficiencies
- Provide sustainable service levels

## 3. User Fees

- Ensure that user fees recover program operating costs

## 4. Manage capital assets to maximize long-term community benefit

- Maintain the County's assets in a 'state of good repair' in accordance with the Asset Management Plan

## 5. Implement a capital funding plan to address the County's requirements

- New asset requirements
- Develop debt financing program to address the County's capital needs
- Ensure debt terms are consistent with the life of the asset

## 6. Maintain reserves at appropriate levels

- Establish reserves to provide funding for future assets

## 7. Prudent investment management

- Invest the County's reserves to achieve optimum return within appropriate risk tolerances

## County View

The annual budget is derived by determining the yearly needs of the County. These needs or costs are the expenditures, which are offset by the money that comes into the municipality, known as revenue. The revenue is generated through different streams such as provincial subsidies, service partner contributions, user fees, miscellaneous income, grants, reserves, capital funding and the county levy. The County builds its budget based on assumptions to create projections and an estimated view.

## Assumptions

- Tax Levy increase as a range from 3% to 5% as directed by Council to support existing service levels and capital contribution
- Provision of 1% of the levy set aside for strategic land purchases
- Provision of 1% of the levy set aside for Economic Development
- Based on the five-year trend, the property asset/additions growth assumption is estimated at 2.0%
- For this budget year, certain expense types have been updated to reflect current inflationary pressures. All other items are using a general inflation rate set at 2% based on the Bank of Canada target CPI approximate rate of 2%
- Supplementary Taxes are estimated at \$2.6M net of write offs based on the five-year trend
- Non-Residential Building Construction Price Index 17% as of July 28, 2022
- Utilities projected increase (Natural Gas 12%, Water and Electricity 3%)
- Gasoline and diesel fuel increase estimated at 2% over the 2022 forecast
- Municipal Property Assessment Corporation (MPAC) 0% increase
- Simcoe Muskoka District Health Unit increase of 5.6%
- Provision of \$500K for Hospice capital funding
- Hospital Alliance grant of \$3M
- Post-secondary funding of \$1.5M
- Age Friendly grant \$550K
- Lake Simcoe Regional Airport operating costs reflect 90% ownership
- Salaries & Benefits are based on current contracts and non-union compensation plan
- Cost sharing with the Cities of Barrie and Orillia are estimated based on the shared services agreement
- Staffing requirement for FTE's have been projected to meet departmental objectives

## Operating Revenues

The following revenue components represent major sources of revenue to fund the operating expenditures

### Subsidies

Subsidies are one time or ongoing funding from provincial or federal programs.

### Service Partners

Service Partners refers to revenues received for the delivery of services to the cities of Barrie and Orillia. Services provided include Ontario Works, Children and Community Services, Social Housing, Paramedic Services and Long-Term Care. The County and the Cities are parties to a Municipal Services Management Agreement that outlines the management governance, performance, communications, and cost sharing structure for these services.

### County Levy

The County Levy includes property taxes, property asset/additions, Supplementary Taxes, Heads & Beds and Linear Acreage charges. Property taxes are calculated by multiplying the property assessment values established by Municipal Property Assessment Corporation (MPAC) by the tax rate set for each property class.

The taxes levied for municipal purposes are used to fund the County's financial condition, investment in infrastructure, on-going expenditures and liabilities incurred.

### User Fees

User Fees are utilized by the County to fund services that are user based versus community as a whole. This reduces the need for property tax by requiring the users of the service to pay for the cost of those services.

### Miscellaneous Income

Miscellaneous Income are revenue sources that the County has little control over in terms of the amount, timing or conditions associated with receiving them. Examples are funding from senior levels of government for a specific purpose, an operating surplus or gain from the sale of an asset and recycled materials revenue.

### Transfer from Reserves

Transfer from Reserves represent funds that have been previously set aside by Council to fund asset management plans, both the growth and non-growth components of projects, and other specific initiatives.

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## Operating Revenues Summary

This table shows the total County year over year budget and forecast changes for operating revenues.

Operating Revenues Summary (\$000's)	2022 Budget	2022 Forecast	2023 Budget	2022F vs 2022B \$ Change	2023B vs 2022B \$ Change
<b>Total Operating Revenues</b>	<b>520,113</b>	<b>560,654</b>	<b>582,407</b>	<b>40,541</b>	<b>62,294</b>
Subsidies	223,346	257,329	279,223	33,983	55,877
County Levy	192,206	190,618	200,945	(1,588)	8,739
Service Partners	29,215	29,326	30,215	111	1,001
User Fees	39,279	37,241	40,164	(2,038)	886
Miscellaneous Income	6,607	14,937	10,464	8,330	3,857
Transfer from Reserve	29,461	31,204	21,395	1,743	(8,066)

## Property Taxation

Each year County Council is responsible for making tax policy decisions that are sensitive to local needs and priorities. Those decisions define the local property tax landscape.

Assessment valuations reflect changes in real estate market conditions that are driven by economic factors, demographics, etc. Generally, valuation reflects the impact of reassessment which involves updating the current assessed value of properties to reflect a more recent effective valuation date.

The impact on the tax rate and the taxes paid by an individual property owner will vary depending on the property's new assessment applied by Municipal Property Assessment Corporation (MPAC) relative to the average assessment and the four-year phase-in provisions.

These types of assessment changes will not affect municipal revenue because tax rates must be restated.

They will however affect the overall distribution of the tax burden among taxpayers as rates of valuation change vary by class.

Property taxes are collected and administered by the local area municipality in which the property is located. The County collects its taxes by providing a tax requisition to member municipalities who levy separate tax rates for County purposes. The County sets tax ratios and tax rates to raise the property tax amount from its member municipalities.

Property taxes are charged to property owners according to the assessed value of each property. The value of the property assessment is determined by the Municipal Property Assessment Corporation (MPAC). MPAC is an independent body established by the Ontario Property Assessment Corporation Act.

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## County Levy Detail

The County Levy reconciliation and description of each component is outlined in the following table.

Component	\$000's	Description
2022 Levy Budget	187,914	The County levy estimate included in the 2022 budget.
2022 Property Asset/Additions Adjustment	(1,588)	Adjustments made to reflect the actual 2022 returned roll property changes (asset/additions and deletions). This amount does not increase the taxes for the current taxpayer.
<b>2022 Levy adjusted for the 2022 returned roll property changes - assets/additions</b>	<b>186,325</b>	This reconciles the 2022 budget to the 2022 tax ratios and tax rate by-law levy estimate.
2023 Property Asset/Additions Estimate	3,727	Estimated at 2% growth, the property asset/additions are based on a 5-year historical trend of assessment revenue growth provided by MPAC. This amount does not increase the taxes for the current taxpayer.
2023 Operating Levy Increase	3,801	2023 property tax rate increase is set at 2% to fund increased operating needs.
2023 Infrastructure and Asset Management Levy Increase	2,851	2023 property tax rate increase is set at 1.5% to fund increased infrastructure and asset management needs.
<b>2023 Annual Levy Base</b>	<b>196,704</b>	Used for the 2023 tax rate by-law levy estimate.
2023 Supplementary Taxes	4,150	Supplementary taxes are non-recurring and are the result of growth-related assessments/taxes received within the calendar year. Supplementary taxes are estimated based on a 5-year historical trend. This amount does not increase the taxes for the current taxpayer.
2023 Heads & Beds and Linear Acreage	91	Heads & Beds: these are payments in lieu of taxes for provincial institutions such as public hospitals, universities, community colleges, and correctional facilities. Linear acreage: this property taxation is for certain Railway, Power & Utility Lands as defined by the Municipal act.
<b>2023 County Levy Budget</b>	<b>200,945</b>	



# 2023 BUDGET



The following table illustrates the breakdown of the \$201M County Levy budget by the major services areas.

Levy Support Area	Your Tax Dollars		\$ per \$100K Residential Assessment Value *
	% of Tax Dollars	(\$000's)	
Paramedic Services	11.5	23,071	\$33.16
LTC - Homes/Seniors Services	6.1	12,275	17.64
Ontario Works	2.4	4,805	6.91
Children Services	1.6	3,144	4.52
Community Services	1.4	2,856	4.10
Social Housing	10.7	21,472	30.82
Transportation & Engineering	11.1	22,389	32.18
Solid Waste Management	32.1	64,416	92.58
Planning	1.5	3,094	4.45
Economic Development	1.7	3,374	4.85
Transit	2.2	4,427	6.36
Administrative & Statutory Support **	5.5	11,039	15.87
General Municipal Services ***	5.6	11,281	16.21
Contribution to Infrastructure and Asset Management	6.6	13,330	19.16
<b>Total Taxes based on Support Areas</b>	<b>100.0%</b>	<b>200,945</b>	<b>\$288.80</b>

\* All numbers are rounded

\*\* CAO, Clerks, Service Simcoe, Corporate Performance

\*\*\* SMDHU, MPAC, LSRA, Age Friendly Grant, Hospital, Educational Support, Strategic land purchase

# 2023 BUDGET



## Reserve Use

The below table outlines the usage of reserves for both operating and capital projects.

Reserves - (\$000's)	Transfer From Reserves breakdown			Description
	Operating	Capital	Total	
Waste Management Contingency	2,000	914	2,914	Operating: \$2M waste management costs Capital: \$914K reserve use for asset management of non-growth-related projects
Museum Contingency	60	0	60	Bi-annual gallery refresh
Forestry Reserve	1,386	48	1,434	Operating: \$1.4M funding of forestry management expenses Capital: \$48K Pick-up truck replacement related to forestry management
Homes Contingency	492	1,092	1,585	Operating: Various smaller building and equipment replacement/repairs that do not meet the County of Simcoe's Fixed Asset policy to qualify as Capital. Capital: Capital related building and equipment replacement/repairs based on the Building Condition Assessments per Long-Term Care Homes and Seniors Services Housing.
General Contingency	7,496	0	7,496	\$6.6M Remaining COVID-19 related reserves \$100K LSRA Aerospace Development grant \$89K Information Library Systems implementation \$18K Simcoe County Conference \$700K WSIB rebate transferred from 2022

# 2023 BUDGET



## Reserve Use (continued)

Reserves - (\$000's)	Transfer From Reserves breakdown			Description
	Operating	Capital	Total	
Roads Contingency	0	1,781	1,781	\$1.8M reserve use for asset management of non-growth-related projects
Paramedic Contingency	60	632	692	Operating: Toughbook replacement (1st year) Capital: Defibrillator (1st year) and Stair Chair equipment replacements
Administration Building Contingency	0	636	636	Asset Management Plan requirements
Economic Development & Planning	912	0	912	\$100K: Economic Development In- Market Grant \$812K: LSRA Wastewater System
Social Services	249	0	249	\$249K: County portion of the new Bradford West-Gwillimbury Ontario Works satellite office leaseholds & equipment.
Social Housing	1,964	6,841	8,805	Operating: \$1.2M County share of Non-Profit provider loans, \$757K County share of Asset Management Plan operating requirements Capital: \$1.6M County share of Asset Management Plan capital requirements, \$5.2M Affordable Housing developments
Hospital Reserve	3,000	0	3,000	Annual Hospital Funding

# 2023 BUDGET



## Reserve Use (continued)

Reserves - (\$000's)	Transfer From Reserves breakdown			Description
	Operating	Capital	Total	
C. Matthews Museum Reserve Fund	0	754	754	\$754K Matthews Legacy project - feasibility study and electrical service review to support HVAC addition
Various Other Reserves	118	152	270	Grouping of small reserves
<b>Total Transfer from Non-DC Reserve/Reserve Funds</b>	<b>17,737</b>	<b>12,850</b>	<b>30,587</b>	
Development Charges	3,658	34,754	38,412	Operations: \$2.8M T&E Construction debt payment, \$50K Transit Master Plan \$772K Planning for growth related studies Capital: \$28.4M T&E Construction projects \$365K T&E Maintenance snowplow addition \$942K SWM projects \$2.1M Simcoe Manor Redevelopment \$765K Georgian Manor Bed Expansion \$2.2M Paramedic Services - \$723K Bradford station, \$827K Central West post, \$194K Severn Station, \$422K vehicle addition
<b>Total Transfer from Reserves</b>	<b>21,395</b>	<b>47,604</b>	<b>68,999</b>	

## Operating Expenses

The following are the expense categories used to outline costs within the County.

### Client Benefits

Client Benefits are expenses paid out to clients or service providers for services that are available and benefit the population of the County. These include Ontario Works benefits, childcare fee subsidy and housing client benefits.

### Salaries and Benefits

Salaries and Benefits are the costs related to County of Simcoe employees including wages, health benefits, overtime, group insurance, short-term disability and OMERS.

### Administration

Administration costs are the County's non-salary operating expenditures such as MPAC fees, liability insurance, professional services, rent, advertising, office expenses, training, and development.

### Facilities

Facilities costs refer to the expenses associated with maintaining and running the County owned or leased facilities, including building maintenance, utilities, and property taxes.

### Cost of Service Delivery

Cost of Service Delivery cover the expenditures associated directly with providing services to the residents of the County. These include tipping fees, waste contract and export, food and care supplies, road sand and salt, vehicle expenses, transit costs, grants and health unit assessment.

### Transfer to Reserves

Transfer to Reserves is critical to the County's long-term financial plan. They represent funds that are being set aside for future asset management plan requirements, projects, or initiatives. Reserves are used to provide stability by smoothing the effect of variable or unanticipated expenditures. Transfer purposes include hospital alliance, strategic land purchases, economic development fund, asset management and future initiatives.

# 2023 BUDGET



## Operating Expenses Summary

This table shows the total County year over year budget and forecast changes for operating expenses.

Operating Expenses Summary (\$000's)	2022 Budget	2022 Forecast	2023 Budget	2022F vs 2022B \$ Change	2023B vs 2022B \$ Change
<b>Total Operating Expenses</b>	<b>505,854</b>	<b>545,026</b>	<b>574,242</b>	<b>39,172</b>	<b>68,388</b>
Client Benefits	154,615	174,135	195,901	19,519	41,286
Salaries and Benefits	173,405	174,940	182,744	1,536	9,339
Administration	23,207	33,949	24,693	10,742	1,486
Facilities	29,142	29,606	30,142	464	999
Cost of Service Delivery	103,962	107,296	111,946	3,334	7,984
Transfer to Reserves	21,522	25,100	28,816	3,577	7,294

# 2023 BUDGET



## Operating Balance

The operating balance is the remaining amount after operating expenses are deducted from operating revenues.

This table outlines the County's total current year operating balance budget as well the historical trend. The operating balance is used to fund short-term capital and partially fund long-term capital requirements for the current year.

Operating Balance (\$000's)	2020	2021	2022	2022	2023	2022F vs 2022B Change		2023B vs 2022B Change		
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%	
<b>Operating Revenues</b>										
Subsidies	225,642	241,140	223,346	257,329	279,223	33,983	15.2	55,877	25.0	
County Levy	178,873	182,816	192,206	190,618	200,945	(1,588)	(0.8)	8,739	4.5	
Service Partners	22,972	26,496	29,215	29,326	30,215	111	0.4	1,001	3.4	
User Fees	38,482	38,923	39,279	37,241	40,164	(2,038)	(5.2)	886	2.3	
Miscellaneous Income	12,524	16,981	6,607	14,937	10,464	8,330	126.1	3,857	58.4	
Transfer from Reserve	12,928	13,319	29,461	31,204	21,395	1,743	5.9	(8,066)	(27.4)	
<b>Total Revenues</b>	<b>491,422</b>	<b>519,674</b>	<b>520,113</b>	<b>560,654</b>	<b>582,407</b>	<b>40,541</b>	<b>7.8</b>	<b>62,294</b>	<b>12.0</b>	
<b>Operating Expenses</b>										
Client Benefits	140,662	134,655	154,615	174,135	195,901	19,519	12.6	41,286	26.7	
Salaries and Benefits	160,159	169,804	173,405	174,940	182,744	1,536	0.9	9,339	5.4	
Administration	21,512	28,137	23,207	33,949	24,693	10,742	46.3	1,486	6.4	
Facilities	26,919	26,537	29,142	29,606	30,142	464	1.6	999	3.4	
Cost of Service Delivery	79,934	92,339	103,962	107,296	111,946	3,334	3.2	7,984	7.7	
Transfer to Reserve	33,388	46,906	21,522	25,100	28,816	3,577	16.6	7,294	33.9	
<b>Total Expenses</b>	<b>462,574</b>	<b>498,376</b>	<b>505,854</b>	<b>545,026</b>	<b>574,242</b>	<b>39,172</b>	<b>7.7</b>	<b>68,388</b>	<b>13.5</b>	
<b>Total Operating Balance</b>	<b>28,848</b>	<b>21,298</b>	<b>14,259</b>	<b>15,629</b>	<b>8,165</b>	<b>1,369</b>	<b>9.6</b>	<b>(6,094)</b>	<b>(42.7)</b>	

# 2023 BUDGET



## Capital Financing

The current capital budget includes total expenditures of \$122M. Capital is funded by the operating balance, reserves, development charge reserves, service partners and senior levels of government.

Development Charges are collected to recover the growth-related costs on capital projects that are associated with residential and non-residential development. As a significant portion of the County’s capital expenditures are growth related, development charges are a major source of financing for the capital plan.

Any shortfall is financed through various debt instruments. In 2023, the financing requirement is \$32M as outlined in the table.

<b>2023 Capital Financing</b>		<b>(\$000's)</b>
<b>Capital Expenses</b>		<b>121,555</b>
<b>Less: Revenues</b>		
CCBF	5,406	
Subsidies	11,487	
Service Partners	17,071	
Reserves	47,604	
<b>Total Capital Revenues</b>	<b>81,568</b>	
<b>Net Capital/Capital Financing</b>		<b>39,987</b>
<b>Operating Balance available for Capital</b>		<b>8,165</b>
<b>2023 Capital Financing Requirement</b>		<b>31,822</b>



# 2023 BUDGET



## Operating Cash Balance

The following table shows the estimated operational cash balance for 2023. Other funds are held separately and may be used for cash management and emergency cash purposes.

<b>Operating Cash Balance</b>		<b>(\$000's)</b>
<b>Cash Balance Beginning of Year</b>		<b>58,068</b>
<b>Sources from Operations</b>		
Operating Revenues	561,012	
Capital Revenues	33,964	
Development Charge receipts	40,682	
<b>Less:</b>		
<b>Uses for Operations</b>		
Operating Expenses	541,726	
Capital Expenses	122,975	
<b>Net Cash from Operations</b>		<b>(29,042)</b>
<b>Finance Sources - (Uses)</b>		
Service Partners - MFC Financing		(6,886)
Building Hope & Guest House programs		136
Provincial LTC Funding Recovery		1,009
<b>Cash Balance - End of Year</b>		<b>23,285</b>

## Debt Financing

Section 401 of the Municipal Act grants Council the authority to incur a debt when deemed in the best interest of the taxpayers to finance its own capital expenditures.

“Best Interest” for the County of Simcoe will be consistent with the County’s strategic directions which includes fiscal management that contains both financial principles and policies.

This philosophy is also reflected in the County of Simcoe’s capital financing and debt policy.

The following key objectives were set out:

- Adhere to statutory requirements
- Ensure long term financial flexibility
- Limit financial risk exposure
- Minimize long term cost of financing
- Match term of financing to the useful life of the related asset

The total principal and interest payments in 2023 are \$11M with an estimated 2023 year-end debt balance of \$297M.

Debt Financing - (\$000's)	Forecasted Year End 2022	Principal Payments	Interest Payments	2023 Debt	Estimated Year End 2023
Roads Debenture - DC Related	41,075	1,692	1,143		39,383
Paramedic Station Debenture	23,241	1,367	614		21,874
Simcoe County Housing Corporation	4,602	1,280	173		3,322
Landfill Debt Payment to Municipalities	3,109	113			2,996
<b>External Debt</b>	<b>72,027</b>	<b>4,452</b>	<b>1,930</b>	<b>0</b>	<b>67,575</b>
Unfinanced Development Charges	50,646			(2,270)	48,376
Unfinanced Capital	154,336	4,709		31,822	181,448
<b>Internal Debt</b>	<b>204,982</b>	<b>4,709</b>	<b>0</b>	<b>29,552</b>	<b>229,824</b>
<b>Total</b>	<b>277,009</b>	<b>9,162</b>	<b>1,930</b>	<b>29,552</b>	<b>297,399</b>

# 2023 BUDGET



## Reserve Balances

### Reserves

Under the Municipal Act, Council has the authority to establish reserves as required. Reserves and Reserve Funds are setup to meet specific objectives.

Reserve - (\$000's)	Projected Reserves					2023 Year End Budget Balance
	2022 Funds Available	Transfer to Reserves Operating	Transfer from Reserves Operating	Transfer to Reserves Capital	Transfer from Reserves Capital	
Waste Management Contingency	14,594	3,700	2,000	0	914	15,380
Archives Contingency	165	1	0	0	0	167
Museum Contingency	48	59	60	0	0	47
Forestry Reserve	5,149	2,118	1,386	0	48	5,833
Homes Contingency	146	1,498	492	0	1,092	60
General Contingency	16,779	5,047	7,496	0	0	14,331
Simcoe Village Reserve	566	95	8	0	0	654
Roads Contingency	11,002	5,165	0	0	1,781	14,387
Paramedic Contingency	513	411	60	0	632	232
Administration Building Contingency	715	150	0	0	636	229
Economic Development & Planning	1,968	1,967	912	0	0	3,023
Simcoe Tourism	256	0	0	0	0	256
Social Services	7,147	1,849	249	0	0	8,747
Social Housing	15,925	3,536	1,964	0	6,841	10,656
<b>Total Reserves</b>	<b>74,974</b>	<b>25,596</b>	<b>14,627</b>	<b>0</b>	<b>11,943</b>	<b>73,999</b>

# 2023 BUDGET



## Reserve Funds

Reserve Funds - (\$000's)	Projected Reserves					2023 Year End Budget Balance
	2022 Funds Available	Transfer to Reserves Operating	Transfer from Reserves Operating	Transfer to Reserves Capital	Transfer from Reserves Capital	
Sunset Village Residents	137	0	0	0	93	44
Sunset Village Reserve	140	46	8	0	0	178
Georgian Village Suites - Residents	365	70	12	0	20	403
Georgian Village Homes - Residents	131	22	0	0	0	152
Hospital Reserve	6,163	3,000	3,000	0	0	6,163
Georgian Manor Donations	112	35	30	0	0	117
Simcoe Manor Donations	5	15	15	0	0	5
Sunset Manor Donations	68	15	15	0	0	68
Trillium Manor Donations	70	15	15	0	0	70
Paramedic (Donations)	92	0	10	0	0	82
Donations Simcoe Village	6	0	5	0	0	1
C. Matthews Museum Reserve Fund	5,021	0	0	0	754	4,267
Honour Guard	78	3	0	0	0	81
<b>Total Reserve Funds</b>	<b>12,388</b>	<b>3,220</b>	<b>3,110</b>	<b>0</b>	<b>867</b>	<b>11,631</b>

# 2023 BUDGET



## Trust Funds

Trust Funds - (\$000's)	Projected Reserves					2023 Year End Budget Balance
	2022 Funds Available	Transfer to Reserves Operating	Transfer from Reserves Operating	Transfer to Reserves Capital	Transfer from Reserves Capital	
Estate of S.O. Bain	95	0	0	0	10	86
Estate of H.P. Brown	343	0	0	0	29	314
Ross Channen Memorial Fund	3	0	0	0	0	3
<b>Total Trust Funds</b>	<b>442</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39</b>	<b>403</b>
<b>Grand Total</b>	<b>87,803</b>	<b>28,816</b>	<b>17,737</b>	<b>0</b>	<b>12,850</b>	<b>86,033</b>

## Development Charge Reserves

Development Charges are collected to recover the growth-related costs associated with residential and non-residential development of capital projects.

A background study for the current Development Charge by-law occurred early in 2021. Process reviews were conducted to ensure stakeholders understand the methods and assumptions used in determining the development charge rates. This process helps to ensure stakeholders understand the infrastructure needs, associated costs, methods and address any concerns. The budget includes estimates based on the County of Simcoe's Development Charge By-Law that became effective January 1, 2022.

The Development Charge Act, 1997 and other legislation require that municipalities maintain specific reserves. Such reserves include Development Charge Deferred Revenue.

Development Charge reserves have been advanced resulting in development charge unfinanced capital. In 2023 unfinanced development charges are to decrease by \$2.3M, resulting in a year end unfinanced development charge balance of \$45.8M.

2023 Development Charge Balance	(\$000's)
Receipts	40,682
Expenditures	38,412
<b>Development Charge Balance</b>	<b>2,270</b>

Development Charge Reserves (\$000's)	2022 Funds Available	Transfer to Reserve	Transfer from Reserves Operating	Transfer from Reserves Capital	2023 Year End Balance
Paramedic Services	(11,483)	1,001	0	2,166	(12,648)
Long Term Care	(9,054)	2,756	0	2,896	(9,194)
Social Housing	(29,992)	0	0	0	(29,992)
Public Works	791	451	0	0	1,242
General Government	(3)	274	822	0	(551)
Roads and Related	(611)	35,053	2,835	28,750	2,856
Solid Waste Management	2,321	1,148	0	942	2,527
<b>Total Development Charge Reserves</b>	<b>(48,030)</b>	<b>40,682</b>	<b>3,658</b>	<b>34,754</b>	<b>(45,760)</b>

## Risks and Opportunities

The following risks and opportunities could impact the ability to achieve the budget as outlined.

### Risks

- Provincial funding reductions or changes
- In-year non-profit housing capital loan requests
- Future collective agreements, interest arbitration settlements and pay equity settlements
- Delays in regulatory approval and their impact on construction projects
- Delays in utility relocations and their impact on construction projects
- Unplanned initiatives requiring funding
- Unforeseen legal/legislative challenges
- Human Resources - lost time management
- Current funding model stability
- The Waste Free Ontario Act - timing of regulations and transition of blue box program plan
- Uncertainty in the provincial legislation related to growth plan
- Reduced development charge revenues
- Supplementary Taxes shortfall if growth trend does not continue
- Innisfil Heights employment infrastructure funding
- Construction cost impacts from trade agreements and tariffs

- Provincial funding for Transit
- Local municipal service challenges as it relates to planning regulations
- Increased inflation causing price increases beyond anticipated levels
- OW Admin frozen at 2018 levels

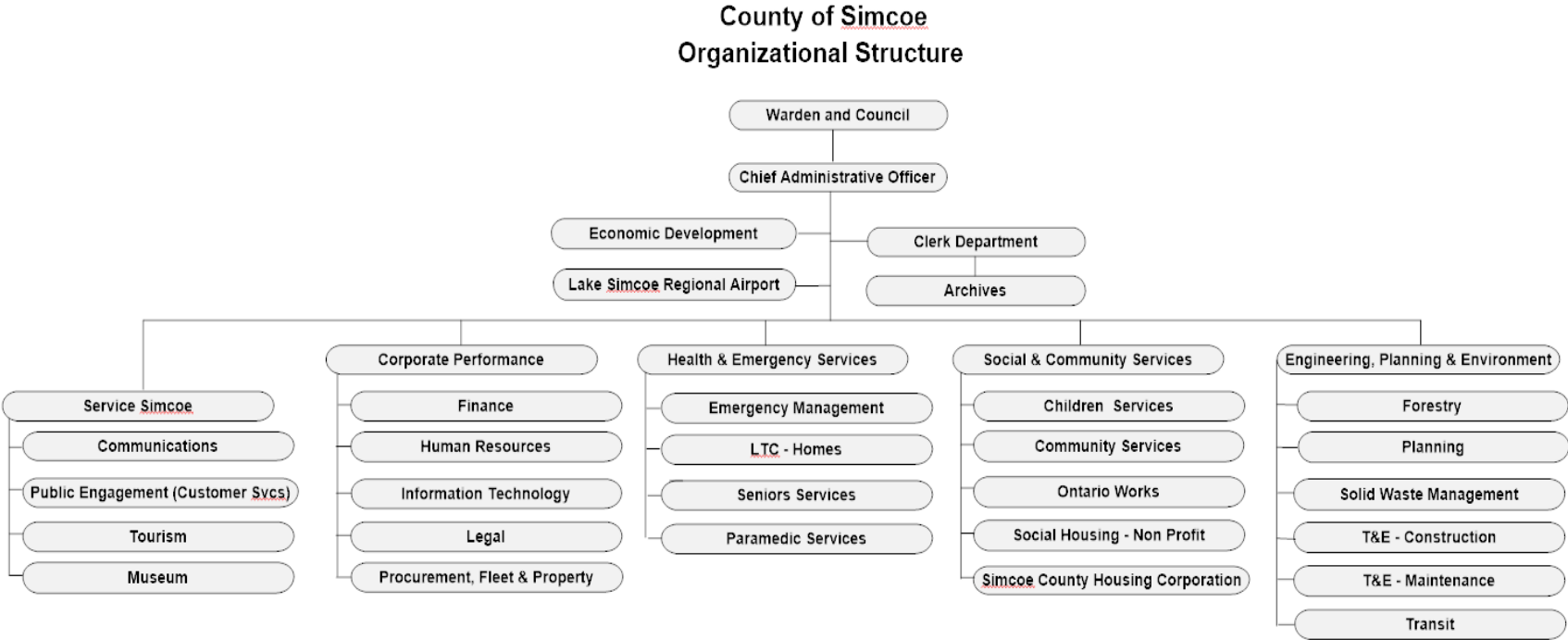
### Opportunities

- Municipal partnerships to achieve economies of scale in common service areas
- Receive potential rebates
- Realize market appreciation on County assets (i.e. housing, lands)
- Engage federal government to further support Affordable Housing Strategies
- Federal funding for transit
- Long Term Care (LTC) capital funding
- Lake Simcoe Regional Airport future development and growth

## Departmental View

### Organizational Structure

The County of Simcoe is organized into six major areas: (Warden, CAO, Clerks and Archives), (Service Simcoe), (Corporate Performance), (Health & Emergency Services), (Social & Community Services) and (Engineering, Planning & Environment). Each area includes departments covering specific services or supports.





# 2023 BUDGET



## Departmental Summaries

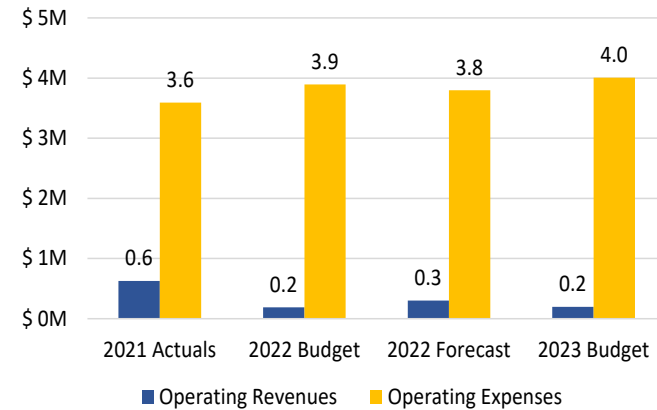
### Warden, CAO, Clerks and Archives

#### Overview

This area consists of the Warden & Council, CAO, Clerks and Archives departments and captures all activities of Council, provides leadership, strategic direction and ensures compliance with the Municipal Act.

#### Core Activities

CAO implements Council's decisions and strategic direction. County Clerk performs statutory duties assigned by provincial legislation and County Council. The Archives department preserves and promotes the County's cultural and visible heritage.



## 2023 Highlights

- Activities related to Council in a post election year.
- Planning phase of the multi-year renovation project at the Archives facility.
- Development of a corporate policy framework.

# 2023 BUDGET



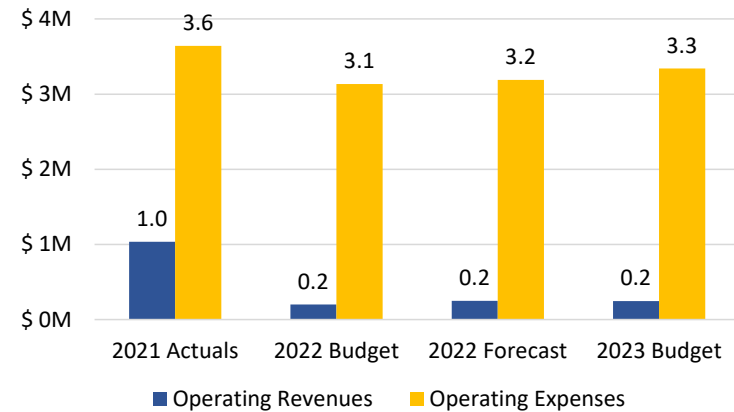
## Economic Development

### Overview

Economic Development works with regional partners on implementation of the County's Economic Development Strategy 2021-25.

### Core Activities

The Economic Development Office (EDO) works to foster and build capacity for a regional approach to economic development activities. The EDO works collaboratively with stakeholders and service providers to help businesses in the region thrive and grow.



## 2023 Highlights

- Continued investment attraction initiatives to enhance the County's recognition as a premier destination for investment in Ontario.
- Build upon initiatives to attract and retain talent to support the needs of the Simcoe County business community.
- Business retention and expansion activities to support a strong and innovative business development environment.
- Position the County as a leader in facilitating and building effective and collaborative relationships that create a strong ecosystem for regional economic development.
- Continued infrastructure advocacy to meet the needs of a competitive business community.

# 2023 BUDGET



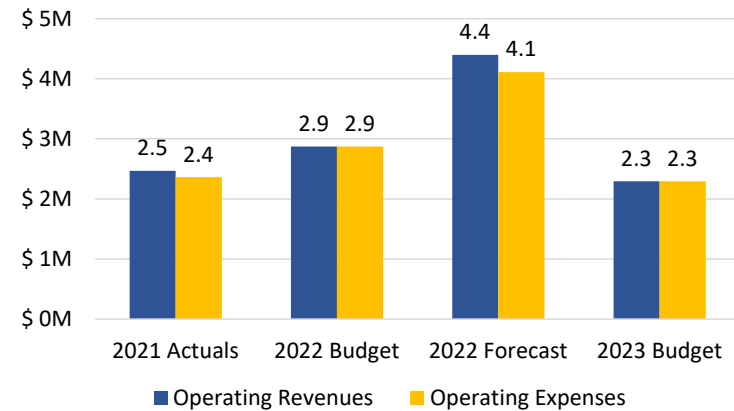
## Lake Simcoe Regional Airport

### Overview

Air transportation conduit and economic catalyst serving the residents, businesses and essential service providers within the broader County of Simcoe extending to international markets.

### Core Activities

Provides and maintains infrastructure to support regional, domestic, and international air service activities including private air carriers, flight departments, air charters, cargo, and essential service providers (Hydro One Helicopter Services, OPP, air ambulance and the Department of National Defence). Further serves as an economic hub for direct and indirect employment and commercial tenant developments and operations.



## 2023 Highlights

- Capital Asset Management requirements.
- Continue to manage and oversee current airport operation activities including compliance with all Federal regulations, aircraft refuelling services (Avgas), property and tenant management relations and general airport infrastructure/facility management and maintenance.
- Purchase of one airport runway snowplow to clear expanded runway more effectively and efficiently and purchase of one side-by-side UTV to conduct maintenance inspections and security duties.
- Design work for expanded maintenance garage.
- The transfer of Fixed-Based Operator (FBO) services to further enhance the LSRA’s capabilities and encourage new investment. In 2022 Council approved a partnership with Chartright Air Group for the provision of FBO services including aircraft refueling (Jet A-1) services and aircraft de-icing services.
- Continue to pursue strategic priorities outlined in the Council approved Strategic plan including working towards Airport Certification, planning for runway extension, and expansion of water and wastewater infrastructure.

# 2023 BUDGET



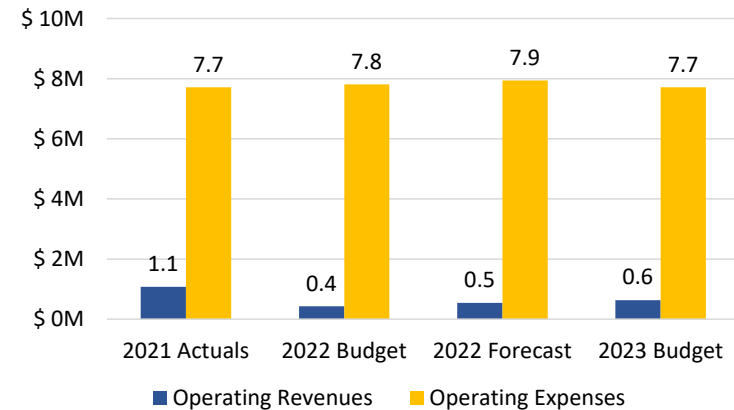
## Service Simcoe

### Overview

Service Simcoe is the customer service experience for the County of Simcoe to advance current and future service needs of the County with the goal of an enhanced client service and customer experience.

### Core Activities

The portfolio includes Communications and Events, Marketing and Creative Services, Public Engagement, Tourism Simcoe County and the Simcoe County Museum.



By placing greater emphasis on public engagement, communication, and marketing efforts both corporately and regionally, through greater synergies with departments, and continuously looking for smoother, and where possible, seamless customer touch points, the goal is to make resident business with the County more informed, easier and faster.

## 2023 Highlights

- Implement new destination development action plan that will guide Tourism Simcoe County's work as a destination steward and situate their role and responsibilities within a future where the destination is flourishing.
- Regular capital asset management, including the Museum HVAC project.
- Transition and support for incoming Council, including new Head of Council.
- Develop public relation campaigns to support key initiatives at Simcoe Manor Campus Redevelopment (Long-Term Care and Seniors Services), Economic Development and Social and Community Services.
- Execute significant internal communications to support with the pandemic, adapting corporate policies and Human Resources people strategy.

# 2023 BUDGET



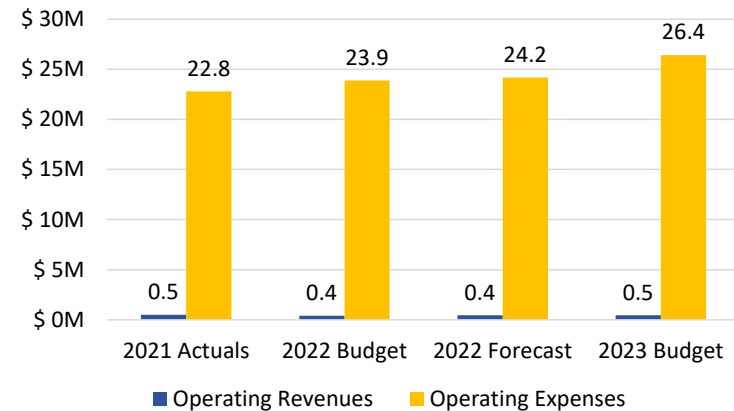
## Corporate Performance

### Overview

The Corporate Performance division consists of the support functions: Finance, Human Resources, Information Technology, Legal Services and Procurement, Fleet and Property

### Core Activities

These areas are responsible for the overall administration and support to the operating divisions of the County.



## 2023 Highlights

- Increasing software costs, ongoing cyber security concerns and network upgrades costs continue to put pressure on IT resources.
- Implementation and ongoing operating costs of the new Information Library Systems, recommended by Regional Government Review Task Force, are included in the IT department. This transition will create savings in the overall County budget.
- In mid 2023, the Simcoe Village Campus preparation work will begin, including resources, to support the increased number of residential and commercial leases.
- Recruitment and retention, leadership support, and increased health and safety demands continue to create higher demand for Human Resources where additional resources have been added.
- Asset Management strategy and initiatives continue to be implemented using internal resources to satisfy provincial requirements and move towards an advanced state of asset management planning.
- Other initiatives include development of Climate Action Plan and preparation to create Equity, Diversification & Inclusion programs as well as Indigenous Relation programs.

# 2023 BUDGET



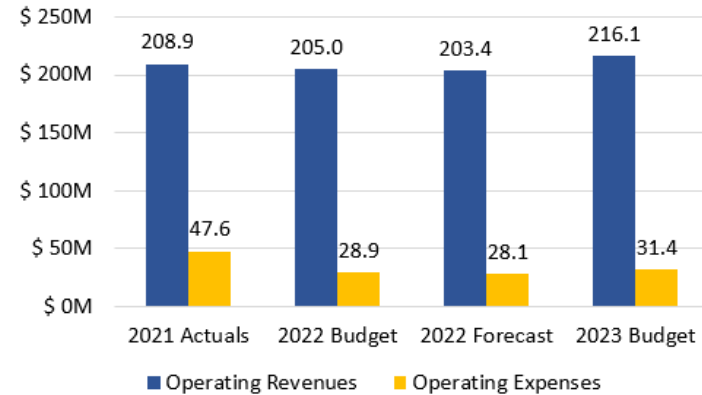
## General Municipal

### Overview

The General Municipal department manages corporate functions within the County.

### Core Activities

Responsible investment and debt management, assessment base management and property taxation are the main functions of Corporate Municipal Services. Funding and grants to various community stakeholders such as hospitals and educational institutions are administered through this department.



## 2023 Highlights

- The 2023 General Municipal budget includes a 2% operating levy increase and 1.5% infrastructure and asset management levy increase.
- New transfer to Roads Reserve of \$5.2M follows the Asset Management Plan funding strategy for core assets.
- Lake Simcoe Regional Airport contribution includes \$1.4M for operations and \$1.3M for capital.
- Simcoe Muskoka District Health Unit annualized levy is \$5.8M.
- MPAC municipal share of levy is \$5.8M.
- Other major Community contributions include:
  - Simcoe County Hospital Alliance \$3M
  - Post-secondary capital support \$1.5M
  - Hospice capital funding \$0.5M
  - Age Friendly grant \$0.6M

# 2023 BUDGET



## Health & Emergency Services

Health & Emergency Services division deliver programs and services that supports the health and safety of the County of Simcoe population.

The HES division is broken down into four major departments:

- Paramedic Services
- Emergency Management
- LTC - Homes
- Seniors Services



# 2023 BUDGET



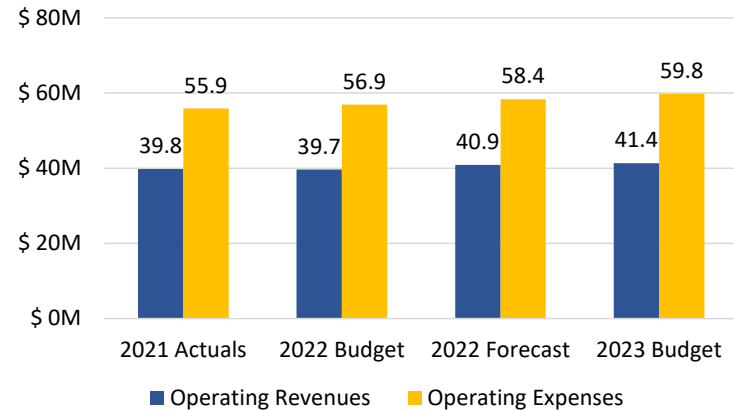
## Paramedic Services

### Overview

Paramedic Services provide land ambulance services at a Primary Care paramedic and Advanced Paramedic level of service, training programs and public education.

### Core Activities

Provide land ambulance services. Offer training programs, public education and public access defibrillator programs and the community Paramedicine services.



## 2023 Highlights

- Community Paramedicine - Long Term Care - fully funded new four-year program intended to reduce LTC Homes admissions.
- Increased staffing levels to address increased emergency and patient transfer call volumes as well as increasing hospital wait times.
- Continued shared staffing resources with Long Term Care & Seniors Service programs for community and Ontario Health based activities.
- Continued development regarding Paramedic stations and posts to address changing response times.



# 2023 BUDGET



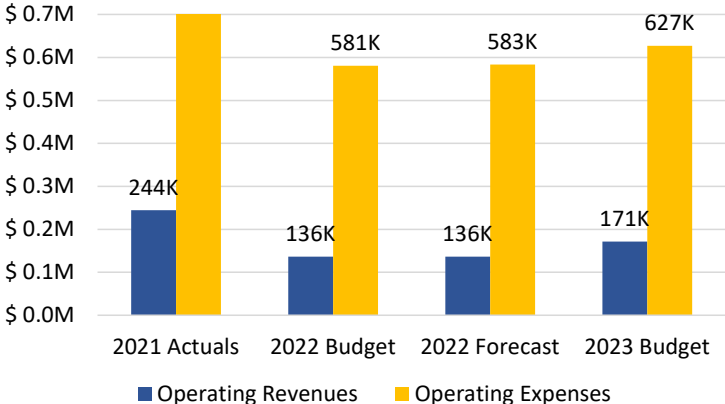
## Emergency Management

### Overview

Responsible for organization and direction of the County of Simcoe’s Emergency Response strategies.

### Core Activities

Prepare and manage the County of Simcoe Emergency response plan, public and municipal emergency preparedness education, and the administration of the 911 regional system.



## 2023 Highlights

- Continue development of the Community Safety and Wellbeing plan.
- Hosting the Emergency Management forum.

# 2023 BUDGET



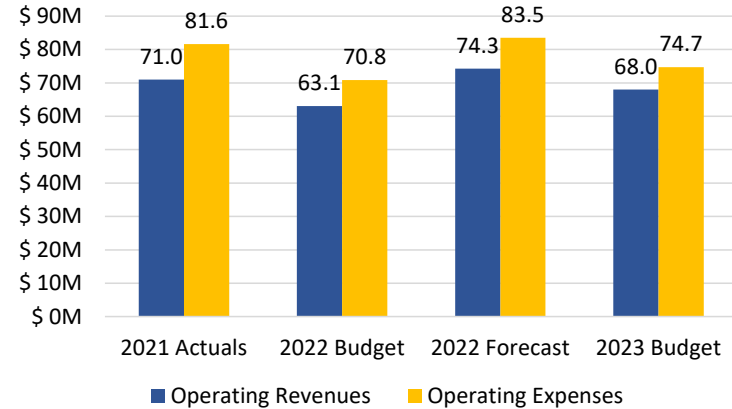
## Long Term Care & Seniors Services

### Overview

Provide effective, high quality, safe and efficient long-term care services in a home-like setting for the clients and families that we serve.

### Core Activities

Manage Long Term care facilities. Provide residents with various age-in-place seniors housing and programs.



## 2023 Highlights

- Continuing Home Service Assistance staffing and Personal Protective Equipment inventory in order to meet Ministry requirements.
- Continued shared staffing resources with Paramedic Services programs for community and Ontario Health based activities.
- Continue the redevelopment of Simcoe Manor in Beeton Ontario.
- Implementation of a new scheduling software.

# 2023 BUDGET



## Social & Community Services

The Social & Community Services division delivers programs and services that enhance the quality of life for the County of Simcoe residents.

The Social & Community Services division is broken down into five major departments: Children Services, Community Services, Ontario Works, Social Housing Non-Profit, and Simcoe County Housing Corporation. These departments provide key services such as childcare programs, financial assistance to residents and housing support.



# 2023 BUDGET



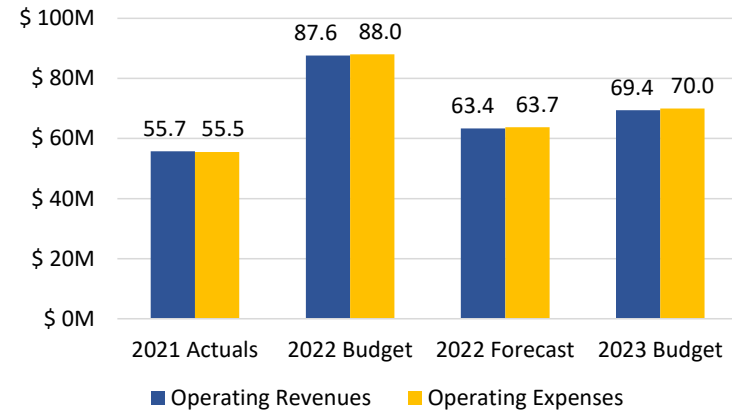
## Ontario Works

### Overview

Ontario Works is a program intended to temporarily help persons or families with basic financial assistance while also providing life stabilization supports, along with finding employment.

### Core Activities

This department manages the Ontario Works program, which provides financial and discretionary benefits. It also provides services to non-social assistance recipients within defined program guidelines. Furthermore, the Ontario Works department oversees the Emergency Social Services Program.



## 2023 Highlights

- Continue to develop and implement a renewed social assistance operating and service delivery model, with a greater focus on life stabilization supports for recipients.
- Continued engagement with Ministry of Children, Community and Social Services (MCCSS) related to site-readiness activities for onboarding of employment services transformation (EST).
- Ongoing enhancements to various modernization initiatives which focus on increasing accessibility to programs and supports, along with streamlining processes and creating efficiencies for staff.
- Engaging with divisional and community stakeholders around integration and co-location opportunities to provide a more holistic approach to supporting vulnerable populations across Simcoe County.
- Setting local policies and developing operational and strategic plans, in coordination with community service agencies, to meet the needs of our communities now and into the future.

# 2023 BUDGET



## Children Services

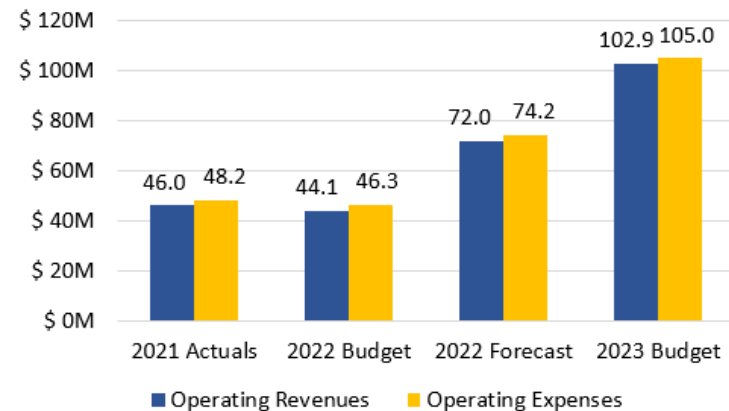
### Overview

In its role of Consolidated Municipal Service Manager, the County of Simcoe is responsible for planning, managing, and funding the local system of Early Learning and Child Care. This system comprises 206 Licensed Child Care Programs, three Special Needs Resourcing Agencies, and 37 EarlyON Child and Family Centre locations.

### Core Activities

The Children Services Department provides families with access to a range of early learning programs and supports. County staff directly administer a Licensed Child Care Fee Subsidy Program which enables parents to work or attend school, knowing their children are being cared for in legislated settings, with professional staff.

Through a standard contract management process, Children Services staff administer funding to the local system to support quality programming and operating costs. The County directly delivers a licensed childcare quality assurance program, and additionally provides a robust slate of professional development opportunities, intended to continuously enhance program quality, and build greater system capacity across the region.



## 2023 Highlights

- Implementation of the Canada-Wide Early Learning and Child Care Agreement, intended to lower parental childcare fees and improve compensation for eligible staff.
- Licensed childcare stabilization with an emphasis on recruitment and retention of qualified childcare professionals.
- Child Care Fee Subsidy provision for eligible families, to support attachment to the workforce, and provide children with positive learning environments.
- EarlyON Child and Family Centre supports and services targeting diverse populations.

# 2023 BUDGET



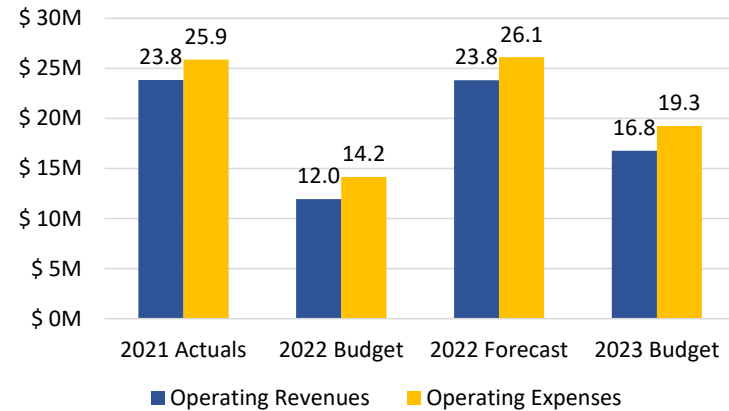
## Community Services

### Overview

Provide leadership and administer municipal, provincial, and federal funding to the system of homelessness supports and services, guide and support poverty reduction initiatives and lead the Local Immigration Partnership Strategy.

### Core Activities

Community Planning and contract management with Service Providers who deliver Homelessness Prevention and related supports and services (Emergency shelter services, Housing Retention Fund program, Community Homelessness Prevention Initiative), poverty reduction initiatives and, local immigrant/newcomer planning activities.



## 2023 Highlights

- Focus on homelessness system management informed through comprehensive service system review and system mapping.
- Improve contract management and performance measurement including continuous improvement.
- Identify and action opportunities for homelessness prevention supports and services, including supportive housing programs, in alignment with the County's 10-Year Affordable Housing and Homelessness Strategy.
- Support initiatives contained within the Local Immigration Partnership Community Settlement Strategy with emphasis on labour market integration activities.

# 2023 BUDGET



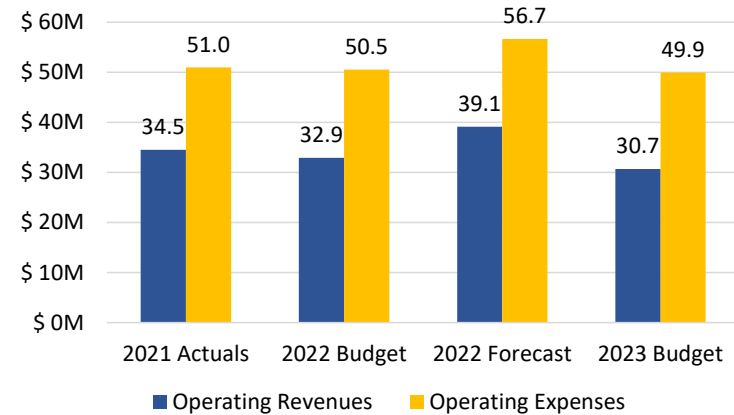
## Social Housing

### Overview

The County of Simcoe has responsibility as legislated Service Manager for the Social Housing system across the County of Simcoe and is responsible for administration and planning of that system. Additionally, the County owns and operates Simcoe County Housing Corporation. The County also has a legislated responsibility to create, implement and measure outcomes of Affordable Housing and Homelessness Prevention Strategy.

### Core Activities

The social housing department is comprised of two business functions, which encompass administration of the social and affordable housing programs and the direct delivery of community housing.



## 2023 Highlights

- Asset Management Requirements
- Orillia, Bradford, and Barrie Affordable Rental Development.
- Housing Our Future - Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy Renewal.
- Delivery of Social and Affordable Housing Programs.

# 2023 BUDGET



## Engineering, Planning & Environment

Engineering, Planning and Environment Division is responsible for the County Road system, Solid Waste Management, Planning, Forestry, and Transit.





# 2023 BUDGET



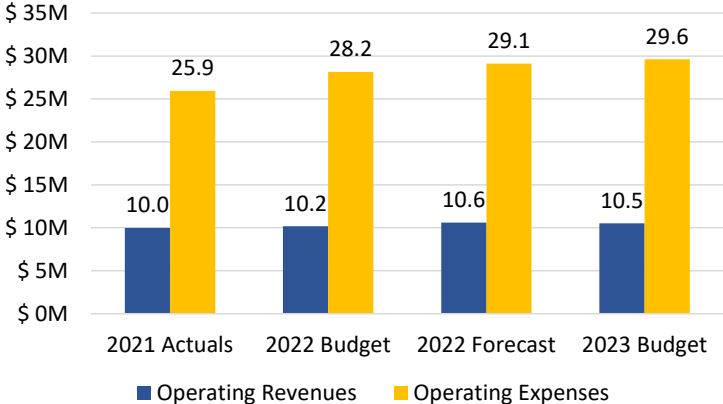
## Transportation and Engineering

### Overview

Deliver the operational, maintenance and construction services required for the County roads and bridges system for the safe and efficient operation for the public, both at present and in the future.

### Core Activities

Daily road maintenance, winter maintenance, traffic operations, rehabilitation program, reconstruction of roads and bridge infrastructure.



## 2023 Highlights

- In 2023 the transportation capital budget includes the continuation of multi-year road projects including County Road 21 and County Road 4, as well as several structures, intersection improvements and continued development and construction of the BCRY Active Transportation Trail.

# 2023 BUDGET



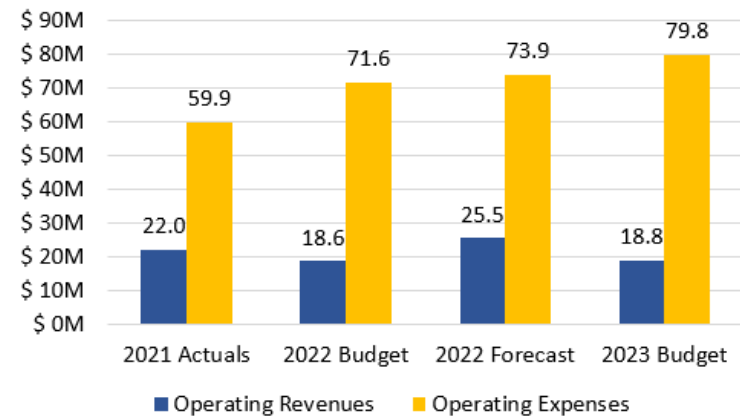
## Solid Waste Management

### Overview

Responsible for all solid waste management duties and requirements of the County of Simcoe.

### Core Activities

Curbside collection of garbage, organics and recycling utilizing the new automated cart system. Special curbside collections of leaf and yard waste, Christmas trees, batteries, textiles, and electronics. Transfer operations, processing, and disposal for all waste materials. Public drop-off facility operations including eighteen diversion programs. Landfill operations including environmental monitoring/compliance and management of closed facilities. Environmental/landfill remediation projects and future capacity planning.



## 2023 Highlights

- Significant increased curbside collection contractual costs due to increased diesel prices, inflationary pressures, and increased serviced units.
- Site improvements to support waste drop off facilities and compost operations.
- Equipment replacements that are recommended based on the County's Asset Management Plan.
- Additional staffing to support the temporary transfer station and to support increased waste tonnages experienced at curbside and facilities.

# 2023 BUDGET



## Forestry

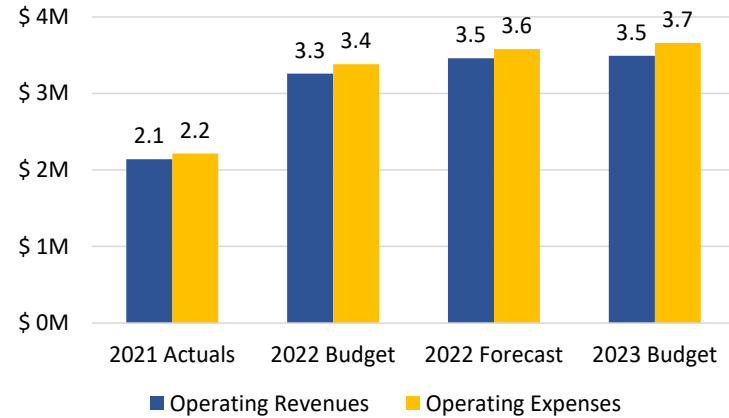
### Overview

Primarily responsible for the management of the County Forest to maximize the ecological, social and economic values it provides. Also responsible for the administration and enforcement of the Forest Conservation By-law which protects woodlands on private lands.

### Core Activities

Long range planning includes updates to a 20-year management plan. Forest operations including tree planting, controlled burning, invasive species management and selective harvesting is designed to maximize value while improving forest health and diversity.

Managing recreational uses includes building and maintaining partnerships, property maintenance and enforcement.



## 2023 Highlights

- Finalize 10-year Management Plan Review and Update.
- Forest Conservation By-law Review and Update.

# 2023 BUDGET



## Planning

### Overview

Planning guides the growth and development of the County of Simcoe to build complete communities and connected systems across the County.

### Core Activities

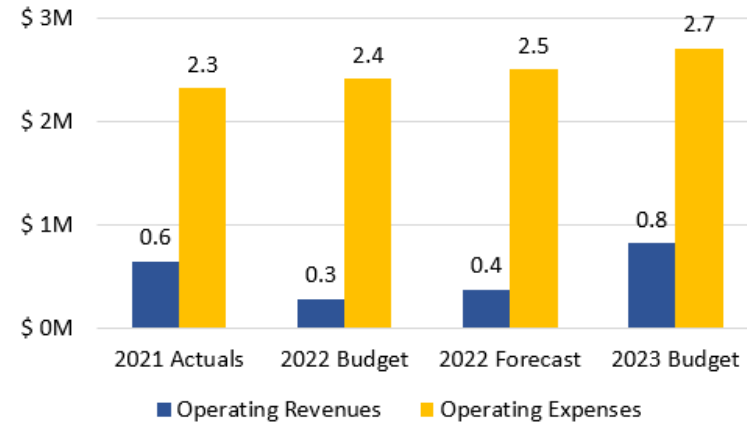
Evaluation of development applications received by the County. Responsible for reviewing and providing approval recommendations for local Official Plans and Amendments.

Implements provincial and County strategic land use policies.

Responsible for long-term growth management planning to 2051.

Ensures the County uses its land base efficiently by prioritizing development of settlements, and minimizing growth impacts on natural heritage features, agricultural lands, and other key resources. Assists in the achievements of the County objectives and interests in transportation, waste management, affordable housing, natural heritage, and forestry.

Works with partners (i.e. member municipalities, Province, etc.) to develop and implement policies.



## 2023 Highlights

- Work continues on the Municipal Comprehensive Review and related studies.
- County will take on an expanded role with its member municipalities to help fund some of the costs associated with planning for employment lands and expanding settlement area boundaries.
- Begin the review and update of the County Greenland's designation mapping.
- Develop Model Urban Design guidelines as a resource for member municipalities.
- Conduct a Planning Fees review & Benchmarking study.
- Continue with the implementation of the Regional Governance Review - Service Delivery Task Force Recommendations.

# 2023 BUDGET



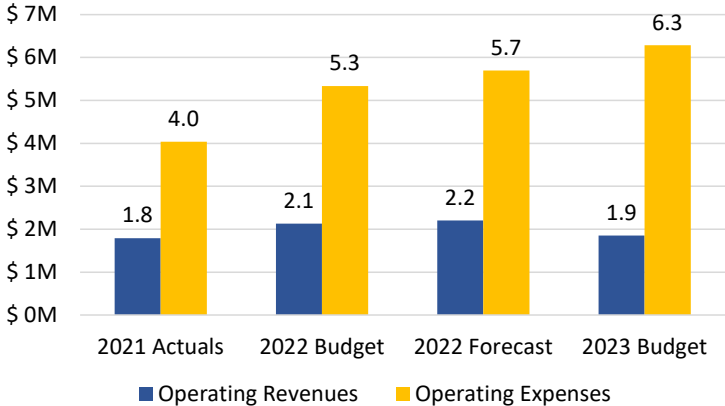
## Transit

### Overview

Conventional and Specialized public transit system that links major urban hubs and local transit services within the County of Simcoe.

### Core Activities

The LINX transit system provides citizens and visitors reliable and courteous transit system in clean, safe and accessible vehicles.



## 2023 Highlights

- Equipment replacements that are recommended based on the County’s Asset Management Plan.
- Conventional (LINX) operates six routes for 41,825 service hours and 1620 days, plus Specialized (LINX Plus) operates 7,028 service hours.
- Purchase of four additional 35-foot buses to begin, in 2025, operation of Route 7 in the Innisfil area and surrounding municipalities.

# 2023 BUDGET



## Salaries and Benefits

The County employs more than 2,000 full and part-time employees including seasonal staff which equates to approximately 1,738 Full Time Equivalent (FTE) staff.

An FTE is calculated by determining the total staffing hours required to provide the service and dividing by a full-time employee work hours.

The staffing summary by department table illustrates the number of FTE staff members required to deliver services to residents in 2023. It also highlights the financial impact associated with the 2023 staffing requests.

Details regarding staffing changes and staffing requests are included in the Department Budgets section.

## Salaries and Benefits

Salaries and Benefits have increased by \$9.3M (5.4%) over the 2022 budget.

This increase consists of the following:

1. 2022 Council Approved FTE's totals \$5.5M with a net County impact of \$391K. The FTE increases were in Solid Waste Management - \$534K, LTC - Homes - \$4.6M, Children Services - \$505K, Corporate Performance - \$266K, and a reduction in Service Simcoe of \$405K.
2. 2023 Staffing Requests totals \$1.7M with a net County impact of \$1.5M. This amount represents a net staffing change of 13.9.
3. 2023 salaries & benefit adjustments total \$2.1M. Salaries and benefits adjustments encompass COLA, salary progression, performance, union contracts and benefits increase.

Salaries & Benefits Summary (\$000's)	2022	2023	Gross Salaries and Benefits Changes	
	Budget	Budget	\$ +/-	%
<b>Total Salaries and Benefits</b>	<b>173,405</b>	<b>182,744</b>	<b>9,339</b>	<b>5.4%</b>
- 2022 Council Approved FTE's			5,513	3.2%
- 2023 Staffing Requests			1,684	1.0%
- 2023 Salaries & Benefit Adjustments			2,143	1.2%

# 2023 BUDGET



## Staffing Summary by Department

The table summarizes the FTE count by department. It also highlights the gross salaries and benefit costs and the net county impact costs. Further details are included in the Department Budget section.

2023 Budget Staffing Summary by Department								
Division	Department	FTE Count					2023 Budget (\$000's)	
		2022 Budget	2022 Approved	2023 Requests		Total 2023 FTE	Gross Salaries and Benefits	Net County Impact
				Temp	Perm			
Warden, CAO, Clerks and Archives	CAO	3.0				3.0		
	Clerks	7.3				7.3		
	Archives	8.0				8.0		
	Economic Development	6.0				6.0		
	Lake Simcoe Regional Airport	11.1				11.1		
Service Simcoe	Communications	12.0				12.0		
	Public Engagement	14.7				14.7		
	Library	5.0	(5.0)			0.0		
	Museum	19.5		0.5		20.0	23.8	23.8
	Tourism	6.3	0.3		1.0	7.6	122.3	122.3
Corporate Performance	Finance	36.3			1.0	37.3	127.1	-
	Human Resources	24.5	1.0	(1.0)	2.0	26.5	281.1	177.0
	Information Technology and ILS	42.3	2.0			44.3		
	Legal	4.0				4.0		
	Procurement, Fleet & Property	43.0			1.0	44.0	42.6	42.6

# 2023 BUDGET



## Staffing Summary by Department (continued)

2023 Budget Staffing Summary by Department								
Division	Department	FTE Count					2023 Budget (\$000's)	
		2022 Budget	2022 Approved	2023 Requests		Total 2023 FTE	Gross Salaries and Benefits	Net County Impact
				Temp	Perm			
<b>Health and Emergency Services</b>	Paramedic Services	293.6			6.5	300.1	935.7	651.0
	Emergency Management	2.3				2.3		
	LTC - Homes	597.9	36.4		(0.6)	633.7	(148.2)	
	Seniors Services	86.2			(0.3)	85.9	(32.8)	
<b>Social and Community Services</b>	Ontario Works	141.7			(4.0)	137.7	(333.9)	(80.4)
	Children Services	29.2	4.0			33.2		
	Community Services	13.3				13.3		
	Simcoe County Housing Corporation	55.2			3.8	59.1	292.9	203.8
	Social Housing - Non-Profit	13.3			0.5	13.8	58.3	40.6
<b>Engineering, Planning &amp; Environment</b>	T&E - Construction	12.5	0.2			12.7		
	T&E - Maintenance	74.4	0.2			74.6		
	Solid Waste Management	89.2	4.8		3.5	97.5	315.1	315.1
	Forestry	9.7	0.2			9.9		
	Planning	12.7	0.2			12.9		
	Transit	5.3	0.2			5.5		
<b>Total Staffing by Department</b>		<b>1,679.5</b>	<b>44.3</b>	<b>(0.5)</b>	<b>14.4</b>	<b>1,737.7</b>	<b>1,683.9</b>	<b>1,495.6</b>



## Capital Summary by Project and Department

This table highlights the capital revenue and expenses by major category within the departments. The detailed project listing and supporting budget request form can be found under the departmental section of the budget binder.

### Capital Projects (\$000's)

Project Description Department	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Equipment/Hardware/Software	150	150	0	0	0	0	0	0	150
Facility - Asset Management	1,660	103	0	0	0	0	0	0	103
<b>Warden, CAO, Clerks and Archives</b>	<b>1,810</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>253</b>
C. Matthews Legacy Project	2,502	754	0	0	0	0	0	754	0
Facility - Asset Management	1,550	870	0	0	0	0	0	0	870
Fleet & Heavy Equipment - Asset Management	72	72	0	0	0	0	0	0	72
<b>Service Simcoe</b>	<b>4,125</b>	<b>1,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>754</b>	<b>942</b>
Equipment/Hardware/Software	1,000	1,000	0	0	0	0	0	0	1,000
Facility - Asset Management	886	761	0	0	0	0	0	636	125
Fleet & Heavy Equipment - Addition	77	17	0	0	0	0	0	0	17
<b>Corporate Performance</b>	<b>1,963</b>	<b>1,778</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>636</b>	<b>1,142</b>
Bradford Station	7,439	1,700	0	723	0	417	87	0	473
Central West Barrie Paramedic Post	4,133	1,800	0	827	0	454	94	0	426
Equipment/Hardware/Software	2,798	1,592	0	0	0	401	83	632	475
Facility - Asset Management	75	75	0	0	0	19	4	0	52
Fleet & Heavy Equipment - Addition	673	633	0	422	0	160	33	0	19

# 2023 BUDGET



Project Description Department	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Fleet & Heavy Equipment - Asset Management	1,490	1,490	0	0	0	376	78	0	1,037
Severn Station	5,725	420	0	194	0	104	22	0	100
<b>Paramedic Services</b>	<b>22,333</b>	<b>7,711</b>	<b>0</b>	<b>2,166</b>	<b>0</b>	<b>1,931</b>	<b>399</b>	<b>632</b>	<b>2,582</b>
Equipment/Hardware/Software	191	191	0	0	0	21	21	149	0
Facility - Asset Management	7,325	2,577	0	755	0	284	282	890	365
Simcoe Manor Redevelopment	265,123	14,306	0	2,141	0	1,575	1,117	0	9,474
<b>LTC - Homes</b>	<b>272,639</b>	<b>17,074</b>	<b>0</b>	<b>2,896</b>	<b>0</b>	<b>1,880</b>	<b>1,420</b>	<b>1,039</b>	<b>9,839</b>
Facility - Asset Management	265	205	0	0	0	0	0	205	0
<b>Seniors Services</b>	<b>265</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>205</b>	<b>0</b>
Affordable Housing (Barrie)	7,482	1,852	0	0	0	240	50	1,083	478
Affordable Housing (Bradford)	28,433	15,373	0	0	1,900	3,397	702	1,537	7,837
Affordable Housing (Orillia)	79,441	21,261	0	0	0	5,248	1,084	2,576	12,353
Facility - Asset Management	2,363	2,363	0	0	0	596	123	1,644	0
<b>Simcoe County Housing Corporation</b>	<b>117,719</b>	<b>40,849</b>	<b>0</b>	<b>0</b>	<b>1,900</b>	<b>9,481</b>	<b>1,958</b>	<b>6,841</b>	<b>20,668</b>
Active Transportation BCRY	6,588	2,064	0	2,064	0	0	0	0	0
T&E Intersection	74,275	14,702	0	13,212	1,490	0	0	0	0
T&E Roads Construction	296,454	16,311	2,342	12,265	1,244	0	0	461	0
T&E structures (bridges/culverts)	50,085	12,025	3,064	845	6,853	0	0	1,263	0
<b>Transportation and Engineering - Construction</b>	<b>427,401</b>	<b>45,103</b>	<b>5,406</b>	<b>28,386</b>	<b>9,587</b>	<b>0</b>	<b>0</b>	<b>1,724</b>	<b>0</b>
Equipment/Hardware/Software	75	75	0	0	0	0	0	0	75
Facility - Asset Management	502	242	0	0	0	0	0	0	242
Fleet & Heavy Equipment - Addition	645	645	0	365	0	0	0	0	281

# 2023 BUDGET



Project Description Department	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Fleet & Heavy Equipment - Asset Management	918	918	0	0	0	0	0	57	861
<b>Transportation and Engineering - Maintenance</b>	<b>2,139</b>	<b>1,879</b>	<b>0</b>	<b>365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>1,458</b>
Equipment/Hardware/Software	955	955	0	300	0	0	0	52	602
ERRC Organics Processing Facility	37,366	502	0	105	0	0	0	397	0
Facility - Asset Management	202	202	0	0	0	0	0	0	202
Fleet & Heavy Equipment - Asset Management	465	465	0	0	0	0	0	465	0
Other Infrastructure - Asset Management	4,720	2,633	0	495	0	0	0	0	2,138
South Simcoe Transfer Station	14,159	202	0	42	0	0	0	0	160
<b>Solid Waste Management</b>	<b>57,867</b>	<b>4,959</b>	<b>0</b>	<b>942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>914</b>	<b>3,103</b>
Fleet & Heavy Equipment - Asset Management	48	48	0	0	0	0	0	48	0
<b>Forestry</b>	<b>48</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>	<b>0</b>
<b>Total</b>	<b>908,309</b>	<b>121,555</b>	<b>5,406</b>	<b>34,754</b>	<b>11,488</b>	<b>13,292</b>	<b>3,778</b>	<b>12,850</b>	<b>39,987</b>

## Fleet Inventory by Department

This table highlights the purchases and disposals of tangible capital assets (TCA) by department.

The details of each vehicle addition and disposal are available in the department budget section.

2023 Vehicle Summary						
Division	Department	Vehicle Count			Total 2023	Budget (\$ 000's)
		Total 2022*	Addition (+)	Disposal (-)		
Warden, CAO, Clerks & Archives	Warden	1	0	0	1	-
Service Simcoe	Library, Museum, Tourism	8	1	(1)	8	72
Corporate Performance	PF&P	9	1	0	10	17
Health and Emergency Services	Paramedic Services	80	12	(5)	87	2,123
	Emergency Planning	3	0	0	3	-
	LTC - Homes/ Seniors Services	7	0	0	7	-
Social and Community Services	Social Housing	2			2	-
Engineering, Planning & Environment	T&E - Construction	3	0	0	3	
	T&E - Maintenance	100	12	(6)	106	1,563
	Solid Waste Management	99	1	(1)	99	465
	Forestry	7	1	(1)	7	48
	Transit	31	0	0	31	
<b>Total</b>		<b>350</b>	<b>28</b>	<b>(14)</b>	<b>364</b>	<b>4,288</b>

\* The 2022 total count has been updated to reflect the revised tangible capital asset listing.

## Long Term Planning Budgeting and the Long-Term Plan

Long term planning is a powerful tool to help make informed decisions to ensure the County’s future vitality and economic stability. The long-term plan identifies and analyzes current and future events and their effect on the County’s short and long-range goals and objectives. Building upon these efforts, the budget and long-term financial plan will refer to some of the major issues facing the County of Simcoe.

The budgeting process is an integral component of the cycle of planning, budgeting, forecasting, measuring activities and results. The foundation of these forward-looking processes are the County’s strategic objectives and long term business plan. By remaining focused on these strategic initiatives, we ensure that the Corporation’s plans, budgets, and forecasts reflect the actions and activities necessary to achieve the strategic objectives and targets.

The County of Simcoe updates the strategic plan and long-term financial plan annually which serves as a framework by which County departments, agencies and other municipal partners can align their goals and strategies, thereby making budgetary decisions more consistent, sustainable, and transparent. The budget is a subset of these long-term plans that encompasses directed and approved service levels, capital projects, debt levels and revenue sources.



The long-term plan reflects the nature of the planning process at the County of Simcoe. Several master plans drive the development of the long-term plan. Included are:

- Affordable Housing and Homelessness Prevention Strategy
- Ambulance Act
- Child Care and Early Years Act,2014
- County of Simcoe Strategic Plan
- Development Charge Act
- Development Charge Background Study
- Environmental Protection Act
- Forestry Management Plan
- Housing Service Act
- Long Term Care Act
- Long Term Financial Plan
- Ontario Planning Act
- Ontario Works Act
- Simcoe County Official Plan
- Solid Waste Management Strategy
- Transit Feasibility and Implementation Study
- Transportation Master Plan

Growth continues to be a primary driver of the budget and Long-Term Financial Plan with the majority of the projects targeted for new capital infrastructure to address capacity and development demands. However, emphasis is placed on maintaining the County of Simcoe’s infrastructure and providing for its eventual replacement to Ontario Provincial Standards

Long Term Financial Plan		
Rehabilitation/ Replacement	Growth/ Expansion	Improvement/ Enhancement
Costs required for ongoing maintenance or replacement of existing assets	Costs required to maintain existing levels of service for the County’s increase in population	Expenditures that increase the level of quality of service currently provided

# 2023 BUDGET



## Long Term Financial Plan

The 2023 budget plus the next five years of the long-term financial plan has been included to provide a view of the budget in relation of the longer-term outlook. Considering the long term will ensure the County continues to be in a strong financial position. The LTFP is the 2023-2032 version approved by Council.

County of Simcoe (\$000's)	2023 Budget	2023 LTFP	2024 LTFP	2025 LTFP	2026 LTFP	2027 LTFP
<b>Operating Revenues</b>						
Subsidies	279,223	245,577	245,648	249,810	253,549	259,106
County Levy	200,945	198,095	205,926	214,074	222,552	231,371
Service Partners	30,215	29,139	29,895	30,107	33,163	31,540
User Fees	40,164	39,354	42,725	47,624	48,912	51,443
Miscellaneous Income	10,464	11,000	5,167	5,343	5,368	5,394
Transfer From Reserve	21,395	19,303	11,190	10,772	10,788	10,729
<b>Total Revenues</b>	<b>582,407</b>	<b>542,469</b>	<b>540,552</b>	<b>557,731</b>	<b>574,331</b>	<b>589,583</b>
<b>Operating Expenses</b>						
Client Benefit	195,901	168,735	165,721	166,414	168,369	169,857
Salaries and Benefits	182,744	176,575	180,860	189,356	194,301	198,922
Administration	24,693	23,675	23,839	23,824	24,497	24,735
Facilities	30,142	30,156	31,163	32,359	37,195	36,425
Cost of Service Delivery	111,946	108,244	106,751	110,423	110,763	113,948
Transfer To Reserve	28,816	21,439	23,139	23,852	23,825	24,964
<b>Total Expenses</b>	<b>572,242</b>	<b>528,825</b>	<b>531,471</b>	<b>546,229</b>	<b>558,951</b>	<b>568,851</b>
<b>Total Operating Balance</b>	<b>8,165</b>	<b>13,644</b>	<b>9,080</b>	<b>11,502</b>	<b>15,381</b>	<b>20,733</b>
<b>Capital</b>						
Capital Revenue	81,568	130,546	151,994	91,973	76,480	62,585
Capital Expenses	121,555	174,861	244,970	188,631	130,831	102,943
<b>Net Capital</b>	<b>(39,987)</b>	<b>(44,315)</b>	<b>(92,976)</b>	<b>(96,658)</b>	<b>(54,351)</b>	<b>(40,359)</b>
<b>Net Requirement</b>	<b>(31,822)</b>	<b>(30,672)</b>	<b>(83,895)</b>	<b>(85,156)</b>	<b>(38,970)</b>	<b>(19,626)</b>





# 2023 DEPARTMENT BUDGETS



# 2023 DEPARTMENT BUDGETS



# 2023 DEPARTMENT BUDGETS



## Warden, CAO, Clerks and Archives



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	0	332	0	44	44	100.0	0	0	0.0
Service Partners	48	49	50	50	0	0.0	51	1	2.0
User Fees	0	0	0	0	0	0.0	0	0	0.0
Miscellaneous Income	4	78	139	133	(6)	(4.0)	127	(12)	(8.6)
Transfer from Reserve	0	169	0	72	72	-	17	18	-
<b>Total Revenues</b>	<b>52</b>	<b>628</b>	<b>189</b>	<b>300</b>	<b>111</b>	<b>58.7</b>	<b>195</b>	<b>6</b>	<b>3.4</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	2,422	2,509	2,871	2,745	(126)	(4.4)	3,005	134	4.7
Administration	184	733	498	528	30	5.9	511	13	2.6
Facilities	218	199	240	248	8	3.5	214	(26)	(10.8)
Cost of Service Delivery	67	100	282	259	(23)	(8.2)	276	(5)	(1.9)
Transfer to Reserve	46	49	1	18	16	-	1	0	0.0
<b>Total Expenses</b>	<b>2,937</b>	<b>3,590</b>	<b>3,892</b>	<b>3,797</b>	<b>(94)</b>	<b>(2.4)</b>	<b>4,007</b>	<b>115</b>	<b>3.0</b>
<b>Total Operating Balance</b>	<b>(2,885)</b>	<b>(2,962)</b>	<b>(3,703)</b>	<b>(3,497)</b>	<b>205</b>	<b>(5.5)</b>	<b>(3,812)</b>	<b>(109)</b>	<b>2.9</b>
<b>Capital</b>									
Capital Revenue	459	56	0	0	0	0.0	0	0	0.0
Capital Expenses	620	98	115	115	0	0.0	253	138	119.8
<b>Net Capital</b>	<b>(161)</b>	<b>(42)</b>	<b>(115)</b>	<b>(115)</b>	<b>0</b>	<b>0.0</b>	<b>(253)</b>	<b>(138)</b>	<b>119.8</b>
<b>Net Department</b>	<b>(3,046)</b>	<b>(3,005)</b>	<b>(3,818)</b>	<b>(3,612)</b>	<b>205</b>	<b>(5.4)</b>	<b>(4,065)</b>	<b>(247)</b>	<b>6.5</b>

# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B		
	Actual	Actual	Budget	Forecast	\$	%	Budget	\$	%	
Revenue	52	628	189	300	111	58.7	195	6	3.4	
Expenses	2,937	3,590	3,892	3,797	(94)	2.5	4,007	115	3.0	
<b>Total Operating Balance</b>	<b>(2,885)</b>	<b>(2,962)</b>	<b>(3,703)</b>	<b>(3,497)</b>	<b>205</b>	<b>(5.5)</b>	<b>(3,812)</b>	<b>(109)</b>	<b>2.9</b>	
<b>Department Operating</b>										
Archives	667	707	879	842	(37)	(4.2)	865	(13)	(1.5)	
CAO	553	982	590	659	69	11.8	618	28	4.7	
Clerk	709	796	874	841	(33)	(3.8)	924	50	5.8	
Warden & Council	1,008	1,105	1,550	1,456	(94)	(6.0)	1,600	50	3.3	
<b>Total Operating Expenses</b>	<b>2,937</b>	<b>3,590</b>	<b>3,892</b>	<b>3,797</b>	<b>(94)</b>	<b>(2.4)</b>	<b>4,007</b>	<b>115</b>	<b>3.0</b>	
<b>Total Capital Expenses</b>	<b>620</b>	<b>98</b>	<b>115</b>	<b>115</b>	<b>0</b>	<b>0.0</b>	<b>253</b>	<b>138</b>	<b>119.8</b>	

## Warden, CAO, Clerks and Archives 2023 Budget vs. 2022 Budget Change

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The 2023 Warden, CAO, Clerks and Archives budget includes a net department requirement (total operating and capital) of \$4.1M, compared to \$3.8M in 2022, an increase of \$247K.

The City of Barrie portion is \$51K, an increase of \$1K from 2022. The total Municipal requirement, operating and capital, in 2023 is \$4.1M compared to \$3.9M in 2022, an increase of \$248K.

### Operating

The Warden, CAO, Clerks and Archives operating budget includes a total operating balance of \$3.8M, compared to \$3.7M in 2022, an increase of \$109K.

Miscellaneous Income is to decrease by \$12K. The decrease reflects lower donation revenue from special events. This is offset by lower expenses associated with these events.

Transfer from Reserve will increase by \$18K. This increase represents reserve funds set aside in 2022 to offset the costs related to the 2023 Simcoe County Conference. This conference occurs every other year.

Salaries and Benefits are anticipated to increase by \$134K. This represents the standard salaries and benefits cost changes across all departments. It also includes additional per diems for the new Council orientation meetings and tours.

Administration costs are expected to increase by \$13K. The higher costs relate to the 2023 Simcoe County conference and are offset by the Transfer from Reserve.

Facilities costs are projected to decrease by \$26K. The decrease is associated with lower archives building maintenance expenses due to one-time repairs in 2022.

Cost of Service Delivery is planned to decrease by \$5K. This decrease reflects lower special events expenses that are offset by the corresponding lower donation revenue.

Transfer to Reserve will not change in 2023.

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

Archives: Expenses are decreasing by \$13K. Building maintenance costs are lower due to one-time repairs

# 2023 DEPARTMENT BUDGETS



included in the 2022 budget. This decrease is partially offset by standard increases in salaries and benefits.

CAO: Expenses are increasing by \$28K due to regular salaries and benefits increases.

Clerks: The increase in expenses of \$50K reflects regular salaries and benefits increases.

Warden & Council: Expenses are increasing by \$50K. This is mostly due to higher per diems relating to Councils orientation meetings, increases in regular salaries and benefits and administrative expenses including media training and Simcoe County Conference.

## **Capital**

The Department's Capital budget is \$253K. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Department	Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
<b>Total Warden, CAO, Clerks and Archives</b>		<b>0.0</b>	<b>0</b>	<b>0</b>



# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Building Renovation	1,630	73	0	0	0	0	0	0	73
Council Chamber Hybrid Mtg Equip	150	150	0	0	0	0	0	0	150
Electrical & Fire System Upgrades	30	30	0	0	0	0	0	0	30
<b>Total Capital</b>	<b>1,810</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>253</b>

# 2023 DEPARTMENT BUDGETS



## Archives Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

A multi-year project to renovate 4,000 square feet of existing public and office spaces was approved in the 2022 budget. The work is scheduled to be completed by 2024. While design and engineering consultation will determine what is possible, the project may include: renovations and alterations to the entrance vestibule, reading room, microfilm room, former darkroom, staff workroom, conservation lab, County Archivist's office, microfilm office, and receiving room.

The project may require moving or adding walls, washrooms, kitchen areas, and windows as well as the creation of dedicated spaces including a digitization station and public/staff lounges.

Timeline and budget:

- 2022: \$65K for design/consultation experts in the specific requirements of archives, libraries, and museums
- 2023: \$73K for engineering design consultation
- 2024: \$1.5M for renovations

### Justification for expenditure

The Archives building was designed and constructed in the 70s/90s. It was optimized for a style of work and public service that is no longer current. This project aims to enhance public experience by creating multi-use spaces and to improve workflow efficiency by creating areas for the public to navigate, find, and access collections more easily. It will also allow staff to efficiently process, digitize, and make records available.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Expense</b>	<b>1,630</b>	<b>65</b>	<b>73</b>	<b>1,492</b>	<b>0</b>
<b>Net Capital</b>	<b>(1,630)</b>	<b>(65)</b>	<b>(73)</b>	<b>(1,492)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(1,630)</b>	<b>(65)</b>	<b>(73)</b>	<b>(1,492)</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Archives Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

The original Archives building was constructed in the 70s/90s. To maintain the building in good conditions, the asset management requirements are reviewed annually to determine the highest priority component replacements and repair recommendations.

The 2023 budget includes the following proposed items:

- \$10K for the upgrade to the fire system, including the annunciator panel replacement.
- \$20K for the installation of surge protection on electrical mains and building control equipment.

### Justification for expenditure

The fire system changes will allow fire services to locate and extinguish any potential fires more quickly.

The surge protection work will minimize electrical surge damage from lightning strikes and downed wires to the HVAC, and electrical systems.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(30)</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(30)</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Warden & Council Tangible Capital Asset (TCA)

**Expenditure Title:** Council Chamber Hybrid Meeting Equipment

**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Council Chamber software and hardware components have reached end of support capabilities and require replacement. Hybrid meetings are possible due to a combination of modern communication elements such as the internet, cellular networks, meeting devices like PCs, mobile devices, speakerphones, and cameras working with various software applications (ZOOM and Microsoft Teams).

Hybrid work and video conferencing allow people, located remotely, to fully interact in any meeting. Video links improve the communications through visual connection.

To provide this functionality for County Council meetings, the equipment in the council chambers requires a significant upgrade at an estimated cost of \$150K.

### Justification for expenditure

If this work is not completed the ability to conduct a proper in person and hybrid meeting will not be possible.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(150)</b>	<b>0</b>	<b>(150)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(150)</b>	<b>0</b>	<b>(150)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Economic Development



# 2023 DEPARTMENT BUDGETS



## Economic Development Net Department Requirement (\$000's)

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	45	94	0	30	30	100.0	28	28	100.0
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	0	40	0	19	19	100.0	20	20	100.0
Transfer from Reserve	650	900	200	200	0	0.0	200	0	0.0
<b>Total Revenues</b>	<b>695</b>	<b>1,034</b>	<b>200</b>	<b>249</b>	<b>49</b>	<b>24.6</b>	<b>248</b>	<b>48</b>	<b>24.0</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	655	652	727	727	0	0.0	828	101	14.0
Administration	47	13	57	57	0	0.0	57	0	(0.2)
Facilities	0	0	0	0	0	0.0	0	0	0.0
Cost of Service Delivery	874	858	472	528	56	11.8	490	18	3.9
Transfer to Reserve	1,751	2,120	1,879	1,879	0	0.0	1,967	88	4.7
<b>Total Expenses</b>	<b>3,327</b>	<b>3,643</b>	<b>3,135</b>	<b>3,191</b>	<b>56</b>	<b>1.8</b>	<b>3,342</b>	<b>208</b>	<b>6.6</b>
<b>Total Operating Balance</b>	<b>(2,632)</b>	<b>(2,609)</b>	<b>(2,935)</b>	<b>(2,941)</b>	<b>(7)</b>	<b>0.2</b>	<b>(3,094)</b>	<b>(160)</b>	<b>5.4</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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(2,632)</b>	<b>(2,609)</b>	<b>(2,935)</b>	<b>(2,941)</b>	<b>(7)</b>	<b>0.2</b>	<b>(3,094)</b>	<b>(160)</b>	<b>5.4</b>

## Economic Development 2023 Budget vs. 2022 Budget Change

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The 2023 Economic Development budget includes a net department requirement (total operating and capital) of \$3.1M, compared to \$2.9M in 2022, an increase of \$160K.

### Operating

The Economic Development operating budget includes a total operating balance of \$3.1M, compared to \$2.9M in 2022, an increase of \$160K.

Subsidies are to increase by \$28K. This increase relates to funding for the Rural Economic Development (RED) grant.

Miscellaneous Income is to increase by \$20K. Rural Economic Development (RED) grant partner recoveries from the City of Barrie and the City of Orillia result in this increase.

Transfer from Reserve will be the same as in 2022.

Salaries and Benefits are anticipated to increase by \$101K. This increase is the result of regular salary and

benefit increases, non-union salary and benefit adjustments and in-year staffing changes.

Administration costs will not change in 2023.

Cost of Service Delivery is planned to increase by \$18K. This change is partially due to an increase of \$23K in planned product development costs which includes increases for items such as the Rural Economic Development grant, an outbound mission and an \$5K increase in marketing costs. This is offset by a \$10K decrease in planned public relations activities.

Transfer to Reserve will increase by \$88K. The transfer to reserve amount is the Council directed contribution equal to 1% of the levy.

### Capital

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total Economic Development	0.0	0	0



## Lake Simcoe Regional Airport



# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Net Department Requirement (\$000's)

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	0	0	0	0	0	0.0	0	0	0.0
Service Partners	75	111	160	160	0	0.0	154	(6)	(3.9)
User Fees	1,146	1,304	1,229	2,652	1,423	115.8	721	(508)	(41.4)
Miscellaneous Income	2,507	1,052	1,483	1,483	0	0.0	1,421	(62)	(4.2)
Transfer from Reserve	0	0	0	100	100	100.0	0	0	0.0
<b>Total Revenues</b>	<b>3,728</b>	<b>2,467</b>	<b>2,872</b>	<b>4,395</b>	<b>1,523</b>	<b>53.0</b>	<b>2,295</b>	<b>(576)</b>	<b>(20.1)</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	713	860	1,038	1,038	0	0.0	1,037	(1)	(0.1)
Administration	154	212	376	376	0	0.0	242	(133)	(35.5)
Facilities	539	407	453	633	181	39.9	442	(11)	(2.4)
Cost of Service Delivery	678	847	755	1,812	1,057	140.0	324	(431)	(57.1)
Transfer to Reserve	1,805	35	250	250	0	0.0	250	0	0.0
<b>Total Expenses</b>	<b>3,889</b>	<b>2,361</b>	<b>2,872</b>	<b>4,109</b>	<b>1,238</b>	<b>43.1</b>	<b>2,295</b>	<b>(576)</b>	<b>(20.1)</b>
<b>Total Operating Balance</b>	<b>(161)</b>	<b>107</b>	<b>0</b>	<b>285</b>	<b>285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Capital</b>									
Capital Revenue	1,670	5,078	261	265	4	1.6	1,764	1,504	576.6
Capital Expenses	1,800	5,078	261	265	4	1.6	1,764	1,504	576.6
<b>Net Capital</b>	<b>(130)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(291)</b>	<b>107</b>	<b>0</b>	<b>285</b>	<b>285</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>

## Lake Simcoe Regional Airport 2023 Budget vs. 2022 Budget Change

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The City of Barrie portion of operating and capital is \$302K, an increase of \$127K from 2022. The County portion for operating and capital is \$1.9M and is included as part of the General Municipal budget.

### Operating

The Lake Simcoe Regional Airport operating budget includes a total operating balance of 0, which has not changed in 2023.

User Fees are to decrease by \$508K. This decrease is the result of operational changes from the implementation of a Fixed Base Operation (FBO) agreement. Fuel revenues include a revenue guarantee amount resulting in a decrease of \$530K for jet fuel revenues. There is an offsetting decrease to the cost of goods sold for jet fuel in the Cost of Service Delivery account. Aviation gas sales will remain part of the airport operations. Rental revenues are increasing by \$54K for the inclusion of new land leases and airport maintenance charges.

Miscellaneous Income is to decrease by \$62K. This decrease is made up of a \$56K reduction to the County contribution to the operating activities of the airport. It also includes a \$6K reduction to call out revenues because of the transition to a Fixed Base Operation which are partially offset by reduction to staff over time expenses.

Salaries and Benefits are anticipated to decrease by \$1K.

Administration costs are expected to decrease by \$133K. There is a decrease of \$160K for the one-time airport certification in 2022 which is offset by increases in insurance costs.

Facilities costs are projected to decrease by \$11K.

# 2023 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to decrease by \$431K. The implementation of the Fixed Base Operation (FBO) agreement results in a decrease to the costs of service delivery that are directly tied to revenue reductions for goods and services now provided by the FBO. These reductions are slightly offset by increases in operational fuel costs and software expense for airport certification.

Transfer to Reserve will not change in 2023.

## **Capital**

The Department's Capital budget is \$1.8M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total Lake Simcoe Regional Airport	0.0	0	0

# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Capital Summary (\$000's)

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Airport Road Light Fixture Replacement	47	47	0	0	0	0	0	47	0
Apron Floodlight Fixture Replacement	37	37	0	0	0	0	0	37	0
Maintenance Garage	2,546	52	0	0	47	5	0	0	0
Runway Extension	15,294	162	0	0	0	0	0	162	0
Vehicle Addition	528	528	0	0	475	53	0	0	0
Waste Water System	17,318	902	0	0	812	90	0	0	0
Water System Improvements	35	35	0	0	0	0	0	35	0
<b>Total Capital</b>	<b>35,805</b>	<b>1,764</b>	<b>0</b>	<b>0</b>	<b>1,334</b>	<b>148</b>	<b>0</b>	<b>282</b>	<b>0</b>

## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Airport Road Light Fixture Replacement  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

This request is to replace the driveway/road light fixtures (not poles) along the main airport entrance road - "Airport Road". This is a single year project and would be completed by end of 2023. The existing light fixtures are original and were installed in 1993. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be replaced as these fixtures have now reached the end of their life cycle and require replacement and modernization. Over the past few years, sourcing parts for these fixtures has become more difficult and the costs associated for the parts are expensive. The type of bulbs for these fixtures are slowly being phased out within the lighting industry so they are also becoming difficult to find and expensive to replace. Finally, with the modernization to LED lighting, the lights will be more energy efficient, which will lower our carbon footprint as well as be more cost effective to operate. The LED lights will also provide better illumination which will result in better visibility for vehicles (including LINX bus) utilizing Airport Road.

### Justification for expenditure

If the request to replace the driveway lights is not approved, there is greater chance of driveway lighting fixture failure and the inability to repair the fixtures as the existing fixtures have reached lifecycle and sourcing parts is difficult and expensive. Soon the bulbs made for these fixtures will no longer be produced. If these lights fail, it will reduce nighttime visibility and ultimately reduce safety for all vehicles (including LINX bus) that use Airport Road.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	47	0	47	0	0
<b>Capital Expense</b>	47	0	47	0	0
<b>Net Expenditure</b>	0	0	0	0	0

## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

This is a request to replace the apron floodlight fixtures (not poles) which illuminate the main apron of the Lake Simcoe Regional Airport. This is a single year project and would be completed by end of 2023. The existing fixtures were installed in 1993. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be replaced as these fixtures have now reached the end of their life cycle and require replacement and modernization. Over the past few years, sourcing parts for these lights has become more difficult and their associated costs are much higher. As well, the type of bulbs is slowly being phased out within the lighting industry and as a result are becoming difficult to find and expensive to replace. Finally, with the modernization to LED lighting, the lights will be more energy efficient which will lower our carbon footprint, as well as be more cost effective to operate. The LED lights will provide better illumination of the apron which will enhance safety for aircraft and personnel on the main apron.

### Justification for expenditure

If the request to replace the apron floodlight fixtures is not approved, there is greater chance of apron floodlight failure and the inability to repair the fixtures as the existing fixtures have reached lifecycle and sourcing parts is difficult and expensive. Soon, the bulbs made for these fixtures will no longer be produced. If these fixtures fail, it will reduce visibility and ultimately safety for all aircraft, vehicles, and personnel on the main apron.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	37	0	37	0	0
<b>Capital Expense</b>	37	0	37	0	0
<b>Net Expenditure</b>	0	0	0	0	0



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Maintenance Garage  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

It is requested to undertake a process to explore and understand the differences between expanding the airport's current maintenance garage or constructing a secondary facility. The design process will consider the age of the current facility, cost to expand and operate versus the development of a secondary, stand-alone facility, to accommodate current and future airport equipment storage, maintenance, and operations.

Presently, the maintenance garage has been maximized and cannot accommodate any new equipment with all off-season attachments presently being stored outdoors and exposed to all elements. The expansion of the current or development of a new airport maintenance garage aligns with the Strategic Plan as an identified initiative.

### Justification for expenditure

Outdoor storage greatly reduces the life cycle and serviceability of equipment. Moreover, it is a Health and Safety concern for equipment operators and maintenance considerations for equipment to be left exposed to all elements. If the design request is not approved, airport equipment will depreciate its life cycle and serviceability at an accelerated rate. The airport's level of service will also be impacted with an anticipated increase in frequency of equipment breakdowns.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	302	0	52	249	0
Capital Expense	2,546	0	52	2,494	0
Net Capital	(2,244)	0	0	(2,244)	0
Net Expenditure	(2,244)	0	0	(2,244)	0

# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Plow Truck Addition  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

This is a request for a new runway snowplow to provide increased runway and airport apron snow removal capacity.

As a component of phase 1 of the LSRA Strategic Plan, Council approved the widening of the primary runway from 100 ft. to 150 ft., which was completed in 2022. This major project was split into two phases with aspects of the runway widening construction being completed in the fall of 2020 and the remainder of the project completed in the summer of 2021.

The addition of this specially designed airport runway snowplow 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.

### Justification for expenditure

If the request to purchase a runway snowplow 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 (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	510	0	510	0	0
Capital Expense	510	0	510	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Runway Expansion Phase 2 - Lengthening Detailed Design  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

In sequence with the recently completed runway widening project, this request is to continue with the detailed design of the runway lengthening project. Extending the runway to 7,000' will permit a larger variety of aircraft, including narrow-body airlines, to operate on a commercial basis in a variety of weather conditions while enhancing aviation safety and commercial operating requirements.

### Justification for expenditure

This project has already commenced as part of the broader runway expansion project which was two phases; Phase 1 was the runway widening from 100' to 150', with Phase 2 being the runway lengthening to 7,000'. This project is an approved initiative of the Strategic Plan. By not proceeding and the project not being "shovel ready", there is risk of not qualifying for potential senior government grants. The airport will also fail to meet the objectives of the Strategic Plan.

### Budget

Category (\$000's)	Total	2022 & Prior Budget	2023	2024 Plan	2025 +
Capital Revenue	1,675	0	162	0	1,513
Capital Expense	15,294	0	162	0	15,132
Net Capital	(13,618)	0	0	0	(13,618)
Net Expenditure	(13,618)	0	0	0	(13,618)

# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Side by Side UTV Addition  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

It is requested that a new utility terrain vehicle (UTV) be purchased to provide increased accessibility for staff to inspect runways, the airport apron and conduct maintenance and security activities to buildings. As Phase 1 of the LSRA Strategic Plan was approved in the Committee of the Whole, the primary runway is to be expanded from 6,001 ft. to 7,000 ft. and the width has been extended from 100 ft. to 150 ft. This major project was split into two phases with aspects of the runway widening construction being completed in the fall of 2020 and the remainder of the project completed in the summer of 2021. The addition of this vehicle will enable staff to inspect all aprons and the larger runway areas more efficiently and effectively to ensure continuity of service during all types of inclement weather conditions.

### Justification for expenditure

If this request to purchase a UTV is not approved, the ability to conduct maintenance activities and security duties on the airport facility will be greatly restricted causing delays and may limit airport operations. This specialized off-road vehicle will reduce stresses on existing equipment while providing staff with the ability to respond quicker to situations while reducing higher maintenance costs and/or accelerated life cycle replacement cost of other vehicles.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	18	0	18	0	0
Capital Expense	18	0	18	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Waste Water System  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

It is requested that the LSRA begin construction of a wastewater servicing system. Each property in the Economic Employment District is currently being developed on private water and sewer services. The project will require a capital investment of \$15-20M for a communal sewage treatment facility, plus additional costs for linear infrastructure and it will be a multi-year project. The initial cost to design the system and commence the project is \$900K. This is based on a report from Tatham Engineering that has been used as a guidance document for this estimate, however a Water and Wastewater Master Servicing Plan is being completed to refine needs and estimates.

### Justification for expenditure

In conjunction with the expansion of the LSRA, it will be important to have a proper wastewater system to not only service the existing hanger and tenants but to also attract new business to the LSRA. If there are not shovel ready lands at the airport, then the County will lose out on investment opportunities and compromise economic development in the area.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	17,318	153	902	6,874	9,389
Capital Expense	17,318	153	902	6,874	9,389
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



## Lake Simcoe Regional Airport Tangible Capital Asset (TCA)

**Expenditure Title:** Water System Improvements  
**Strategic Direction:** F - Responsive and Effective Governance

### Description and scope for expenditure

The airport's Communal Water and Sanitary Sewerage system (which services the current Airport Terminal Building and the SW Commercial Development Area), as well as the airport's Fire Water Storage and Distribution system are both managed under contract by OCWA (Ontario Clean Water Agency). Forming part of this contract, OCWA recommends annual maintenance and capital works, some of which are mandatory. For 2023, OCWA is recommending a variety of life cycle works including replacing pipework, flowmeters, pressure regulating valves, well crock lids, pressure tank replacement (multi-year program), as well as pumping stations clean-out and inspections.

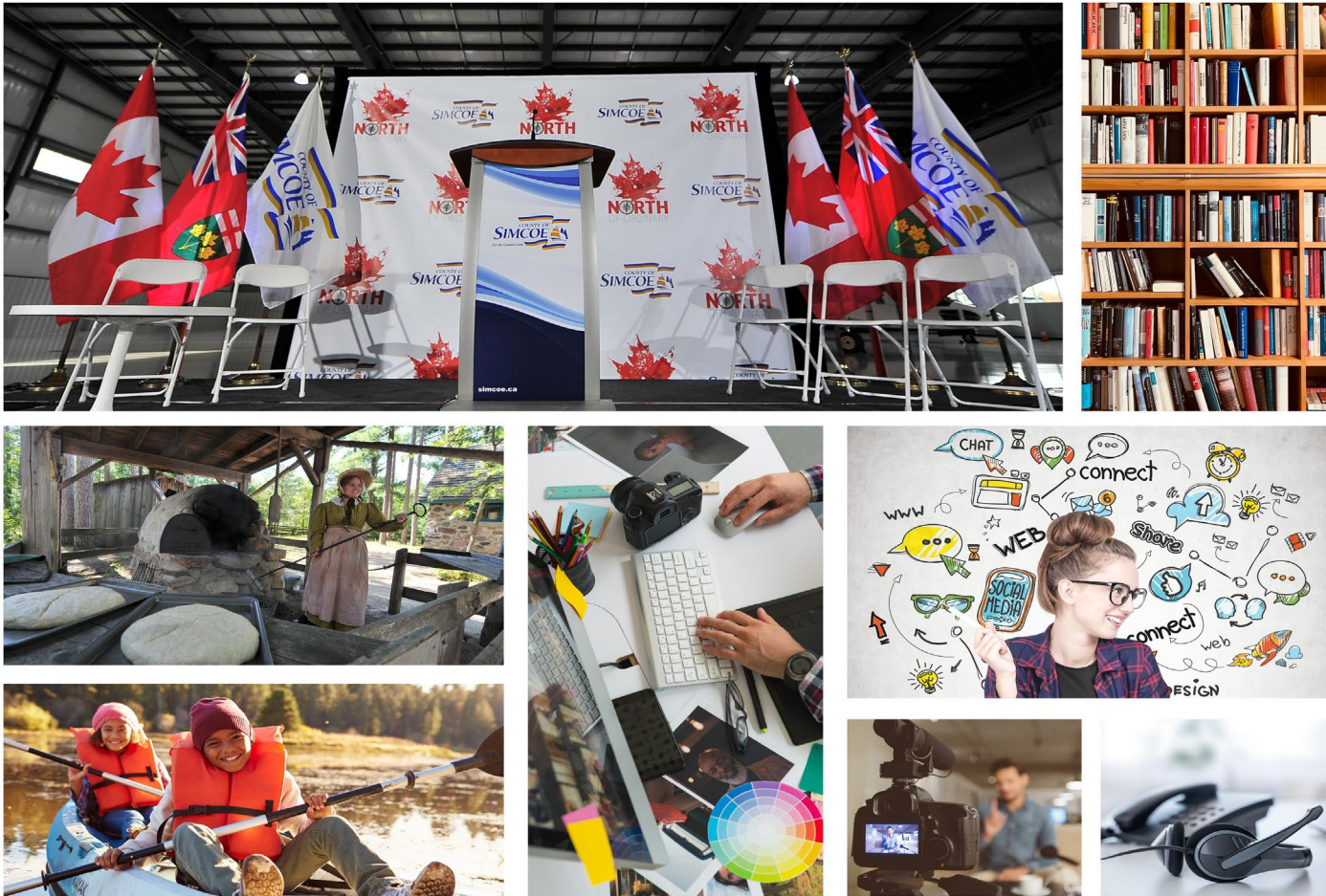
### Justification for expenditure

A large portion of the suggested capital works are mandatory and regulatory requirements associated with the operation of public water and sewerage system. Any of the remaining smaller items are consistent with the regular and proactive maintenance of the system that would otherwise fall into disrepair or have to be done at a later date with potentially increased costs.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	35	0	35	0	0
Capital Expense	35	0	35	0	0
Net Expenditure	0	0	0	0	0

## Service Simcoe



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	186	194	90	94	4	4.2	78	(12)	(13.5)
Service Partners	63	65	66	66	0	0.0	67	1	2.0
User Fees	64	50	244	239	(5)	(1.8)	241	(3)	(1.0)
Miscellaneous Income	131	49	30	37	7	23.1	187	157	522.1
Transfer from Reserve	81	720	0	108	108	100.0	60	60	100.0
<b>Total Revenues</b>	<b>526</b>	<b>1,078</b>	<b>429</b>	<b>543</b>	<b>114</b>	<b>26.5</b>	<b>633</b>	<b>204</b>	<b>47.5</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	4,422	5,024	5,345	5,384	39	0.7	5,363	18	0.3
Administration	389	331	555	521	(33)	(6.0)	462	(93)	(16.7)
Facilities	280	327	348	348	0	0.0	541	192	55.3
Cost of Service Delivery	971	1,408	1,508	1,629	121	8.0	1,292	(216)	(14.3)
Transfer to Reserve	338	622	59	59	0	0.0	59	0	0.0
<b>Total Expenses</b>	<b>6,400</b>	<b>7,711</b>	<b>7,816</b>	<b>7,942</b>	<b>127</b>	<b>1.6</b>	<b>7,716</b>	<b>(99)</b>	<b>(1.3)</b>
<b>Total Operating Balance</b>	<b>(5,874)</b>	<b>(6,634)</b>	<b>(7,386)</b>	<b>(7,399)</b>	<b>(13)</b>	<b>0.2</b>	<b>(7,083)</b>	<b>303</b>	<b>(4.1)</b>
<b>Capital</b>									
Capital Revenue	77	104	250	631	381	152.4	754	504	201.7
Capital Expenses	212	207	1,136	1,515	379	33.4	1,697	561	49.4
<b>Net Capital</b>	<b>(135)</b>	<b>(103)</b>	<b>(886)</b>	<b>(884)</b>	<b>2</b>	<b>(0.2)</b>	<b>(942)</b>	<b>(57)</b>	<b>6.4</b>
<b>Net Department</b>	<b>(6,009)</b>	<b>(6,737)</b>	<b>(8,272)</b>	<b>(8,283)</b>	<b>(11)</b>	<b>0.1</b>	<b>(8,025)</b>	<b>246</b>	<b>(3.0)</b>



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B		
	Actual	Actual	Budget	Forecast	\$	%	Budget	\$	%	
Revenue	526	1,078	429	543	114	26.5	633	204	47.5	
Expenses	6,400	7,711	7,816	7,942	127	(1.6)	7,716	(99)	(1.3)	
<b>Total Operating Balance</b>	<b>(5,874)</b>	<b>(6,634)</b>	<b>(7,386)</b>	<b>(7,399)</b>	<b>(13)</b>	<b>0.2</b>	<b>(7,083)</b>	<b>303</b>	<b>(4.1)</b>	
<b>Department Operating</b>										
Communications	1,685	1,766	2,071	2,071	0	0.0	2,244	172	8.3	
Library	718	773	807	684	(124)	(15.3)	0	(807)	(100.0)	
Museum	1,564	1,973	2,272	2,272	0	0.0	2,678	407	17.9	
Public Engagement (Customer	1,224	1,382	1,304	1,453	150	11.5	1,357	53	4.1	
Tourism	1,209	1,817	1,361	1,462	100	7.4	1,437	76	5.6	
<b>Total Operating Expenses</b>	<b>6,400</b>	<b>7,711</b>	<b>7,816</b>	<b>7,942</b>	<b>127</b>	<b>1.6</b>	<b>7,716</b>	<b>(99)</b>	<b>(1.3)</b>	
<b>Total Capital Expenses</b>	<b>212</b>	<b>207</b>	<b>1,136</b>	<b>1,515</b>	<b>379</b>	<b>33.4</b>	<b>1,697</b>	<b>561</b>	<b>49.4</b>	

## Service Simcoe 2023 Budget vs. 2022 Budget Change

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The 2023 Service Simcoe budget includes a net department requirement (total operating and capital) of \$8.0M, compared to \$8.3M in 2022, a decrease of \$246K.

The City of Barrie portion is \$67K, an increase of \$1K from 2022. The total Municipal requirement in 2023 is \$8.1M compared to \$8.3M in 2022, a decrease of \$245K.

### Operating

The Service Simcoe operating budget includes a total operating balance of \$7.1M, compared to \$7.4M in 2022, a decrease of \$303K.

Subsidies are to decrease by \$12K. This relates to the transition of the Library to Corporate Performance.

User Fees are to decrease by \$3K.

Miscellaneous Income is to increase by \$157K. The increase relates to \$150K of funding to be provided by the City of Barrie for the Museum caboose restoration as well as additional income from the Economic Development Corporation of North Simcoe which offsets costs related to the Heart of Georgian Bay summer

student in Tourism. The removal of \$4K in Library revenues offset this increase.

Transfer from Reserve will increase by \$60K. This increase offsets additional expenses related to the bi-annual gallery refresh in Museum.

Salaries and Benefits are anticipated to increase by \$18K. Increases relate to the addition of a Program Supervisor in Tourism, 0.5 FTE for a temporary summer student at the Museum, as well as standard salary and benefit increases. These increases were offset by the decrease in salaries resulting from the transition of the Library to Corporate Performance. Without the FTE additions, the decrease would be \$148K or 2.7%.

Administration costs are expected to decrease by \$93K. This is due to the transition of the Library to Corporate Performance, resulting in a decrease of \$131K and a decrease of \$64K in Tourism due to fewer consulting costs related to the Tourism Strategy, and a reduction to planned conferences. This was offset by an increase in Museum of \$44K mainly due to higher insurance premiums and radio replacements, and \$57K in Communications primarily due to increased printing costs and branded merchandise.

# 2023 DEPARTMENT BUDGETS



Facilities costs are projected to increase by \$192K. This is because of additional expenses in Museum for the \$150K caboose restoration and \$33K for the Heritage building roof repair.

Cost of Service Delivery is planned to decrease by \$216K. The transition of the Library to Corporate Performance decreases expenses by \$257K. A reduction of \$26K resulted from fewer planned trade shows and festivals, and a reduction in public relations work in Tourism. Uniform expenses are decreasing by \$5K in Public Engagement. These decreases are offset by an increase in Museum expenses of \$86K mainly associated with the bi-annual gallery refresh, vehicle expenses and fuel expenses.

Transfer to Reserve will not change in 2023.

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

Communications: The increase is primarily due to non-union salary and benefit increases. As well, additional printing costs were budgeted due to higher pricing.

Library: The decrease in expense is due to the transition of this department to Corporate Performance.

Museum: The increase in expense relates to the caboose restoration of \$150K, which is fully offset by the City of Barrie contributions and the biennial gallery refresh of \$60K, which is also fully offset by a transfer from reserve. Other increases include standard salary and benefit increases of \$84K, insurance premium increases of \$28K, UTV replacement of a golf cart and vehicle expenses of \$22K, radio replacements of \$20K and \$33K for the Heritage building roof repair.

Public Engagement: The increase in expense relates to standard salary and benefit increases of \$58K, offset by a decrease in uniform costs of \$5K.

Tourism: With the addition of a Program Supervisor and an in-year student in 2022, salaries and benefits have increased by \$165K. This increase was offset by a decrease of \$58K for consulting costs, and a \$27K decrease due to a reduction in planned attendance at trade shows and festivals.

## Capital

The Department's Capital budget is \$1.7M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Department	Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Museum	Summer Students - HVAC Project	0.5	24	24
Tourism	Program Supervisor	1.0	122	122
<b>Total Service Simcoe</b>		<b>1.5</b>	<b>146</b>	<b>146</b>

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC Other	City of Barrie	City of Orillia	Reserves	County Impact
Building Components	318	318	0	0	0	0	0	318
C. Matthews Legacy Project	2,502	754	0	0	0	0	754	0
HVAC Replacement	1,232	552	0	0	0	0	0	552
Vehicle Replacement	72	72	0	0	0	0	0	72
<b>Total Capital</b>	<b>4,125</b>	<b>1,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>754</b>	<b>942</b>

# 2023 DEPARTMENT BUDGETS



## Museum Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

Staff maintain the Museum in good condition through an extensive asset management strategy that is reviewed annually making component replacement and repair recommendations while seeking out work plan efficiencies where possible. Major asset management items prioritized include exterior building stucco, control joint maintenance and replacement of wooden siding.

### Justification for expenditure

If the work is not complete it would be pushed to later years. As a result, conditions would progressively get worse and costs would rise. Further damage to the structure of the building may occur.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expense	318	0	318	0	0
Net Capital	(318)	0	(318)	0	0
Net Expenditure	(318)	0	(318)	0	0

# 2023 DEPARTMENT BUDGETS



## Museum Tangible Capital Asset (TCA)

**Expenditure Title:** C. Matthews Legacy Project  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

As outlined in MAC 2022-199 and received by Council in June 2022, a feasibility study is underway to explore options regarding a potential addition to the Simcoe County Museum funded by the C. Matthews donation. As well, a study of the Museum's existing electrical service is currently underway to identify upgrades required to support the new addition and its systems including HVAC.

### Justification for expenditure

Should the addition project be approved by Council to proceed in early 2023, these funds will be required for the next stages of this project that include completion of any review and upgrade of water and wastewater on site, any recommended electrical service upgrades, and the detailed design phase to prepare tender packages that would be completed by fall 2023.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	2,502	250	754	1,498	0
Capital Expense	2,502	250	754	1,498	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



## Museum TCA with new Staffing

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

### Description and scope for expenditure

The Museum houses a collection that requires the indoor air environment be maintained to very specific parameters. The entire building is maintained utilizing a comprehensive asset management strategy and per a review and prioritization of needs, the current HVAC system is well beyond its useful life and requires an update. The project will take approximately one year to complete and will include the replacement of three split systems and the addition of new ductwork. This project also requires the addition of two temporary collections students for 12 weeks to assist with the packing, handling and return of artifacts that will need to be relocated during the construction period. This work will require additional operating costs to be performed.

### Justification for expenditure

This project will ensure the Museum will be able to properly maintain indoor air conditions for the collection. Additional staff are required to efficiently and properly pack, handle and relocate the artifacts in storage and displays during the construction. If staff are not hired, the project will be delayed, and there is increased risk to the collection if not properly handled.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
Salaries	24	0	24	0	0
Facilities	19	0	19	0	0
Operating Expense	43	0	43	0	0
Capital Revenue	250	250	0	0	0
Capital Expense	1,232	680	552	0	0
Net Capital	(982)	(430)	(552)	0	0
Net Expenditure	(1,025)	(430)	(595)	0	0



# 2023 DEPARTMENT BUDGETS



## Museum Tangible Capital Asset (TCA)

**Expenditure Title:** Vehicle Replacement  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, replacement of a pick-up truck is requested. This vehicle is categorized as "medium risk" classifying this vehicle as "consider for replacement" due to its age, odometer reading, repair and maintenance cost. The overall condition of this vehicle is reflective of the operational conditions in which it has been employed, a combination of highway and off-road conditions while hauling vehicles and/or various artifacts. This vehicle is projected to have an increased risk of becoming unreliable, resulting in escalated repair and maintenance costs and operational downtime, which will adversely affect the provision of services.

### Justification for expenditure

If this vehicle is not replaced in 2023, the cyclical process of replacing vehicles will require increased purchases in 2024 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed at public auction and should sell for \$4K. The replacement pick-up truck will have improved fuel consumption lowering the County's carbon footprint.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expenses (\$000's)	72	0	72	0	0
Net Capital	(72)	0	(72)	0	0
Net Expenditure	(72)	0	(72)	0	0

# 2023 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
610-13	2013	94,383	\$13,593	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2023 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.

## Tourism Staffing

**Expenditure Title:** Program Supervisor  
**Strategic Direction:** C - Economic & Destination Development

### Description and scope for expenditure

Tourism Simcoe County (TSC) has evolved significantly over the last five years. To grow tourism in the County and to provide an economic impact to County tourism businesses, TSC requires an additional non-union full-time staff to oversee the programs offered. The position will supervise and ensure successful implementation, execution and measured key performance indicators for all programs.

TSC has introduced many new successful programs over the last five years; the \$300,000 Tourism, Culture and Sport Enhancement Fund, Cycle Simcoe, and the Ride Simcoe County Motorcycle Experience. One portfolio is strictly to handle the emerging agri-tourism sector such as the delivery of programs. This includes the 'Spark Program' to foster tourism business innovation; delivery of tourism services to 'The Heart of Georgian Bay' Destination Marketing Association; and the potential management of the promotions portion of the Municipal Accommodation Tax (MAT) from member municipalities.

### Justification for expenditure

TSC will not be able to continue to grow programs in the County without an additional FTE, Programs Supervisor. Taking on the services for the Heart of Georgian Bay and the Tourism Grant is a full-time staff portfolio. Programs such as the 'Spark' program should be annual and TSC requires capacity to work closely with operators to action their innovative tourism business models. Taking on administration of the MAT and new opportunities at LSRA will also require additional staff time.

### Budget

Category	(\$000's)	2023 Budget
Salaries		122
Operating Expense		122
Net Expenditure		(122)

# 2023 DEPARTMENT BUDGETS



## Corporate Performance



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	0	4	0	6	6	100.0	0	0	0.0
Service Partners	0	0	0	0	0	0.0	0	0	0.0
User Fees	182	177	135	147	12	9.1	154	19	14.3
Miscellaneous Income	166	264	238	248	10	4.2	208	(30)	(12.4)
Transfer from Reserve	0	58	37	43	6	16.0	89	52	140.5
<b>Total Revenues</b>	<b>348</b>	<b>504</b>	<b>409</b>	<b>443</b>	<b>34</b>	<b>8.4</b>	<b>451</b>	<b>42</b>	<b>10.2</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	13,277	14,558	15,112	15,112	0	0.0	16,532	1,419	9.4
Administration	2,065	2,620	2,546	2,742	197	7.7	2,767	221	8.7
Facilities	1,581	1,358	1,498	1,523	26	1.7	1,461	(37)	(2.5)
Cost of Service Delivery	3,728	4,085	4,578	4,638	60	1.3	5,484	906	19.8
Transfer to Reserve	150	175	150	150	0	0.0	175	25	16.7
<b>Total Expenses</b>	<b>20,801</b>	<b>22,796</b>	<b>23,884</b>	<b>24,165</b>	<b>282</b>	<b>1.2</b>	<b>26,418</b>	<b>2,534</b>	<b>10.6</b>
<b>Total Operating Balance</b>	<b>(20,453)</b>	<b>(22,293)</b>	<b>(23,475)</b>	<b>(23,722)</b>	<b>(248)</b>	<b>1.1</b>	<b>(25,967)</b>	<b>(2,493)</b>	<b>10.6</b>
<b>Capital</b>									
Capital Revenue	781	453	35	35	0	0.0	636	601	-
Capital Expenses	2,771	3,940	3,832	3,832	0	0.0	1,778	(2,054)	(53.6)
<b>Net Capital</b>	<b>(1,990)</b>	<b>(3,488)</b>	<b>(3,797)</b>	<b>(3,797)</b>	<b>0</b>	<b>0.0</b>	<b>(1,142)</b>	<b>2,655</b>	<b>(69.9)</b>
<b>Net Department</b>	<b>(22,443)</b>	<b>(25,780)</b>	<b>(27,272)</b>	<b>(27,519)</b>	<b>(248)</b>	<b>0.9</b>	<b>(27,110)</b>	<b>162</b>	<b>(0.6)</b>

# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B		
	Actual	Actual	Budget	Forecast	\$	%	Budget	\$	%	
Revenue	348	504	409	443	34	8.4	451	42	10.2	
Expenses	20,801	22,796	23,884	24,165	282	(1.2)	26,418	2,534	10.6	
<b>Total Operating Balance</b>	<b>(20,453)</b>	<b>(22,293)</b>	<b>(23,475)</b>	<b>(23,722)</b>	<b>(248)</b>	<b>1.1</b>	<b>(25,967)</b>	<b>(2,493)</b>	<b>10.6</b>	
<b>Department Operating</b>										
Finance	3,730	4,040	3,964	3,972	8	0.2	4,150	186	4.7	
Human Resources	3,486	3,902	4,041	4,271	229	5.7	4,584	543	13.4	
Information Technology & ILS	7,894	8,911	9,728	9,636	(92)	(0.9)	11,100	1,372	14.1	
Legal	736	847	729	885	156	21.4	782	52	7.2	
Procurement, Fleet and Property	4,956	5,097	5,421	5,401	(20)	(0.4)	5,803	382	7.0	
<b>Total Operating Expenses</b>	<b>20,801</b>	<b>22,796</b>	<b>23,884</b>	<b>24,165</b>	<b>282</b>	<b>1.2</b>	<b>26,418</b>	<b>2,534</b>	<b>10.6</b>	
<b>Total Capital Expenses</b>	<b>2,771</b>	<b>3,940</b>	<b>3,832</b>	<b>3,832</b>	<b>0</b>	<b>0.0</b>	<b>1,778</b>	<b>(2,054)</b>	<b>(53.6)</b>	

## Corporate Performance 2023 Budget vs. 2022 Budget Change

The 2023 Corporate Performance budget includes a net department requirement (total operating and capital) of \$27.1M, compared to \$27.3M in 2022, a decrease of \$162K.

### Operating

The Corporate Performance operating budget includes a total operating balance of \$26.0M, compared to \$23.5M in 2022, an increase of \$2.5M.

User Fees are to increase by \$19K. The increase is associated with higher rental income from rental properties.

Miscellaneous Income is to decrease by \$30K. This decrease is mainly due to the changes in Library service delivery recommended by Regional Government Review Task Force and approved by County Council. The recovery of Sirsi Dynix software costs is no longer required from cooperative members. This decrease is partially offset by higher Legal department revenue related to home ownership program purchases, sales and refinancing activity.

Transfer from Reserve will increase by \$52K. This increase relates to the funding from the General

Contingency Reserve for the implementation of the new Information Library Service model.

Salaries and Benefits are anticipated to increase by \$1.4M. This is mostly due to standard salary and benefit increases and changes relating to collective agreements. Staffing additions include an Asset Management Supervisor, Occupational Health & Safety Nurse, Strategic HR Business Partner, Real Estate Coordinator II, and two Library staff that have transitioned into the IT department. Excluding these additions, salaries and benefits would have increased by 6.1%. With the Asset Management Supervisor funded by capital, the Occupational Health & Safety Nurse offset by savings in operating expense and the two Library staff that have transitioned into IT with no net increase, the net County impact for the additional staff is \$220K.

Administration costs are expected to increase by \$221K. Cost increases include \$50K committed towards the Equity, Diversification and Inclusion, as well as Indigenous Reconciliation programs. Consulting costs include a proposal for a Climate Action Plan at \$115K, \$89K for the implementation of the new Information Library Service recommended by the Regional Government Review Task Force and approved by County



# 2023 DEPARTMENT BUDGETS



Council and a Fraud and Risk assessment review at \$20K. Corporate recruitment costs are also trending higher. Other administrative increases include insurance, health & safety certifications, and leadership collaboration programs. These increases are partially offset by savings of \$104K in employee health and wellness expenses due to the proposed transition of the Occupational Health & Safety Nurse position to permanent status.

Facilities costs are projected to decrease by \$37K. This decrease relates to one time building maintenance projects included in the 2022 budget.

Cost of Service Delivery is planned to increase by \$906K. There is an increase of \$380K for new and existing software requirements to improve efficiencies across the Corporation as well as meet the demands of changing technologies. The new operating costs related to the Information Library Service account for \$280K. Additional security monitoring costs, telephone support and improvements to network capabilities including bandwidth expansion are also trending higher.

Transfer to Reserve will increase by \$25K. This is mainly due to a process change related to the Accessibility for Ontarians with Disabilities Act. The annual contribution will be transferred to reserve to improve the distribution of the funds across the County. Previously, these funds were budgeted in the Facilities section.

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

**Finance:** The increased expenses of \$186K include standard salaries and benefits increases and a small increase for a new Fraud and Risk assessment review. The addition of the Asset Management Supervisor position will be offset by capital revenue sources.

**Human Resources:** Higher expenses of \$543K are related to salaries and benefits increases including the addition of a Strategic HR Business Partner and the reclassification of the Occupational Health & Safety Nurse to permanent status. The cost of this position is offset by savings in employee health and wellness expenses. Higher administrative expenses include \$50K for Equity, Diversification, and Inclusion as well as Indigenous Relationship programs. Recruitment costs, health & safety certifications and leadership development costs are also trending higher.

**Information Technology:** An expense increase of \$1.4M reflects additional costs of \$609K associated with the implementation and operating costs of the new Information Library Service transitioning to the Information Technology Department as per Regional Government Review Tasks Force recommendations. Cost of Service Delivery increase of \$545K includes higher ongoing costs to support cloud solutions, new software to improve efficiencies and meet the demands of

# 2023 DEPARTMENT BUDGETS



new programs and services and to stay current with the changing technologies. Network security monitoring, telephone support and internet service delivery costs are trending higher because they include prevention measures to reduce interruptions. Salaries and benefits include standard increases.

Legal: An increase in expenses of \$52K reflects regular salaries and benefits increases.

Procurement, Fleet & Property: The increases in expenses of \$382K include a request for a Real Estate Coordinator II to be hired mid year in preparation for the opening of the new Simcoe Village Campus. The budget also reflects a \$115K increase related to the Climate Action Plan.

## **Capital**

The Department's Capital budget is \$1.8M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Department	Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Finance	Asset Management Supervisor	1.0	127	0
Human Resources	Human Resources Strategic Business Partner	1.0	142	142
	Occupational Health & Safety Nurse	0.0	139	35
Procurement, Fleet & Property	Real Estate Coordinator II	1.0	43	43
<b>Total Corporate Performance</b>		<b>3.0</b>	<b>451</b>	<b>220</b>

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Finance Systems Integration (FIN)	250	250	0	0	0	0	0	0	250
Infrastructure Improvements (IT)	750	750	0	0	0	0	0	0	750
Admin Centre Bldg Components (PFP)	636	636	0	0	0	0	0	636	0
Building Security Access Upgrade (PFP)	250	125	0	0	0	0	0	0	125
Vehicle Addition (PFP)	77	17	0	0	0	0	0	0	17
<b>Total Capital</b>	<b>1,963</b>	<b>1,778</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>636</b>	<b>1,142</b>

# 2023 DEPARTMENT BUDGETS



## Finance Staffing

**Expenditure Title:** Asset Management Supervisor  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The Asset Management Supervisor position is requested to facilitate the ongoing Asset Management Plan updates, support the ongoing process improvement and maintenance towards an advanced state of asset management.

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 strengthens key elements of its framework.

The Asset Management Supervisor will lead the advancement in the County’s asset management maturity to allow staff across the Corporation to better balance the cost, performance and risk associated with delivering complex infrastructure programs and associated services.

### Justification for expenditure

If the Asset Management Supervisor is not hired the work will not be completed and the ongoing asset management maturity across the corporation and compliance with Ontario Regulation 588/17 will not be achieved.

### Budget

Category	(\$000's)	2023 Budget
Salaries		127
Operating Expense		127
Capital Revenue		127
Net Capital		127
Net Expenditure		0

# 2023 DEPARTMENT BUDGETS



## Finance Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

County Staff continue to improve the efficiency of the reporting processes for major financial functions.

Financial documents require constant updates or modifications to support legislative requirements as well as internal improvements. Flexibility, accuracy of data, and reduction of manual intervention are all key factors that support changes in the delivery of financial reports.

Examples of reporting requirements include the annual budget, Long Term Financial Plan, audited financial statements, Financial Information Return (FIR) and other Public Sector Accounting Board (PSAB) financial statements.

### Justification for expenditure

As per AUC 2022-030, County Staff received the approval to investigate alternatives to the current software applications to further streamline the manual and repetitive processes and improve the overall published financial documents.

Implementing new software would reduce the dependency on external resources who currently support the modifications to the budget binder and the preparation of various financial documents.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expense	250	0	250	0	0
Net Capital	(250)	0	(250)	0	0
Net Expenditure	(250)	0	(250)	0	0

## Human Resources Staffing

**Expenditure Title:** Human Resources Strategic Business Partner  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The HR structure is designed to support the overall corporate people strategy and culture. The Strategic HR Business Partners (SHRBP) provide generalist type HR advice and support to departmental and divisional leadership. This request is for an additional SHRBP directly focused on people process management and leadership coaching to ensure a positive work environment. Guidance and support will be provided to leaders to achieve recruitment and retention, and performance management goals through outstanding people management practice. The County employs over 2,000 employees with thirteen collective agreements with various unions and has a complex labour relations environment. The SHRBP position will be an additional experienced HR generalist and will be a one stop point of contact for assigned leaders and their teams.

### Justification for expenditure

The turnover rate for the County is 20%, and 10% for leadership roles. HR matters in each division and department are complex. Providing more concentrated HR support and coaching will help retain leaders and staff through more consistency, accountability and performance leading to an improved work environment. There are multiple collective agreement negotiations, grievances and there has been a marked increase in workplace harassment and discrimination investigations.

### Budget

Category	2023 Budget
	(\$000's)
Salaries	142
Operating Expense	142
Net Expenditure	(142)

## Human Resources Staffing

**Expenditure Title:** Occupational Health & Safety Nurse  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

Human Resources received an approval in 2022 to fill a temporary position for the Occupational Health and Safety Nurse (OHSN) to handle increased health and safety demands especially in Long Term Care and Senior Services (LTC&SS). This budget request is to make this position permanent. This position will be responsible for the following:

- Assist in early return to work and intervention on WSIB, LTD and STD claims.
- Work with leaders to manage absences and accommodate staff with the goal to improve attendance.
- Assist LTC IPAC when a Home is in outbreak.
- Manage short term absences (i.e. respiratory illness) thereby bypassing our STD provider.
- Consult on complex claims and manage random drug testing rather than outsourcing.
- Lead wellness strategy activities.

The cost of this position is partially offset by a \$104K reduction in Health & Safety expenditures.

### Justification for expenditure

In 2021, WSIB paid approximately \$1.5 M in lost time and medical aid benefits. Early return to work intervention will support cost containment. STD claims have doubled in 2022 and there has been a 25% increase in WSIB cases. This role will help to bring staff back to work sooner after COVID-19 or other respiratory illnesses. Staff will no longer have to wait to see the doctor and go through an external provider (Acclaim).

### Budget

Category	(\$000's)	2023 Budget
Salaries		139
Administration		(104)
Operating Expense		35
Net Expenditure		(35)



## Information Technology Tangible Capital Asset (TCA)

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

### Description and scope 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 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 2023 include:

- Network router and switch replacements - \$200K
- Wireless network infrastructure replacement - \$110K
- Network Storage replacement - \$185K
- Security Enhancements - \$255K

### Justification for expenditure

Network equipment have reached the end of their life expectancy. This equipment needs to be replaced to support both staff and client requirements as well as ensure business continuity. Security enhancements are required to protect corporate data.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Expense</b>	<b>750</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(750)</b>	<b>0</b>	<b>(750)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(750)</b>	<b>0</b>	<b>(750)</b>	<b>0</b>	<b>0</b>

## Procurement, Fleet and Property Staffing

**Expenditure Title:** Real Estate Coordinator II  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Real Estate (RE) Coordinator II position will support the RE Manager with coordinating the County's commercial and residential leased facilities portfolio, comprised currently of over 200 leases across multiple departments. In mid 2023, the Simcoe Village Campus preparation work will begin. It will include the coordination of inquiry lists/wait lists, advertising, marketing and RE agent activity coordination, collection of reservation/sale deposits, lease/contract creation, and setting up the County ERP system for rental tracking for approximately 20 commercial and 179 residential leases. In addition, the position will support the RE Manager by coordinating acquisition due diligence (surveys, appraisals, R plan registration), assisting with expropriation files, maintaining the RE database, strategic RE purchases, and monitoring of market rental rates to ensure the County's rates are market aligned.

### Justification for expenditure

The position will be hired for July 1 2023 as the Simcoe Village Campus preparation phase will begin and will increase residential and commercial leases from 200 to 400 requiring extensive oversight of the 200+ unit set up process and ongoing coordination.

### Budget

Category	2023 Budget
	(\$000's)
Salaries	43
Operating Expense	43
Net Expenditure	(43)

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Administration Centre Building Components  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

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

Items proposed in the 2023 budget include the following for a total of \$636K.

- Building Envelope - Upper West Wing North Side Window replacement and repair the affected area \$225K
- Gas boiler #3 Replacement \$150K
- Replacement of Domestic Hot Water Tank \$35K
- Replacement of Data Centre UPS Batteries \$36K
- Main Switch Gear Replacement \$140K
- Brick repairs \$50K

These projects are funded by Administrative Building Reserve.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>636</b>	<b>0</b>	<b>636</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>636</b>	<b>0</b>	<b>636</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Building Security Access Upgrade Phase 2  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

PF&P Maintenance staff maintain the County's door security system. The recent risk of cyber crime activity has made facility security a top priority. The next generation of security hardware must be installed across all County facilities. This work includes all current card readers being replaced and upgraded to those capable of using DESFire (EV1 & EV2) credentials for the highest security standards. This will remove the possibility of access cards being copied and allowing a virtual credential hack or duplication of virtual credentials.

Items proposed are a complete upgrade of access control readers and credentials. Total cost for this two-year project is \$250K. This request represents the continuation of this two-year project already approved in 2022. The second part of this project totals 125K.

### Justification for expenditure

If this work is not completed, the County of Simcoe will put itself at a greater risk for credential hack and security breach. As a result, cyber crime activity will be a greater possibility.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	<b>250</b>	<b>125</b>	<b>125</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(250)</b>	<b>(125)</b>	<b>(125)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(250)</b>	<b>(125)</b>	<b>(125)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Building Maintenance van - carry over from 2022  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The addition of a PF&P maintenance staff and vehicle was approved in the 2022 budget. The acquisition of this service van was approved for \$60K. However, COVID-19 manufacturing difficulties, inventory shortages, and the unexpected price increases caused by market demands has resulted in this van now costing \$77K. This budget request is to cover the price increase of \$17K which represents a 28.7% increase. The staff member was hired in 2022 and has been sharing a vehicle with another department, however, this short-term fix is not sustainable as the vehicle is not properly equipped with shelving to carry parts and tools required to service the 40 facilities across the County.

### Justification for expenditure

If this vehicle is not purchased, departmental staff will continue to share a vehicle which would hinder productivity while making an obstacle to enable maintenance functions to be conducted at new locations as they come online.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	77	60	17	0	0
<b>Net Capital</b>	(77)	(60)	(17)	0	0
<b>Net Expenditure</b>	(77)	(60)	(17)	0	0

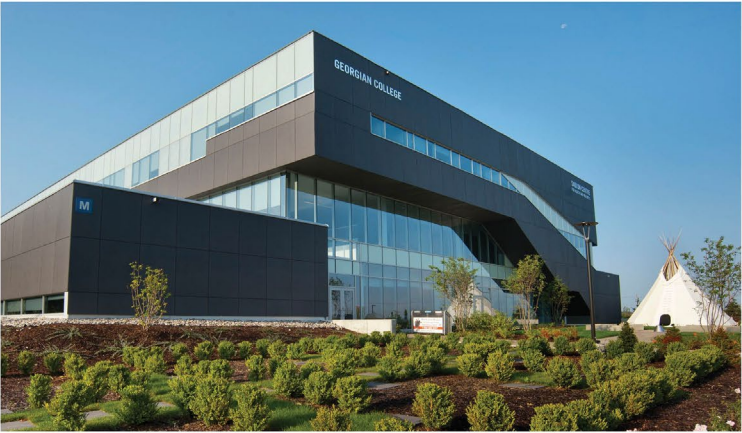
# 2023 DEPARTMENT BUDGETS



# 2023 DEPARTMENT BUDGETS



## General Municipal Services



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	2,030	17,011	0	0	0	0.0	0	0	0.0
Service Partners	0	0	0	0	0	0.0	0	0	0.0
County Levy	178,873	182,816	192,206	190,618	(1,588)	(0.8)	200,945	8,739	4.5
User Fees	0	0	0	0	0	0.0	0	0	0.0
Miscellaneous Income	3,201	5,622	1,662	3,289	1,627	97.9	4,076	2,413	145.2
Transfer from Reserve	7,637	3,444	11,116	9,455	(1,661)	(14.9)	11,101	(14)	(0.1)
<b>Total Revenues</b>	<b>191,741</b>	<b>208,894</b>	<b>204,984</b>	<b>203,362</b>	<b>(1,622)</b>	<b>(0.8)</b>	<b>216,122</b>	<b>11,138</b>	<b>5.4</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	(1,456)	(1,456)	100.0
Administration	7,417	8,033	7,349	7,518	168	2.3	7,370	21	0.3
Facilities	0	0	0	0	0	0.0	0	0	0.0
Cost of Service Delivery	13,482	12,439	13,922	12,417	(1,504)	(10.8)	12,592	(1,330)	(9.6)
Transfer to Reserve	12,725	27,143	7,629	8,147	517	6.8	12,882	5,253	68.9
<b>Total Expenses</b>	<b>33,624</b>	<b>47,615</b>	<b>28,900</b>	<b>28,081</b>	<b>(819)</b>	<b>(2.8)</b>	<b>31,388</b>	<b>2,488</b>	<b>8.6</b>
<b>Total Operating Balance</b>	<b>158,116</b>	<b>161,279</b>	<b>176,084</b>	<b>175,281</b>	<b>(803)</b>	<b>(0.5)</b>	<b>184,834</b>	<b>8,650</b>	<b>4.9</b>
<b>Capital</b>									
Capital Revenue	4,252	0	0	0	0	0.0	0	0	0.0
Capital Expenses	4,252	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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>158,116</b>	<b>161,279</b>	<b>176,084</b>	<b>175,281</b>	<b>(803)</b>	<b>(0.5)</b>	<b>184,734</b>	<b>8,650</b>	<b>4.9</b>



## General Municipal Services 2023 Budget vs. 2022 Budget Change

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The 2023 General Municipal Services budget includes a net department requirement (total operating and capital) of (\$184.7M), compared to (\$176.1M) in 2022, an increase of \$8.7M.

### Operating

The General Municipal Services operating budget includes a total operating balance of (\$184.7M), compared to (\$176.1M) in 2022, an increase of \$8.7M.

The County Levy is estimated to increase by \$8.7M to \$200.9M from \$192.2M in 2022. 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 taxpayers is 2% for operating and 1.5% for infrastructure and asset management.

Miscellaneous Income is to increase by \$2.4M. Income from investments is expected to be higher due to an increase in interest rates.

Transfer from Reserve will decrease by \$14K. The Transfer from General Contingency Reserve is lower by \$826K due to a combination of items: increase of \$700K related to WSIB rebate received in 2022 and a decrease of \$1.5M being offset by lower corresponding grants expenses. The decrease in grants is the result of the completion of existing commitments for post secondary education, YMCA and lower SMDHU fees. The lower overall Transfer from Contingency Reserve is offset by a new Transfer from Economic Development Reserve of \$812K to fund the Wastewater System capital project for the Lake Simcoe Regional Airport.

Salaries and Benefits are anticipated to decrease by \$1.5M. Salaries and Benefits include a corporate budget adjustment to reduce overall benefits costs resulting from a change in benefits providers.

Administration costs are expected to increase by \$21K. This includes an increase in tax write offs based on a 5-year average and 0% increase in MPAC costs.

# 2023 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to decrease by \$1.3M. This decrease is mainly associated with lower grants which exclude payments for post secondary education and YMCA. The funds for these initiatives are committed in the contingency reserve and are available when requested. SMDHU fees are also trending lower than anticipate and a corporate reduction to fuel costs of \$200K is anticipated. These decreases are partially offset by a higher contribution for the Lake Simcoe Regional Airport capital projects.

Transfer to Reserve will increase by \$5.3M. This increase includes the new Transfer to Roads Reserve which is part of the Asset Management Plan funding strategy. This will be an ongoing transfer to fund non-

growth capital roads projects and will offset capital expenses this year and in future years as required.

Funds committed by the transfer to General Contingency reserve include \$1.5M towards post secondary education, Age Friendly Grants \$550K, Hospice Funding \$500K, and a 1% Levy for strategic land purchases of \$1.9M. Hospital Reserve includes a \$3M annual contribution towards Hospital Alliance grant.

## Capital

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## County Levy Detail

The County Levy reconciliation and description of each component is outlined in the following table.

Component	\$000's	Description
2022 Levy Budget	187,914	The County levy estimate included in the 2022 budget.
2022 Property Asset/Additions Adjustment	(1,588)	Adjustments made to reflect the actual 2022 returned roll property changes (asset/additions and deletions). This amount does not increase the taxes for the current taxpayer.
<b>2022 Levy adjusted for the 2022 returned roll property changes - assets/additions</b>	<b>186,325</b>	This reconciles the 2022 budget to the 2022 tax ratios and tax rate by-law levy estimate.
2023 Property Asset/Additions Estimate	3,727	Estimated at 2% growth, the property asset/additions are based on a 5-year historical trend of assessment revenue growth provided by MPAC. This amount does not increase the taxes for the current taxpayer.
2023 Operating Levy Increase	3,801	2023 property tax rate increase is set at 2% to fund increased operating needs.
2023 Infrastructure and Asset Management Levy Increase	2,851	2023 property tax rate increase is set at 1.5% to fund increased infrastructure and asset management needs.
<b>2023 Annual Levy Base</b>	<b>196,704</b>	Used for the 2023 tax rate by-law levy estimate.
2023 Supplementary Taxes	4,150	Supplementary taxes are non-recurring and are the result of growth related assessments/taxes received within the calendar year. Supplementary taxes are estimated based on a 5 year historical trend. This amount does not increase the taxes for the current taxpayer.
2023 Heads & Beds and Linear Acreage	91	Heads & Beds: these are payments in lieu of taxes for provincial institutions such as public hospitals, universities, community colleges, and correctional facilities. Linear acreage: this property taxation is for certain Railway, Power & Utility Lands as defined by the Municipal act.
<b>2023 County Levy Budget</b>	<b>200,945</b>	

# 2023 DEPARTMENT BUDGETS



## Health and Emergency Services



# 2023 DEPARTMENT BUDGETS



## Paramedic Services



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	30,275	31,680	31,105	32,381	1,276	4.1	32,171	1,066	3.4
Service Partners	7,657	7,802	8,437	8,372	(65)	(0.8)	8,962	526	6.2
User Fees	43	38	45	45	0	0.0	63	18	39.0
Miscellaneous Income	132	229	80	81	1	1.4	86	6	6.9
Transfer from Reserve	206	15	10	2	(8)	(75.0)	70	60	600.0
<b>Total Revenues</b>	<b>38,313</b>	<b>39,765</b>	<b>39,677</b>	<b>40,882</b>	<b>1,205</b>	<b>3.0</b>	<b>41,352</b>	<b>1,675</b>	<b>4.2</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	44,967	45,769	47,553	47,833	280	0.6	49,311	1,758	3.7
Administration	1,419	990	1,535	1,412	(123)	(8.0)	1,666	131	8.5
Facilities	2,012	1,986	1,766	1,801	34	1.9	1,860	94	5.3
Cost of Service Delivery	5,657	6,621	5,676	6,842	1,166	20.5	6,284	608	10.7
Transfer to Reserve	305	488	413	470	57	13.7	663	249	60.4
<b>Total Expenses</b>	<b>54,360</b>	<b>55,855</b>	<b>56,943</b>	<b>58,358</b>	<b>1,414</b>	<b>2.5</b>	<b>59,783</b>	<b>2,840</b>	<b>5.0</b>
<b>Total Operating Balance</b>	<b>(16,047)</b>	<b>(16,090)</b>	<b>(17,266)</b>	<b>(17,476)</b>	<b>(210)</b>	<b>1.2</b>	<b>(18,431)</b>	<b>(1,165)</b>	<b>6.7</b>
<b>Capital</b>									
Capital Revenue	3,558	4,334	5,200	8,085	2,884	55.5	5,128	(72)	(1.4)
Capital Expenses	6,562	6,033	7,398	10,337	2,939	39.7	7,711	313	4.2
<b>Net Capital</b>	<b>(3,005)</b>	<b>(1,700)</b>	<b>(2,198)</b>	<b>(2,253)</b>	<b>(55)</b>	<b>2.5</b>	<b>(2,582)</b>	<b>(385)</b>	<b>17.5</b>
<b>Net Department</b>	<b>(19,052)</b>	<b>(17,790)</b>	<b>(19,464)</b>	<b>(19,728)</b>	<b>(265)</b>	<b>1.4</b>	<b>(21,013)</b>	<b>(1,550)</b>	<b>8.0</b>



## Paramedic Services 2023 Budget vs. 2022 Budget Change

The 2023 Paramedic Services budget includes a net department requirement (total operating and capital) of \$21.0M, compared to \$19.5M in 2022, an increase of \$1.5M.

The City of Barrie portion is \$9.4M, an increase of \$486K from 2022. The City of Orillia portion is \$1.9M, an increase of \$112K from 2022. The total Municipal requirement in 2023 is \$32.3M compared to \$30.2M in 2022, an increase of \$2.1M.

### Operating

The Paramedic Services operating budget includes a total operating balance of \$18.4M, compared to \$17.3M in 2022, an increase of \$1.2M.

Subsidies are to increase by \$1.1M. The 2023 Ministry subsidies includes four funding envelopes. The base funding envelope is expected to increase by \$1M providing a 2023 estimated subsidy of \$29.4M. This calculation is based on the Ministry's guidelines providing 50% funding of the County's approved 2022 budget, without any incremental increase. Two of the remaining three funding envelopes are related to the Community Paramedicine and Long-Term Care Community Paramedicine. Both subsidies received small cost of

living increases through Ontario Health. The final funding envelope is related to the Dedicated Nurse program with funding also remaining the same as 2022.

The 2023 Ministry funding represents approximately 47% of the qualifying 2023 expenses, a shortfall of \$1.7M from 50/50 funding. The 2023 budget does not include any COVID-19 revenue.

Service Partner operating contributions are based on the current shared service agreement using the 2022 weighted taxable assessment calculation.

User Fees are to increase by \$18K. The increase in User Fees relates to the PAD (Public Access Defibrillator) program. This increase is attributed to increased service agreements and course attendance.

Miscellaneous Income is to increase by \$6K. This is due to the PAD program for the sale of masks used during programming and additional revenue from the sale of defibrillators.

Transfer from Reserve will increase by \$60K. The transfer from reserve offsets the replacement costs of the toughbooks used within Paramedic Services. Funds are

# 2023 DEPARTMENT BUDGETS



added annually in the reserve to offset this purchase in future years.

Salaries and Benefits are anticipated to increase by \$1.8M. The increased salaries and benefits include the addition of two new Advanced Care Paramedics and four Primary Care Paramedics. Offsetting the increase related to the addition of six new Paramedics is the removal of four temporary COVID-19 Assistance Strike Team (CAST) members. This team was in place to provide support during the pandemic. The budget also includes changes in compensation related to the current collective agreement and County of Simcoe policy.

Administration costs are expected to increase by \$131K. Insurance costs are expected to increase by \$85K. As well, Paramedic Services will be replacing the in-vehicle cell phones to enhance cell-based paging. This cost is estimated to be \$46K.

Facilities costs are projected to increase by \$94K. Equipment maintenance and small equipment costs associated with lifecycle management of carbon monoxide monitors, station furniture, County facility Automated External Defibrillators (AED) and other

equipment replacement will increase by \$143K. Utility costs are expected to increase by \$29K. Offsetting this increase are building maintenance cost reductions at Paramedic stations.

Cost of Service Delivery is planned to increase by \$608K. It includes the estimated higher fuel cost of \$423K. It also includes the increase of \$191K related to the replacement of 1/2 of the fleets toughbook computers.

Transfer to Reserve will increase by \$249K. The 2022 operating budget included half of the cost to purchase the power assist lift equipment. The second half was to be budgeted in 2023. Due to increased pricing expected in 2023, the full purchase for all equipment was made in 2022. The increased costs in 2022 were funded by the County General Contingency Reserve. This transfer to the reserve is to repay a portion of the funds utilized in 2022 as per Council report CCW 2022-017.

## Capital

The Department's Capital budget is \$7.7M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Paramedic Staff	6.0	884	615
Social Worker	0.5	52	36
<b>Total Paramedic Services</b>	<b>6.5</b>	<b>936</b>	<b>651</b>

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC Other	City of Barrie	City of Orillia	Reserves	County Impact	
Bariatric Equipment Replacement	105	105	0	0	0	27	5	0	73
Bradford Paramedic Station	7,439	1,700	0	723	0	417	87	0	473
Central West Barrie Par Post	4,133	1,800	0	827	0	454	94	0	426
Defibrillator Replacement	2,456	1,250	0	0	0	315	65	550	319
Midland Par Station Improvements	75	75	0	0	0	19	4	0	52
Power Stretcher Replacement	58	58	0	0	0	15	3	0	40
Severn Paramedic Station	5,725	420	0	194	0	104	22	0	100
Stair Chairs	179	179	0	0	0	45	9	82	43
Vehicle Addition	673	633	0	422	0	160	33	0	19
Vehicle Replacement	1,490	1,490	0	0	0	376	78	0	1,037
<b>Total Capital</b>	<b>22,333</b>	<b>7,711</b>	<b>0</b>	<b>2,166</b>	<b>0</b>	<b>1,931</b>	<b>399</b>	<b>632</b>	<b>2,582</b>

# 2023 DEPARTMENT BUDGETS



## Paramedic Services TCA with new Staffing

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

### Description and scope for expenditure

The County of Simcoe Paramedic Services is recommending the addition of six FTE Paramedics to address increases in call demand and workload. There will be four Primary Care and two Advanced Care Paramedic positions. Paramedic Services has seen a 6.4% increase in call volume in the years leading up to the pandemic. Over the course of 2022 the call volume has rebounded from pandemic related decreases in 2020 to a projected 10.4% by year end. The principal drivers of this increase are population size, age demographics and the exacerbation of health issues related to the pandemic, homelessness, and mental health impacts. Coupled with this increase in call volume is the continued trend in a higher number of transports and the increased time to transfer care to our local hospitals, all of which place greater demand on operations.

If approved, the new staff will be assigned to a 12-hour ambulance to be stationed in Angus, and a targeted response unit to be positioned in Collingwood.

### Justification for expenditure

Not proceeding to meet the demand will increase emergency response times to the community and add significant costs in future to address larger system-wide needs. Impacts include longer time to patient treatment/transport, increased need for emergency staffing and overtime costs. Vehicles will have to travel greater distances to maintain emergency coverage across the County. This would lead to unreliable response times in some areas of the County.

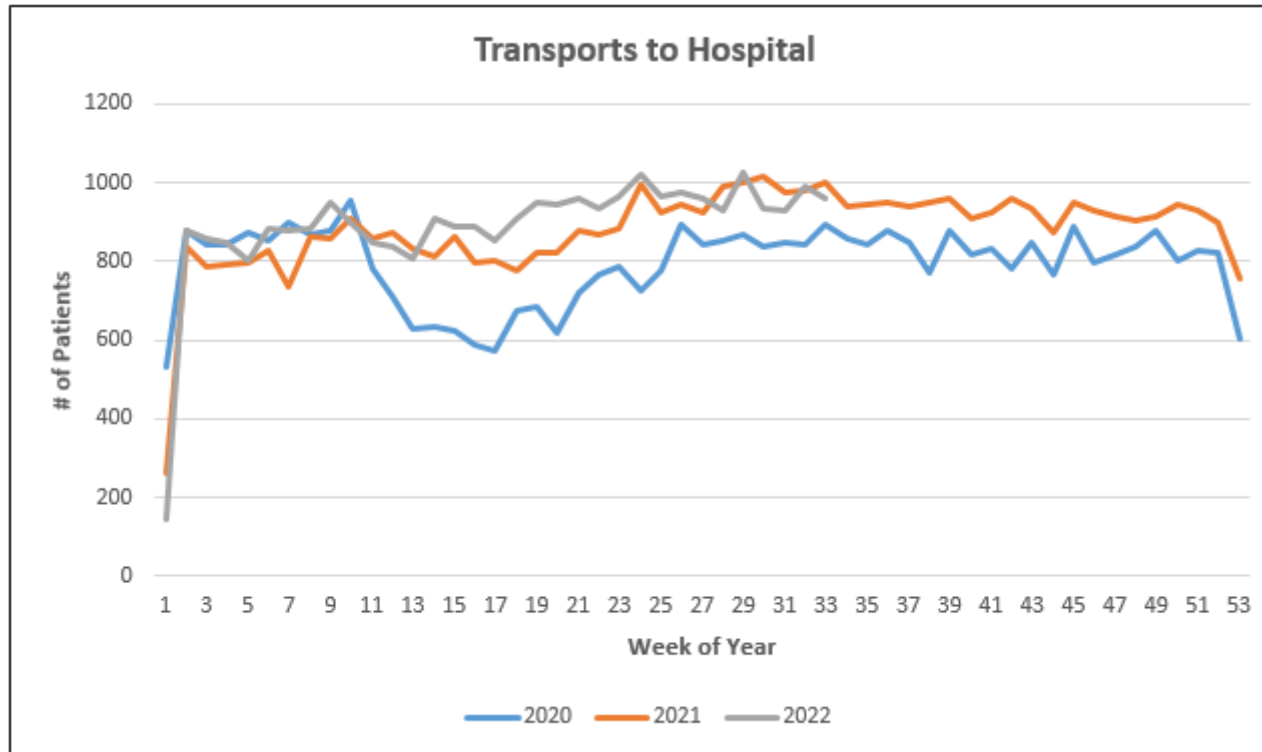
### Budget

Category	Total (\$000's)	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Salaries</b>	884	0	884	0	0
<b>Operating Expense</b>	884	0	884	0	0
<b>Service Partners</b>	269	0	269	0	0
<b>Operating Revenue</b>	269	0	269	0	0
<b>Capital Revenue</b>	303	0	303	0	0
<b>Capital Expenses</b>	303	0	303	0	0
<b>Net Expenditure</b>	(615)	0	(615)	0	0

# 2023 DEPARTMENT BUDGETS



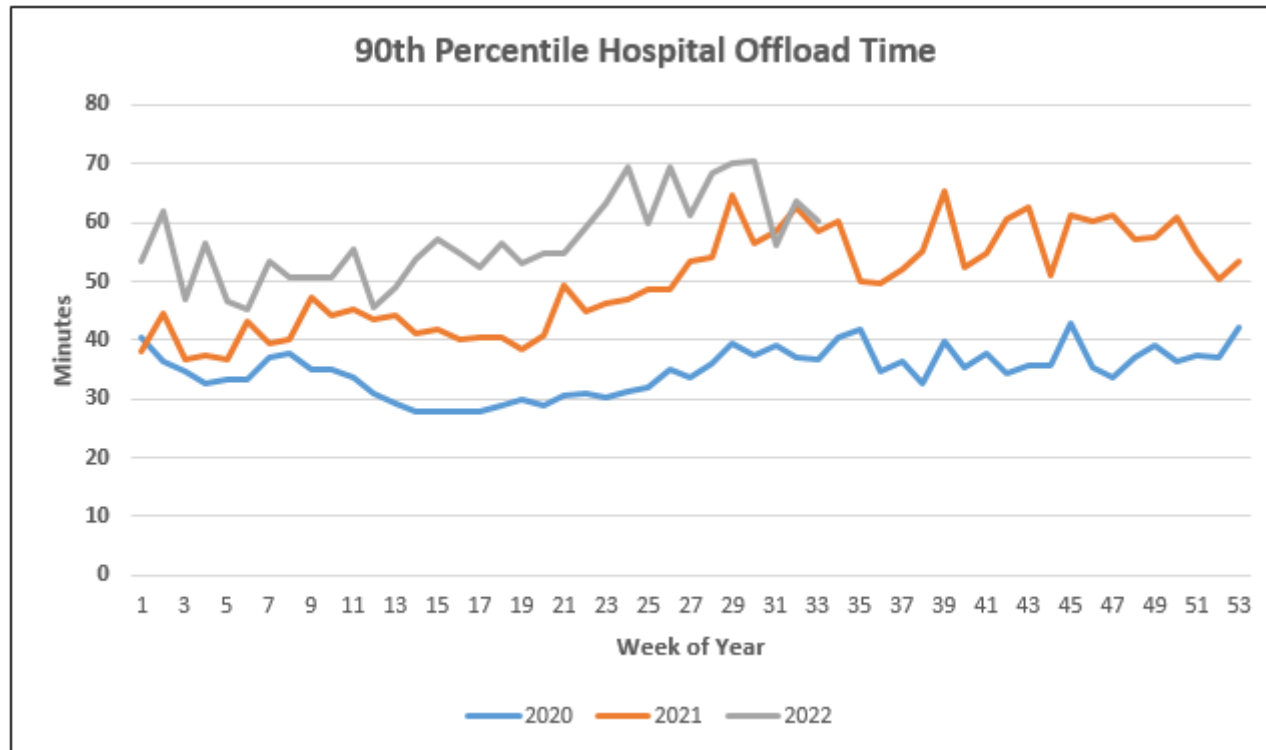
## Weekly Transports to Hospital



# 2023 DEPARTMENT BUDGETS



## 90<sup>th</sup> Percentile Hospital Offload Time



# 2023 DEPARTMENT BUDGETS



## Total Hours Lost to Offload Delay (Total Offload Time 2020-2022)

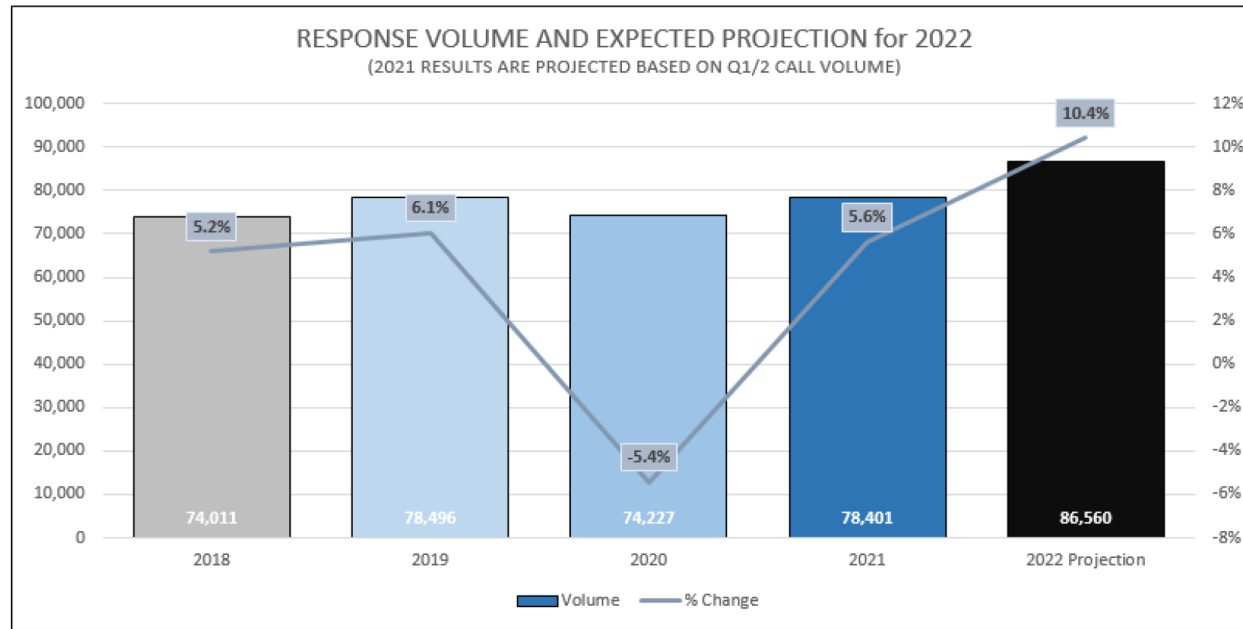
Hospital	Hospital Code	2020	2021	2022	2022 Projected
Alliston Stevenson Memorial Hospital	1817	1122	1299	781	1628
Royal Victoria Regional Health Centre	1825	5926	9003	4987	10391
Collingwood General and Marine Hospital	1833	2273	3478	1799	3747
Georgian Bay General Hospital	1844	2173	3096	1603	3340
Orillia Soldiers Memorial Hospital	1853	2638	4061	2315	4822
Southlake Regional Health Centre	2038	988	1168	583	1215
<b>Total Hrs Lost to Offload Delay</b>	<b>NA</b>	<b>15120</b>	<b>22106</b>	<b>12069</b>	<b>25143</b>



# 2023 DEPARTMENT BUDGETS



## Call Volume and Expected Projection



Year	Volume	% Change
2018	74,011	5.2%
2019	78,496	6.1%
2020	74,227	-5.4%
2021	78,401	5.6%
2022 Projection	86,560	10.4%
2022 Mid Yr Actual	41,549	NA

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

This request is for the purchase of five bariatric stretchers and five bariatric stair chairs to replace the current bariatric equipment which is strategically located at five Paramedic Stations. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, these assets were identified as needing to be replaced as the current bariatric equipment used by Paramedic Services is at the end of its lifecycle, as per the manufacturer's recommendations.

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 the staff.

### Justification for expenditure

The costs and frequency of repairs to existing equipment will increase and the reliability of this bariatric equipment will decrease.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>32</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>105</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(73)</b>	<b>0</b>	<b>(73)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(73)</b>	<b>0</b>	<b>(73)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

As outlined in CCW 2022-202 (June) and approved by Council, there is a cost increase for the Bradford Paramedic Station due to current market forces, supply chain impacts because of the pandemic and the war in Ukraine as well as extraordinary inflation experienced in the construction industry since April 2021. The funds within this request will support known and potential additional costs. Should the funds not be required in 2023, funds will be placed within the Paramedic Reserve to offset costs for a future building or as per Councils direction.

### Justification for expenditure

The funds are required to ensure the full project budget is approved by Council allowing for the award of contracts in fall 2022 for the construction of the Bradford station starting in late 2022 and planned to conclude in 2023.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	5,614	4,387	1,227	0	0
Capital Expense	7,439	5,739	1,700	0	0
Net Capital	(1,824)	(1,351)	(473)	0	0
Net Expenditure	(1,824)	(1,351)	(473)	0	0

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Central West Barrie Paramedic Post  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

Paramedic Services requests funds for the development of the Paramedic Post in Central West Barrie as outlined in the original hub and spoke model for the greater Barrie area as recommended by ORH Consultants. The 2023 budget includes funds to purchase land with construction to be completed in 2024.

### Justification for expenditure

Not proceeding with the requested funding in 2023 may jeopardize the construction schedule for the facility as recommended by ORH to service the community as planned. Failure to move forward with this facility will result in the need to hire more staff in the coming years to maintain operational performance.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	3,155	0	1,374	1,781	0
Capital Expense	4,133	0	1,800	2,333	0
Net Capital	(978)	0	(426)	(552)	0
Net Expenditure	(978)	0	(426)	(552)	0

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

This request is to acquire 34 new paramedic defibrillators for Paramedic Services ambulances and emergency response vehicles. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be replaced as the current defibrillators have been in use for six to seven years and have reached the end of their lifecycle. Repair and maintenance costs are increasing. This represents the first portion of the funds required to complete the purchase. This purchase is over two years (2023 and 2024). A request for the second portion of the funds will be requested included in the 2024 budget.

### Justification for expenditure

Prolonging the life of the existing defibrillators will reduce reliability of the equipment and may have a negative impact on the patient. Furthermore, repair and maintenance costs will increase along with downtime of units.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	1,848	0	931	917	0
Capital Expense	2,456	0	1,250	1,206	0
Net Capital	(608)	0	(319)	(288)	0
Net Expenditure	(608)	0	(319)	(288)	0

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Logistic Van - carry over from 2022  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The addition of logistic staff and a vehicle was approved in the 2022 budget. The acquisition of this service van was approved for \$40K, however, due to COVID-19 manufacturing difficulties, inventory shortages and unexpected price increase cause by market demand the cost of this van is now \$67K. This budget request is to cover the price increase of \$27K. The staff member was hired in 2022 and is sharing a vehicle with another department, however, this short-term fix is not sustainable as the vehicle is not properly equipped with shelving to carry supplies and the equipment required to service the numerous Paramedic Services locations throughout the County.

### Justification for expenditure

If this vehicle is not purchased, departmental staff will continue to share a vehicle which would hinder productivity and create an obstacle to efficiency of servicing existing and new locations in coming years.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
Capital Revenue	20	12	8	0	0
Capital Expense	67	40	27	0	0
Net Capital	(47)	(28)	(19)	0	0
Net Expenditure	(47)	(28)	(19)	0	0

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

For the 2023 budget period, Paramedic Services and Facilities staff have reviewed and prioritized the asset management needs for stations and posts. The facilities are segregated in the asset management plan, detailing what work is required to extend the useful life of each building and to avoid costly repairs and maintenance while supporting reliable operation of critical facilities.

The 2023 asset management review recommends that the roof be replaced at the County of Simcoe Paramedic Services Midland Station. Other projects have been deferred to future years.

### Justification for expenditure

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

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	23	0	23	0	0
Capital Expense	75	0	75	0	0
Net Capital	(52)	0	(52)	0	0
Net Expenditure	(52)	0	(52)	0	0

## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this request is for the purchase and install of two additional power stretchers. With most of the replacements occurring in 2022, these two power stretchers will be replacing those that were not at the end of their lifecycle in 2022. The expected life of a power stretcher is seven years.

This equipment reduces the physical exertion and related injuries of staff and is a normal piece of equipment for ambulances 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 staff.

### Justification for expenditure

The costs and frequency or 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	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
Capital Revenue	18	0	18	0	0
Capital Expense	58	0	58	0	0
Net Capital	(40)	0	(40)	0	0
Net Expenditure	(40)	0	(40)	0	0



# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

Paramedic Services requests additional funds for the purchase of land for the new Paramedic Station in Severn Township. The new build has been recommended by ORH consultants. Analysis has determined that the relocation of the Coldwater Station to Waubaushene and a new station in the southern area of Severn Township optimizes paramedic response to emergency calls without adding additional staffing. Pending acquisition of land, the station is planned to begin construction in 2024.

### Justification for expenditure

Not proceeding with requested funding in 2023 may jeopardize the construction schedule for the facility as recommended by ORH to service the community as planned. Failure to move forward with this facility may result in the need to hire more staff in the coming years to maintain operational performance.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	4,371	401	320	3,649	0
Capital Expense	5,725	525	420	4,780	0
Net Capital	(1,354)	(124)	(100)	(1,131)	0
Net Expenditure	(1,354)	(124)	(100)	(1,131)	0

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

**Expenditure Title:** Stair Chairs  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, these assets were identified as needing to be replaced as the existing stair chairs are at the end of their lifecycle. This request is for the purchase and install for 50 stair chairs. This patient lifting/carrying device will be deployed on every County of Simcoe ambulance.

This equipment reduces the physical exertion and related injuries of Paramedics and is a requirement from the Ministry of Health Provincial Equipment Standard.

### Justification for expenditure

The costs and frequency or repairs to existing equipment will increase and reliability of this critical equipment will decrease.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>136</b>	<b>0</b>	<b>136</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>179</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(43)</b>	<b>0</b>	<b>(43)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(43)</b>	<b>0</b>	<b>(43)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

The purchase of one additional ambulance and the associated equipment is requested to maintain spare ambulance ratio at 30%. Presently, the spare ratio is 28% and with the addition of this ambulance, the spare ratio will be 30%. This enables staff to proceed with the repair and maintenance procedures, unplanned repairs, and accident damage. The repairs can be completed without adversely affecting daily operations. Adequate spare ratio also allows for up-staffing for planned and unplanned events ensuring resources are available for daily operations.

### Justification for expenditure

If these additional vehicles and equipment are not purchased, there is an increased potential of vehicles not being available when needed. Utilizing the existing ambulance fleet will result in an increase in wear and tear on the existing fleet with associated repair and maintenance costs and reduced reliability.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	303	0	303	0	0
Capital Expense	303	0	303	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



## Paramedic Services Tangible Capital Asset (TCA)

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

### Description and scope 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, replacement of seven ambulances and two rapid response units are requested. These vehicles are classified as "medium" or "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.

### Justification for expenditure

If these vehicles are not replaced in 2023, the cyclical process of replacing vehicles will require increased purchases in 2024 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be sold at public auction and are expected to sell for approx. \$9K each. The replacement vehicles will have improved fuel consumption which will lower the County's carbon footprint.

### Budget

Category	Total (\$000's)	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	453	0	453	0	0
Capital Expenses	1,490	0	1,490	0	0
Net Capital	(1,037)	0	(1,037)	0	0
Net Expenditure	(1,037)	0	(1,037)	0	0

# 2023 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
3509-17	2017	408,747	\$43,499	6
3519-17	2017	382,297	\$36,248	6
3535-17	2017	394,218	\$41,115	6
3536-17	2017	424,198	\$52,676	6
3539-17	2017	358,633	\$37,675	6
3541-17	2017	391,335	\$46,760	6
3560-18	2018	465,139	\$43,719	6
3345-17	2017	332,907	\$44,527	6
3331-16	2016	220,871	\$39,642	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2023 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.

# 2023 DEPARTMENT BUDGETS



## Emergency Management



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<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	0	0	0	0	0	0.0	0	0	0.0
Miscellaneous Income	140	244	136	136	0	0.0	171	35	25.9
Transfer from Reserve	0	0	0	0	0	0.0	0	0	0.0
<b>Total Revenues</b>	<b>140</b>	<b>244</b>	<b>136</b>	<b>136</b>	<b>0</b>	<b>0.0</b>	<b>171</b>	<b>35</b>	<b>25.9</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	275	238	301	308	7	2.2	319	18	6.0
Administration	65	62	89	91	2	2.0	104	14	16.0
Facilities	67	5	9	4	(5)	(55.6)	9	0	0.0
Cost of Service Delivery	151	389	171	171	(1)	(0.4)	186	14	8.4
Transfer to Reserve	10	10	10	10	0	0.0	10	0	0.0
<b>Total Expenses</b>	<b>567</b>	<b>704</b>	<b>581</b>	<b>583</b>	<b>3</b>	<b>0.5</b>	<b>627</b>	<b>47</b>	<b>8.0</b>
<b>Total Operating Balance</b>	<b>(427)</b>	<b>(460)</b>	<b>(445)</b>	<b>(447)</b>	<b>(3)</b>	<b>0.6</b>	<b>(456)</b>	<b>(11)</b>	<b>2.6</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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(427)</b>	<b>(460)</b>	<b>(445)</b>	<b>(447)</b>	<b>(3)</b>	<b>0.6</b>	<b>(456)</b>	<b>(11)</b>	<b>2.6</b>



## Emergency Management 2023 Budget vs. 2022 Budget Change

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The 2023 Emergency Management budget includes a net department requirement (total operating and capital) of \$456K, compared to \$445K in 2022, an increase of \$11K.

### Operating

The Emergency Management operating budget includes a total operating balance of \$456K, compared to \$445K in 2022, an increase of \$11K.

Miscellaneous Income is to increase by \$35K. 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. In 2023, the Ministry updated the population figures with the 2021 census data. The result is a slight increase to each participant.

Salaries and Benefits are anticipated to increase by \$18K. The change in the 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 \$14K. This is due to consulting costs for the full year to ensure the continued support for all area municipalities with the Community Safety and Well-Being Plan implementation.

Facilities costs will not change in 2023.

Cost of Service Delivery is planned to increase by \$14K. It includes the removal of the County of Simcoe's contribution to the City of Barrie's Chemical, Biological, Radiological and Nuclear equipment, and training costs. It also includes the cost increase associated with the shared CERB costs which is offset with Miscellaneous Income noted above.

Transfer to Reserve will not change in 2023. 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 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total Emergency Management	0.0	0	0

## LTC - Homes



# 2023 DEPARTMENT BUDGETS



## LTC - Homes

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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	42,904	43,858	31,418	41,434	10,016	31.9	40,018	8,600	27.4
Service Partners	2,319	3,971	3,206	3,420	214	6.7	3,166	(40)	(1.2)
User Fees	14,069	13,965	14,176	12,349	(1,827)	(12.9)	14,660	485	3.4
Miscellaneous Income	148	98	60	88	28	46.0	60	0	0.0
Transfer from Reserve	144	42	4,427	7,155	2,728	61.6	60	(4,367)	(98.6)
<b>Total Revenues</b>	<b>59,584</b>	<b>61,935</b>	<b>53,286</b>	<b>64,446</b>	<b>11,160</b>	<b>20.9</b>	<b>57,964</b>	<b>4,678</b>	<b>8.8</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	50,608	54,861	51,281	52,449	1,168	2.3	54,778	3,497	6.8
Administration	2,790	6,574	702	11,045	10,343	-	868	166	23.7
Facilities	2,542	2,675	2,718	2,813	95	3.5	2,948	229	8.4
Cost of Service Delivery	7,358	7,467	4,751	5,930	1,178	24.8	5,016	265	5.6
Transfer to Reserve	399	95	1,253	1,087	(167)	(13.3)	1,060	(193)	(15.4)
<b>Total Expenses</b>	<b>63,698</b>	<b>71,672</b>	<b>60,705</b>	<b>73,323</b>	<b>12,618</b>	<b>20.8</b>	<b>64,669</b>	<b>3,964</b>	<b>6.5</b>
<b>Total Operating Balance</b>	<b>(4,114)</b>	<b>(9,737)</b>	<b>(7,419)</b>	<b>(8,877)</b>	<b>(1,458)</b>	<b>19.6</b>	<b>(6,705)</b>	<b>714</b>	<b>(9.6)</b>
<b>Capital</b>									
Capital Revenue	8,731	8,862	10,308	12,341	2,033	19.7	7,235	(3,072)	(29.8)
Capital Expenses	10,439	12,041	32,865	34,889	2,024	6.2	17,074	(15,791)	(48.0)
<b>Net Capital</b>	<b>(1,708)</b>	<b>(3,179)</b>	<b>(22,557)</b>	<b>(22,548)</b>	<b>10</b>	<b>0.0</b>	<b>(9,839)</b>	<b>12,719</b>	<b>(56.4)</b>
<b>Net Department</b>	<b>(5,822)</b>	<b>(12,916)</b>	<b>(29,976)</b>	<b>(31,424)</b>	<b>(1,448)</b>	<b>4.8</b>	<b>(16,544)</b>	<b>13,433</b>	<b>(44.8)</b>

## LTC - Homes 2023 Budget vs. 2022 Budget Change

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The 2023 LTC - Homes budget includes a net department requirement (total operating and capital) of \$16.5M, compared to \$30.0M in 2022, an decrease of \$13.4M.

The City of Barrie portion is \$3.5M, a decrease of \$453K from 2022. The City of Orillia portion is \$3.0M, a decrease of \$279K from 2022. The total Municipal requirement in 2023 is \$23.0M compared to \$37.2M in 2022, a decrease of \$14.2M. The net department requirement consists of a reduction in operating of \$714K and an increase of \$6.8M in capital. The increase in capital is attributed to the redevelopment of Simcoe Village.

### Operating

The LTC - Homes operating budget includes a total operating balance of \$6.7M, compared to \$7.4M in 2022, a decrease of \$714K.

Subsidies are to increase by \$8.6M. This is mostly due to the inclusion of the funding announced in 2021/22 by the Ministry of LTC to increase the personal direct care hours from the current levels to four hours per day by 2025. As of April of 2022, the County has utilized 100% of the funding provided which has increased the County's hours per resident per day to an average of 3.5 across all

Homes, ahead of the 3.25 hours required for 2022/2023 and in line with the 3.42 hours per resident per day effective 2023/24. Future budgets will consider the final increase to four hours per day per resident to meet the 2025 deadline.

In 2022, Georgian Manor converted 16 of the long stay beds to a Behavioural Support Unit. This specialized unit receives an additional per diem subsidy related to the increased acuity of the residents.

In addition to the above funding, the Ministry also announced Allied Health funding. This funding supports the increase of the Allied Health professionals' hours per resident per day. This funding has been utilized to support the recruitment of a Nurse Practitioner, onboard three Social Workers and offset cost for the Infection Prevention and Control(IPAC) Specialists recruited during the pandemic. The Ministry also announced funding to support the personal growth of staff. This funding will be used to increase training hours for all front-line service workers directly related to resident care.

During COVID-19, the Ministry of Long-Term Care provided funding to temporarily increase Personal Support Workers rates of pay by \$3 per hour. In 2022,

# 2023 DEPARTMENT BUDGETS



this temporary funding became permanent and mandatory. The Subsidies include the Ministry's allocation towards this increase.

One-time funding from the Ministry of Long-Term Care is included for the period of January to December 2023 for COVID-19 related Home Service Assistants and personal protective equipment expenses. This funding was provided in fiscal 2022/2023 with three months of the funding for 2023 and an anticipated continuation of funding has been included out to December 2023.

User Fees are to increase by \$485K. User Fees are the resident co-payments related to their stay in private and semi-private accommodations in long-term care. The increase is based on historical trending.

Miscellaneous Income is the same as in 2022.

Transfer from Reserve will decrease by \$4.4M. In 2022, there was a one-time \$4.1M set aside from the Municipal Safe Restart Funding related to COVID-19 activities to support the increased costs in Long-Term Care. In addition, in 2022, \$233K was received in Minor Capital subsidy and transferred to the reserve to assist with funding capital projects. In 2023, the Minor Capital funding will not be transferred to reserve and remain in Subsidy revenue and offset small equipment purchases in Facilities expense category.

Salaries and Benefits are anticipated to increase by \$3.5M. Salaries and Benefits will increase based on the new funding noted in the increase in Subsidies. Direct Care, Allied Health and supporting personal growth funding accounts for an increase in salaries by \$1.9M.

Georgian Manor opened 16 new Behavioural Support beds in 2022, salaries included related to this initiative amount to \$672K. With the increase in staffing, estimated increases have been included for training salaries of \$177K.

The Homes 2021/2022 Case Mix Index increased funding was received late in 2021 and was not included in the 2022 budget. This increase has been included in the 2023 salaries operating budget in the amount of \$223K.

The 2023 budgeted salaries include the estimated costs related to the increased wage rate for Personal Support Worker, approximately \$1.7M. The 2022 budget included increased wages related to pandemic staffing levels for COVID-19. This increased level of staffing has been removed from the 2023 budgeted salaries for a total decrease of \$3.2M. The 2022 budget also included costs associated with the screening, testing and unit duties of the Home Service Assistants. In the 2023 budget, these salaries and benefits have been reduced by \$476K. The balance of the change in salaries and benefits is related to the changes in staffing in the 2023 budget and

# 2023 DEPARTMENT BUDGETS



the result of adjustments related to collective agreements, as well as standard salary and benefit costs.

Administration costs are expected to increase by \$166K. New to 2023, the Administration costs increased by \$96K for rent expense to store the increased personal protective equipment required by the Fixing Long-Term Care Act, 2021. Insurance costs are also expected to increase by \$96K. Offsetting the increases are decreases in overall non-wage related staff training costs and mileage as staff utilize technology.

Facilities costs are projected to increase by \$229K. This is mostly due to an increase of \$93K in utility costs. Other increases include small equipment replacement and overall building, grounds, and equipment maintenance.

Cost of Service Delivery is planned to increase by \$265K. The Cost of Service Delivery includes expenses that are mainly attributed to the operation of the Long-Term Care Home. In 2022, the Homes received an increase in the Raw Food per diem funding, moving from \$9.54 to \$11.00

per resident per day, providing an additional \$314K to purchase Raw Food. Also, the Homes are now required, through the Fixing the Long-Term Care Act, 2021, to maintain a higher level of usage of personal protective equipment for infection prevention and control. The estimated impact is a \$49K increase in costs. Other smaller impacts relate to increased gas costs for resident outings, physiotherapy and incontinence expenses which are offset with additional funding. Offsetting these increases is the discontinuation of the outsourcing of the staff uniform service.

Transfer to Reserve will decrease by \$193K. The 2022 transfer to reserve relates to Ministry funding received and transferred to the Homes Reserve to offset capital expenses. In 2023, this amount is being used to offset in-year equipment and maintenance costs.

## Capital

The Department's Capital budget is \$17.1M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
PSS Recreation Therapist	1.6	143	0
Allied Health - Social Worker	(0.5)	(52)	0
Allied Health - Nurse Practitioner	(1.0)	(163)	0
LTCSS Education Supervisor	(0.7)	(77)	0
<b>Total LTC - Homes</b>	<b>(0.6)</b>	<b>(148)</b>	<b>0</b>



# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Building Components and Equipment	1,801	1,801	0	0	0	200	198	1,039	365
Georgian Manor Bed Expansion	5,715	967	0	755	0	106	106	0	0
Simcoe Manor Redevelopment	265,123	14,306	0	2,141	0	1,575	1,117	0	9,474
<b>Total Capital</b>	<b>272,639</b>	<b>17,074</b>	<b>0</b>	<b>2,896</b>	<b>0</b>	<b>1,880</b>	<b>1,420</b>	<b>1,039</b>	<b>9,839</b>

## LTC - Homes Staffing

**Expenditure Title:** PSS Recreation Therapist  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

Requesting the addition of 1.6 FTE of Recreation Therapists into the Program and Support Department staffing complement across the four Homes as the first step in a realignment of the department. The realignment is a result of issues brought forward during the pandemic regarding the importance of engagement of residents, meaningful activity to combat loneliness, depression and improve overall quality of life. It also addresses the increasing complexity and diversity of the residents we serve. The realignment and added staffing hours will allow the Homes to better address the social, psychological, and emotional needs of the residents while giving the Homes the ability to increase their engagement in community programs and the expansion of the volunteer program.

### Justification for expenditure

It was brought to the forefront during the pandemic that more engagement in activities contributes to the overall health and quality of life of the residents. Our current structure does not allow for a consistent level of staffing on days, evenings and weekends that is required to better meet the needs of the residents. It also limits the ability to maintain the core principles of infection prevention and control to engage all residents in meaningful activity, cohorting or residents and staff was very difficult.

### Budget

Category	((\$000's))	2023 Budget
Salaries		143
Operating Expense		143
Subsidies		143
Operating Revenue		143
Net Expenditure		0

# 2023 DEPARTMENT BUDGETS



## LTC - Homes TCA & Operating

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

### Description and scope for expenditure

Staff have reviewed and prioritized the asset management needs for building components, equipment repairs and replacement related expenses for the County's Long-Term Care Homes. The building components and equipment identified for replacement are at the end of their useful lives. To maintain the County's Long-Term Care Homes, continued investment in infrastructure and equipment is required.

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, Ministry of Long-Term Care subsidy, reserves, or levy.

### Justification for expenditure

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

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
	(\$000's)				
<b>Facilities</b>	<b>359</b>	<b>0</b>	<b>359</b>	<b>0</b>	<b>0</b>
<b>Operating Expense</b>	<b>359</b>	<b>0</b>	<b>359</b>	<b>0</b>	<b>0</b>
<b>Subsidies</b>	<b>221</b>	<b>0</b>	<b>221</b>	<b>0</b>	<b>0</b>
<b>Service Partners</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>
<b>Transfer from Reserve</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>0</b>
<b>Operating Revenue</b>	<b>267</b>	<b>0</b>	<b>267</b>	<b>0</b>	<b>0</b>
<b>Capital Revenue</b>	<b>1,436</b>	<b>0</b>	<b>1,436</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>1,801</b>	<b>0</b>	<b>1,801</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(365)</b>	<b>0</b>	<b>(365)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(457)</b>	<b>0</b>	<b>(457)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## LTC – Homes: Net Expenditure by Location

Category (\$000's)	2023 Budget	Georgian Manor	Simcoe Manor	Sunset Manor	Trillium Manor
Facilities	359	42	80	153	84
<b>Operating Expense</b>	<b>359</b>	<b>42</b>	<b>80</b>	<b>153</b>	<b>84</b>
Subsidies	221	-	70	83	68
Service Partners	30	9	2	15	4
Transfer from Reserve	16	-	-	16	-
<b>Operating Revenue</b>	<b>267</b>	<b>9</b>	<b>72</b>	<b>114</b>	<b>72</b>
<b>Capital Revenue</b>	<b>1,436</b>	<b>136</b>	<b>113</b>	<b>890</b>	<b>297</b>
<b>Capital Expense</b>	<b>1,801</b>	<b>188</b>	<b>142</b>	<b>1,069</b>	<b>402</b>
<b>Net Capital</b>	<b>(365)</b>	<b>(52)</b>	<b>(29)</b>	<b>(179)</b>	<b>(105)</b>
<b>Net Expenditure</b>	<b>(457)</b>	<b>(85)</b>	<b>(37)</b>	<b>(218)</b>	<b>(117)</b>

# 2023 DEPARTMENT BUDGETS



## LTC - Homes Tangible Capital Asset (TCA)

**Expenditure Title:** Georgian Manor Bed Expansion  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

In 2022 the Ministry of Long-Term Care approved a capital expansion project at Georgian Manor for 16 new long-stay beds. This expansion replenishes the beds that were converted to the Behavioural Support Transition Unit. Construction subsidy will be collected from the Ministry of Long-Term Care for a period of 25 years post construction.

As noted in CCW 2022-205 on June 14, 2022, construction costs in Ontario have been heavily impacted by inflation. This request includes contingency funds tied to these inflationary pressures. The contingency has been calculated as 25% of hard costs.

### Justification for expenditure

The funds are required to ensure the full project budget is approved allowing the award of contracts which will begin early 2023. If any of the contingency funds are not required, staff will update Council.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Revenue</b>	<b>5,715</b>	<b>4,748</b>	<b>967</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>5,715</b>	<b>4,748</b>	<b>967</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## LTC - Homes Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

The redevelopment of Simcoe Manor in Beeton Ontario into Simcoe Village, a seniors campus continuum, continues through the planning and design stages up to the sod turning in the spring of 2022. To ensure sufficient funds are available, each year the costs are reviewed against current market conditions and updated accordingly.

As outlined in the most recent update report to Council, CCW 2022-198 (June), Council was advised that due to pandemic supply chain impacts, the war in Ukraine and extraordinary inflation experienced in the construction industry could create the potential for inflation. Staff advised those potential impacts would be brought forward within the 2023 draft budget. A contingency of \$39.3M, 21% of hard construction costs related to the possible risk of higher costs, is being added to the overall project cost.

The funds would be set aside only for escalation related costs and not fund any changes in design or scope. Any additional costs related to design or scope changes would be brought to Council for approval.

### Justification for expenditure

The funds are required to ensure the full project budget is approved by Council allowing the award of contract which will start in late summer of 2022. If any of the contingency funds are not required, staff will seek Council's direction regarding use.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>135,336</b>	<b>14,678</b>	<b>4,832</b>	<b>52,985</b>	<b>62,840</b>
<b>Capital Expense</b>	<b>265,123</b>	<b>47,748</b>	<b>14,306</b>	<b>88,390</b>	<b>114,680</b>
<b>Net Capital</b>	<b>(129,787)</b>	<b>(33,070)</b>	<b>(9,474)</b>	<b>(35,405)</b>	<b>(51,840)</b>
<b>Net Expenditure</b>	<b>(129,787)</b>	<b>(33,070)</b>	<b>(9,474)</b>	<b>(35,405)</b>	<b>(51,840)</b>

## Seniors Services



# 2023 DEPARTMENT BUDGETS



## Seniors Services

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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	3,960	3,973	4,050	4,226	176	4.3	4,125	74	1.8
Service Partners	0	0	0	0	0	0.0	0	0	0.0
User Fees	4,406	4,445	4,842	4,787	(55)	(1.1)	5,102	261	5.4
Miscellaneous Income	160	135	254	200	(54)	(21.2)	264	10	4.0
Transfer from Reserve	501	468	629	597	(32)	(5.1)	540	(89)	(14.1)
<b>Total Revenues</b>	<b>9,026</b>	<b>9,021</b>	<b>9,775</b>	<b>9,810</b>	<b>35</b>	<b>0.4</b>	<b>10,031</b>	<b>257</b>	<b>2.6</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	6,156	6,060	6,197	6,222	25	0.4	6,082	(115)	(1.9)
Administration	237	139	173	260	87	50.6	227	54	31.4
Facilities	1,490	1,409	1,651	1,689	38	2.3	1,608	(44)	(2.6)
Cost of Service Delivery	1,098	1,431	1,304	1,393	89	6.8	1,363	59	4.6
Transfer to Reserve	974	900	810	624	(186)	(23.0)	751	(59)	(7.3)
<b>Total Expenses</b>	<b>9,956</b>	<b>9,940</b>	<b>10,135</b>	<b>10,189</b>	<b>54</b>	<b>0.5</b>	<b>10,031</b>	<b>(104)</b>	<b>(1.0)</b>
<b>Total Operating Balance</b>	<b>(930)</b>	<b>(919)</b>	<b>(361)</b>	<b>(379)</b>	<b>(19)</b>	<b>5.2</b>	<b>0</b>	<b>361</b>	<b>(100.0)</b>
<b>Capital</b>									
Capital Revenue	403	500	423	736	314	74.2	205	(218)	(51.5)
Capital Expenses	403	799	423	736	314	74.2	205	(218)	(51.5)
<b>Net Capital</b>	<b>0</b>	<b>(299)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(930)</b>	<b>(1,218)</b>	<b>(361)</b>	<b>(379)</b>	<b>(19)</b>	<b>5.2</b>	<b>0</b>	<b>361</b>	<b>(100.0)</b>



## Seniors Services 2023 Budget vs. 2022 Budget Change

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The 2023 Seniors Services budget includes a net department requirement (total operating and capital) of 0, compared to \$361K in 2022, a decrease of \$361K. The decrease is a result of normalizing costs to pre-pandemic operations.

### Operating

The Seniors Services operating budget includes a total operating balance of 0, compared to \$361K in 2022, a decrease of \$361K. Reduced costs for pandemic response in salaries, personal protective equipment and cleaning have been realized in the 2023 budget.

Subsidies are to increase by \$74K. Ministry funded programs within Seniors Services increased the base subsidy by \$58K. Pandemic related funding of \$16K to offset the remaining directives in Georgian Residences Retirement. This funding has been estimated based on prior year trends.

User Fees are to increase by \$261K. User Fees include rental income, service package income and fees for service. Rental income has increased by \$139K according to Provincial guidelines. User Fees for services has increased by \$122K based on the escalation of the cost of the service.

Miscellaneous Income is to increase by \$10K. With the return to normal operations, it is anticipated the Rendezvous restaurant at Georgian Village will generate more revenue.

Transfer from Reserve will decrease by \$89K. Transfers from Reserve occur to offset one-time projects across Seniors Services and fluctuates each year depending on priority.

Salaries and Benefits are anticipated to decrease by \$115K. It is anticipated that staffing levels will substantially return to pre-pandemic levels, reducing overall salaries and benefits. The budget does include some screening staff based on current mandates.

Administration costs are expected to increase by \$54K. Additional storage space for personal protective equipment has been secured across locations.

Facilities costs are projected to decrease by \$44K. Included in Facilities are the one-time improvement costs for the maintenance of the buildings across Seniors Services which fluctuates each year with priority. The reduction in projects in 2023 is offset by general contract increases for routine maintenance.

# 2023 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to increase by \$59K. The main driver of this increase is the cost of food. Much of this increase is recovered through the Rendezvous restaurant sales or service package revenue.

Transfer to Reserve will decrease by \$59K. The transfer includes amounts contributed by residents to the reserves for future capital improvements. These contributions

have increased by \$16K. The reduction is related to overall surplus on operations due to the remaining pandemic costs.

## **Capital**

The Department's Capital budget is \$205K. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
LTCSS Education Supervisor	(0.3)	(32.8)	0
<b>Total Seniors Services</b>	<b>(0.3)</b>	<b>(32.8)</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC Other	City of Barrie	City of Orillia	Reserves	County Impact
Building Components and Equipment	265	205	0	0	0	0	205	0
<b>Total Capital</b>	<b>265</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>205</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Seniors Services TCA & Operating

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

### Description and scope for expenditure

Staff have reviewed and prioritized the asset management needs for building components, equipment repairs and replacement related expenses for Senior Services facilities. The building components and equipment identified for replacement are at the end of their useful lives.

To maintain the County's Seniors Services facilities, continued investment in infrastructure and equipment is required.

These projects will be funded in whole through reserves.

### Justification for expenditure

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

### Budget

Category	(\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Facilities</b>		<b>73</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>0</b>
<b>Operating Expense</b>		<b>73</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>0</b>
<b>Transfer from Reserve</b>		<b>73</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>0</b>
<b>Operating Revenue</b>		<b>73</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>0</b>
<b>Capital Revenue</b>		<b>265</b>	<b>60</b>	<b>205</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>		<b>265</b>	<b>60</b>	<b>205</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Seniors Services: Net Expenditure by Location

Category (\$000's)	2023 Budget	Georgian Village	Simcoe Village	Sunset Village
Facilities	73	57	8	8
<b>Operating Expense</b>	<b>73</b>	<b>57</b>	<b>8</b>	<b>8</b>
Transfer from Reserve	73	57	8	8
<b>Operating Revenue</b>	<b>73</b>	<b>57</b>	<b>8</b>	<b>8</b>
<b>Capital Revenue</b>	<b>205</b>	<b>112</b>	-	<b>93</b>
<b>Capital Expense</b>	<b>205</b>	<b>112</b>	-	<b>93</b>
<b>Net Capital</b>	-	-	-	-
<b>Net Expenditure</b>	-	-	-	-

## Social and Community Services



# 2023 DEPARTMENT BUDGETS





## Ontario Works



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	61,647	50,524	80,572	57,601	(22,971)	(28.5)	62,057	(18,515)	(23.0)
Service Partners	3,182	3,863	5,048	4,441	(607)	(12.0)	5,428	380	7.5
User Fees	1,484	1,329	1,978	1,340	(637)	(32.2)	1,656	(321)	(16.3)
Miscellaneous Income	0	0	0	0	0	0.0	0	0	0.0
Transfer from Reserve	0	0	0	0	0	0.0	249	249	-
<b>Total Revenues</b>	<b>66,312</b>	<b>55,717</b>	<b>87,598</b>	<b>63,382</b>	<b>(24,215)</b>	<b>(27.6)</b>	<b>69,390</b>	<b>(18,207)</b>	<b>(20.8)</b>
<b>Operating Expenses</b>									
Client Benefit	52,532	41,347	72,404	48,795	(23,608)	(32.6)	53,569	(18,834)	(26.0)
Salaries and Benefits	11,414	12,017	13,433	12,776	(657)	(4.9)	13,729	296	2.2
Administration	1,616	1,672	1,859	1,805	(54)	(2.9)	1,957	97	5.2
Facilities	271	130	173	173	0	0.0	589	416	240.1
Cost of Service Delivery	117	304	163	163	0	0.0	164	1	0.9
Transfer to Reserve	0	0	0	0	0	0.0	0	0	0.0
<b>Total Expenses</b>	<b>65,950</b>	<b>55,469</b>	<b>88,031</b>	<b>63,712</b>	<b>(24,319)</b>	<b>(27.6)</b>	<b>70,008</b>	<b>(18,024)</b>	<b>(20.5)</b>
<b>Total Operating Balance</b>	<b>362</b>	<b>247</b>	<b>(434)</b>	<b>(330)</b>	<b>104</b>	<b>(23.9)</b>	<b>(617)</b>	<b>(184)</b>	<b>42.3</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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>362</b>	<b>247</b>	<b>(434)</b>	<b>(330)</b>	<b>104</b>	<b>(23.9)</b>	<b>(617)</b>	<b>(184)</b>	<b>42.3</b>

## Ontario Works 2023 Budget vs. 2022 Budget Change

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The 2023 Ontario Works budget includes a net department requirement (total operating and capital) of \$617K, compared to \$434K in 2022, an increase of \$184K.

The City of Barrie portion is \$4.0M, an increase of \$378K from 2022. The City of Orillia portion is \$1.4M, an increase of \$2K from 2022. The total Municipal requirement in 2023 is \$6.0M compared to \$5.5M in 2022, an increase of \$564K. Caseload shifts result in a 2.6% increase to the County, a 0.9% decrease to the City of Barrie, and a 1.7% decrease to the City of Orillia.

### Operating

The Ontario Works operating budget includes a total operating balance of \$617K, compared to \$434K in 2022, an increase of \$184K.

Subsidies are to decrease by \$18.5M. This is the result of decreasing the Ontario Works caseload to 5,430 in 2023 from the 2022 budgeted caseload of 7,500. Ontario Works subsidies are 100% provincially funded.

User Fees are to decrease by \$321K. This decrease is a result of the decreasing caseload in the 2023 budget. User Fees are part of the overall subsidy claim

calculation, therefore, do not impact the total operating balance of the department.

Transfer from Reserve will increase by \$249K. This is the County's share of the new Bradford West Gwillimbury's Ontario Works satellite office leasehold and equipment costs.

The Client Benefit payments will decrease by \$18.8M. This is a result of decreasing the Ontario Works caseload to 5,430 from the 2022 budgeted caseload of 7,500. Ontario Works subsidies are 100% provincially funded.

Salaries and Benefits are anticipated to increase by \$296K. There is a reduction of four FTE's in the 2023 budget. The increase in salaries and benefits is the result of adjustments related to the collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$97K. This increase includes \$90K for the equipment required for the new Bradford West Gwillimbury Ontario Works satellite office, as well as an increase in space rental for annual lease increases, insurance, and bank charges.

# 2023 DEPARTMENT BUDGETS



Facilities costs are projected to increase by \$416K. This is a result of the leasehold costs for the new Bradford West Gwillimbury Ontario Works satellite office.

Cost of Service Delivery is planned to increase by \$1K. This increase is the annual increase for the security guard in the Barrie satellite office.

## **Capital**

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Clerical Support Worker	(3.0)	(221)	(53)
Eligibility Review Officer-QA	(1.0)	(113)	(27)
<b>Total Ontario Works</b>	<b>(4.0)</b>	<b>(334)</b>	<b>(80)</b>

# 2023 DEPARTMENT BUDGETS



## Children Services



# 2023 DEPARTMENT BUDGETS



## Children Services

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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	39,509	43,760	40,803	69,503	28,700	70.3	100,539	59,736	146.4
Service Partners	1,258	2,255	2,527	2,527	0	0.0	2,348	(179)	(7.1)
User Fees	0	0	0	0	0	0.0	0	0	0.0
Miscellaneous Income	2	2	0	0	0	0.0	0	0	0.0
Transfer from Reserve	0	0	801	0	(801)	(100.0)	0	(801)	(100.0)
<b>Total Revenues</b>	<b>40,768</b>	<b>46,017</b>	<b>44,131</b>	<b>72,030</b>	<b>27,899</b>	<b>63.2</b>	<b>102,887</b>	<b>58,756</b>	<b>133.1</b>
<b>Operating Expenses</b>									
Client Benefit	38,976	43,745	42,903	68,876	25,973	60.5	99,162	56,259	131.1
Salaries and Benefits	2,758	3,077	3,250	3,219	(31)	(1.0)	3,906	655	20.2
Administration	77	74	113	152	40	35.3	141	28	24.9
Facilities	0	0	0	0	0	0.0	0	0	0.0
Cost of Service Delivery	0	3	0	3	3	100.0	0	0	0.0
Transfer to Reserve	1,032	1,253	0	1,915	1,915	100.0	1,814	1,814	100.0
<b>Total Expenses</b>	<b>42,843</b>	<b>48,152</b>	<b>46,266</b>	<b>74,165</b>	<b>27,899</b>	<b>60.3</b>	<b>105,022</b>	<b>58,756</b>	<b>127.0</b>
<b>Total Operating Balance</b>	<b>(2,075)</b>	<b>(2,135)</b>	<b>(2,135)</b>	<b>(2,135)</b>	<b>0</b>	<b>0.0</b>	<b>(2,135)</b>	<b>0</b>	<b>0.0</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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(2,075)</b>	<b>(2,135)</b>	<b>(2,135)</b>	<b>(2,135)</b>	<b>0</b>	<b>0.0</b>	<b>(2,135)</b>	<b>0</b>	<b>0.0</b>



## Children Services 2023 Budget vs. 2022 Budget Change

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The 2023 Children Services budget includes a net department requirement (total operating and capital) of \$2.1M, compared to \$2.1M in 2022, an increase of \$0.

The City of Barrie portion is \$1.9M, a decrease of \$95K from 2022. The City of Orillia portion is \$399K, a decrease of \$83K from 2022. The total Municipal requirement in 2023 is \$4.5M compared to \$4.7M in 2022, a decrease of \$179K.

### Operating

The Children Services operating budget includes a total operating balance of \$2.1M, which has not changed in 2023.

Subsidies are to increase by \$59.7M. This increase is representative of the overall increase to the year over year provincial funding allocation based on the known 2023 allocation from the Ministry of Education. The increase is largely attributed to the new Canada Wide Early Learning and Child Care program that was announced in 2022, as well as the extension of the Early Learning and Child Care Federal program.

Transfer from Reserve will decrease by \$801K. In 2023, the Ministry of Education is increasing the administration

funding to include the new Canada Wide Early Learning and Child Care program. As a result, a transfer from the Social Services Reserve to offset any municipal budget increase in 2023 is not required.

The Client Benefit payments will increase by \$56.3M. This increase is representative of the overall increase to the year over year provincial funding allocation based on the known 2023 allocation from the Ministry of Education. The increase is largely attributed to the new Canada Wide Early Learning and Child Care program that was announced in 2022, as well as the extension of the Early Learning and Child Care Federal program.

Salaries and Benefits are anticipated to increase by \$655K. As a result of the new programs announced in 2022, there was an in-year report to add four FTE's within the Children Services department. These FTE's account for \$506K of the increase over the 2022 budget. The remaining increase in salaries and benefits is the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

# 2023 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$28K. This is the result of adding the Canada Wide Early Learning and Child Care program to the Children Services portfolio and the associated administration costs.

Transfer to Reserve will increase by \$1.8M. As with 2021 & 2022, a transitional grant of \$2M is included in the 2023 child care funding allocation. This results in \$1.8M of municipal savings to be transferred to the Social Services

Reserve that is slated to offset any municipal child care budget increases in the future, until these savings are depleted.

## Capital

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total Children Services	0.0	0	0

# 2023 DEPARTMENT BUDGETS



## Community Services



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	16,481	22,705	10,721	21,345	10,624	99.1	15,437	4,716	44.0
Service Partners	1,003	998	1,115	1,555	440	39.4	1,217	102	9.1
User Fees	0	0	0	0	0	0.0	0	0	0.0
Miscellaneous Income	80	125	115	118	3	2.6	115	0	0.0
Transfer from Reserve	223	0	0	800	800	100.0	0	0	0.0
<b>Total Revenues</b>	<b>17,786</b>	<b>23,828</b>	<b>11,951</b>	<b>23,818</b>	<b>11,866</b>	<b>99.3</b>	<b>16,770</b>	<b>4,818</b>	<b>40.3</b>
<b>Operating Expenses</b>									
Client Benefit	17,852	23,991	12,449	24,372	11,923	95.8	17,379	4,929	39.6
Salaries and Benefits	1,175	1,256	1,623	1,603	(20)	(1.2)	1,752	129	7.9
Administration	53	47	83	127	43	52.3	86	3	4.0
Facilities	0	0	0	4	4	100.0	0	0	0.0
Cost of Service Delivery	0	0	0	0	0	0.0	0	0	0.0
Transfer to Reserve	488	568	0	0	0	0.0	35	35	100.0
<b>Total Expenses</b>	<b>19,568</b>	<b>25,862</b>	<b>14,155</b>	<b>26,106</b>	<b>11,950</b>	<b>84.4</b>	<b>19,252</b>	<b>5,096</b>	<b>36.0</b>
<b>Total Operating Balance</b>	<b>(1,782)</b>	<b>(2,034)</b>	<b>(2,204)</b>	<b>(2,288)</b>	<b>(84)</b>	<b>3.8</b>	<b>(2,482)</b>	<b>(278)</b>	<b>12.6</b>
<b>Capital</b>									
Capital Revenue	0	0	0	2,928	2,928	(100.0)	0	0	0.0
Capital Expenses	0	0	0	2,928	2,928	100.0	0	0	0.0
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(1,782)</b>	<b>(2,034)</b>	<b>(2,204)</b>	<b>(2,288)</b>	<b>(84)</b>	<b>3.8</b>	<b>(2,482)</b>	<b>(278)</b>	<b>12.6</b>

## Community Services 2023 Budget vs. 2022 Budget Change

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The 2023 Community Services budget includes a net department requirement (total operating and capital) of \$2.5M, compared to \$2.2M in 2022, an increase of \$278K.

The City of Barrie portion is \$1.0M, an increase of \$84K from 2022. The City of Orillia portion is \$208K, an increase of \$18K from 2022. The total Municipal requirement in 2023 is \$3.7M compared to \$3.3M in 2022, an increase of \$380K.

### Operating

The Community Services operating budget includes a total operating balance of \$2.5M, compared to \$2.2M in 2022, an increase of \$278K.

Subsidies are to increase by \$4.7M. The Reaching Home funding allocation has increased by \$3.1M and the Homeless Prevention Program by \$1.6M.

Miscellaneous Income is the same as in 2022.

The Client Benefit payments will increase by \$4.9M. The Reaching Home funding allocation has increased by

\$3.1M and the Homeless Prevention Program by \$1.7M. As well, \$100K has been added for the warming centres.

Salaries and Benefits are anticipated to increase by \$129K. The increase in salaries and benefits are the result of adjustments related to the collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$3K. This is a result of adding insurance for the new supportive housing building on Tiffin Street in Barrie.

Transfer to Reserve will increase by \$35K. This is the annual contribution that will go toward future capital repairs for the new Tiffin Street supportive housing location.

### Capital

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
<b>Total Community Services</b>	<b>0.0</b>	<b>0</b>	<b>0</b>



# 2023 DEPARTMENT BUDGETS



## Simcoe County Housing Corporation



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	2,461	2,167	2,173	2,273	100	4.6	2,117	(56)	(2.6)
Service Partners	2,197	2,415	2,709	2,733	24	0.9	3,020	311	11.5
User Fees	9,282	9,869	9,932	9,705	(228)	(2.3)	9,786	(146)	(1.5)
Miscellaneous Income	4,590	2,513	31	1,159	1,128	-	31	0	0.0
Transfer from Reserve	695	725	1,705	1,417	(288)	(16.9)	757	(948)	(55.6)
<b>Total Revenues</b>	<b>19,225</b>	<b>17,690</b>	<b>16,550</b>	<b>17,286</b>	<b>736</b>	<b>4.4</b>	<b>15,711</b>	<b>(839)</b>	<b>(5.1)</b>
<b>Operating Expenses</b>									
Client Benefit	1,070	1,143	1,236	1,204	(32)	(2.6)	1,267	31	2.5
Salaries and Benefits	4,023	4,381	4,919	4,792	(127)	(2.6)	5,362	443	9.0
Administration	759	826	769	899	130	16.9	1,272	503	65.3
Facilities	8,845	8,930	10,352	10,196	(156)	(1.5)	10,075	(276)	(2.7)
Cost of Service Delivery	2,220	2,495	2,143	2,012	(131)	(6.1)	1,682	(461)	(21.5)
Transfer to Reserve	6,131	4,293	1,606	2,780	1,174	73.1	1,506	(101)	(6.3)
<b>Total Expenses</b>	<b>23,048</b>	<b>22,068</b>	<b>21,025</b>	<b>21,884</b>	<b>858</b>	<b>4.1</b>	<b>21,164</b>	<b>139</b>	<b>0.7</b>
<b>Total Operating Balance</b>	<b>(3,824)</b>	<b>(4,378)</b>	<b>(4,475)</b>	<b>(4,598)</b>	<b>(122)</b>	<b>2.7</b>	<b>(5,453)</b>	<b>(978)</b>	<b>21.9</b>
<b>Capital</b>									
Capital Revenue	15,658	8,996	37,624	54,852	17,228	45.8	20,181	(17,443)	(46.4)
Capital Expenses	17,163	12,109	51,682	68,910	17,228	33.3	40,849	(10,833)	(21.0)
<b>Net Capital</b>	<b>(1,505)</b>	<b>(3,113)</b>	<b>(14,058)</b>	<b>(14,058)</b>	<b>0</b>	<b>0.0</b>	<b>(20,668)</b>	<b>(6,610)</b>	<b>47.0</b>
<b>Net Department</b>	<b>(5,329)</b>	<b>(7,491)</b>	<b>(18,533)</b>	<b>(18,656)</b>	<b>(122)</b>	<b>0.7</b>	<b>(26,121)</b>	<b>(7,588)</b>	<b>40.9</b>

## Simcoe County Housing Corporation 2023 Budget vs. 2022 Budget Change

The 2023 Simcoe County Housing Corporation budget includes a net department requirement (total operating and capital) of \$26.1M, compared to \$18.5M in 2022, an increase of \$7.6M.

The City of Barrie portion is \$12.0M, a decrease of \$3.3M from 2022. The City of Orillia portion is \$2.5M, a decrease of \$664K from 2022. The total Municipal requirement in 2023 is \$40.6M compared to \$36.9M in 2022, an increase of \$3.7M.

### Operating

The Simcoe County Housing Corporation operating budget includes a total operating balance of \$5.5M, compared to \$4.5M in 2022, an increase of \$1.0M.

Subsidies are to decrease by \$56K. This is the result of a decrease in Canada-Ontario Community Housing Initiative funding, as well as a slight decrease in Federal funding.

User Fees are to decrease by \$146K. This is attributed to a reduction in forecasted rental revenues on the existing housing stock which is partially offset by rental increases in the affordable housing developments.

Miscellaneous Income is the same as in 2022.

Transfer from Reserve will decrease by \$948K. In 2022, the security costs were offset with Safe Restart Funding from the Contingency Reserve. In the 2023 budget, the security costs do not have offsetting revenue. There is a decrease of \$297K based on the reserve requirement for the priority projects.

The Client Benefit payments will increase by \$31K. This is due to a 2.5% increase on commercial rent supplement payments, as per the 2023 rent control guidelines.

Salaries and Benefits are anticipated to increase by \$443K. There is a total increase of 3.8 FTE's, consisting of one Building Superintendent, one Housing Clerk, one Tenant Navigator, 0.5 FTE Junior Facility Engineer that is shared with Non-Profit Housing, and one Student (0.3 FTE). Aside from these new positions within the department, the increase in salaries and benefits is the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

# 2023 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$503K. This includes increases in the projected insurance costs of \$469K and \$30K for Microsoft surfaces as part of the preventative maintenance roll-out.

Facilities costs are projected to decrease by \$276K. As per the County Asset Management Plan, the facility costs are lower by \$364K for this year. Property taxes are decreasing by \$76K due to a reduction in the Affordable Housing Wasaga Beach property assessment. Utilities are increasing by \$147K.

Cost of Service Delivery is planned to decrease by \$461K. This is due to reduced security costs.

Transfer to Reserve will decrease by \$101K. This is a result of decreased operating surpluses associated with the affordable housing developments.

## **Capital**

The Department's Capital budget is \$40.8M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Building Superintendent	1.0	42	29
Housing Clerk	1.0	70	49
Junior Facilities Engineer	0.5	59	41
Student	0.3	16	11
Tenant Navigator	1.0	106	74
<b>Total Simcoe County Housing Corporation</b>	<b>3.8</b>	<b>293</b>	<b>204</b>

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Affordable Housing (Barrie)	7,482	1,852	0	0	0	240	50	1,083	478
Affordable Housing (Bradford)	28,433	15,373	0	0	1,900	3,397	702	1,537	7,837
Affordable Housing (Orillia)	79,441	21,261	0	0	0	5,248	1,084	2,576	12,353
Albert Street (Collingwood)	233	233	0	0	0	59	12	162	0
Blake Street (Barrie)	99	99	0	0	0	25	5	69	0
Brock Street (Stayner)	26	26	0	0	0	7	1	18	0
Cook Street (Barrie)	252	252	0	0	0	63	13	175	0
Flos Crescent (Elmvale)	51	51	0	0	0	13	3	36	0
Gignac Drive (Penetang)	34	34	0	0	0	8	2	23	0
Harriet Street (Penetang)	139	139	0	0	0	35	7	97	0
Maria Street (Penetang)	335	335	0	0	0	85	17	233	0
Matthew Way (Collingwood)	25	25	0	0	0	6	1	17	0
Miller Park Avenue (Bradford)	210	210	0	0	0	53	11	146	0
Napier Street (Collingwood)	159	159	0	0	0	40	8	111	0
Peter Street (Orillia)	83	83	0	0	0	21	4	58	0
Regent Street (Orillia)	66	66	0	0	0	17	3	46	0
Seventh Lane (Wasaga Beach)	113	113	0	0	0	28	6	78	0
Tecumseth Street (New Tecumseth)	179	179	0	0	0	45	9	125	0
Victoria Street East (Innisfil)	125	125	0	0	0	32	7	87	0

# 2023 DEPARTMENT BUDGETS



Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC Other	City of Barrie	City of Orillia	Reserves	County Impact	
Wellington Street (New Tecumseth)	77	77	0	0	0	19	4	54	0
Yonge Street (Midland)	156	156	0	0	0	39	8	109	0
<b>Total Capital</b>	<b>117,719</b>	<b>40,849</b>	<b>0</b>	<b>0</b>	<b>1,900</b>	<b>9,481</b>	<b>1,958</b>	<b>6,841</b>	<b>20,668</b>

## Simcoe County Housing Corporation Staffing

**Expenditure Title:** Building Superintendent  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Building Superintendent position within Simcoe County Housing Corporation provides frontline services for the growing portfolio. This position supports the custodial, health & safety, legislative, and building maintenance requirements for apartment sites and family units, while also providing required service levels for tenants. This new position will be based out of Bradford to provide full-time maintenance, allowing Simcoe County Housing Corporation to maintain sites to high standards. There is a need for an additional FTE in this area due to the opening of the new County-owned and operated family building with the community hub. Currently, Simcoe County Housing Corporation needs to utilize contractors for certain staff functions in order to meet the basic service levels. For 2023, the budget represents only 50% of the Salary and Benefit cost of the Building Superintendent position, and will increase to 100% in years 2024 and beyond.

### Justification for expenditure

The addition of this frontline Building Superintendent position is critical to provide the Simcoe County Housing Corporation maintenance and facilities team the appropriate number of positions to successfully meet service levels at the Social Housing sites. It will reduce dependency on contractors for core daily service delivery while being more efficient and accountable in meeting Simcoe County Housing Corporation day-to-day maintenance and asset management responsibilities.

### Budget

Category	(\$000's)	2023 Budget
Salaries		42
Operating Expense		42
Service Partners		13
Operating Revenue		13
Net Expenditure		(29)



## Simcoe County Housing Corporation Staffing

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

### Description and scope for expenditure

The Housing Clerk position is responsible for providing administrative and clerical duties that support the efficient day-to-day operations of the Social Housing Department. This position processes mail, answers the telephone, manages file systems, word processing, and data entry. This position works closely with the maintenance team, issues work and purchase orders, and ensures maintenance issues are addressed quickly and efficiently. Housing Clerks are often the first point of contact for both applicants and tenants who may be in distress when they call. There is a need for an additional FTE due to an increase in County-owned apartment buildings. Over the past several years there has been an increase of 412 County-owned and operated units, however, there has been no increase in clerical staff to adequately manage the considerably larger portfolio and added demands.

### Justification for expenditure

The addition of this front-facing Housing Clerk position is critical for the efficient delivery of service to both applicants and tenants. Not having the ability to provide service in a timely manner could have a negative impact on a vulnerable population. With more County-owned and operated affordable builds opening in 2023/2024, an increased staff complement is necessary to maintain a high standard of service the Simcoe County Housing Corporation provides.

### Budget

Category	(\$000's)	2023 Budget
Salaries		70
Operating Expense		70
Service Partners		21
Operating Revenue		21
Net Expenditure		(49)

## Simcoe County Housing Corporation Staffing

**Expenditure Title:** Student  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The student position, reporting to the Maintenance and Facilities Supervisor, is responsible for assisting with landscaping and maintenance of one or more community sites owned and operated by the Simcoe County Housing Corporation. The students assist supervisors and site staff with unit preparation for renting, including cleaning of apartments and townhomes. They also assist with basic routine repairs. Currently, the Simcoe County Housing Corporation needs to utilize contractors for certain functions to meet basic service levels. Meaningful employment of students also contributes to a young adult's growth, and employment and marketable skills, while reducing youth unemployment.

### Justification for expenditure

The addition of a student position will be beneficial to the Simcoe County Housing Corporation's maintenance and facilities team. Larger portfolios and new construction are increasing workload and a student can assist in keeping the grounds and buildings to a high standard at a competitive hourly rate. This would reduce dependency on contractors while being more efficient and accountable in meeting the day-to-day maintenance and asset management responsibilities.

### Budget

Category	(\$000's)	2023 Budget
Salaries		16
Operating Expense		16
Service Partners		5
Operating Revenue		5
Net Expenditure		(11)

## Simcoe County Housing Corporation Staffing

**Expenditure Title:** Tenant Navigator  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Tenant Navigator position within the Simcoe County Housing Corporation provides social work support to the most vulnerable tenants in the portfolio; tenants who encounter multiple challenges that create barriers to maintaining successful tenancies. Building on the success of the four current Tenant Navigator positions in the portfolio, this additional position will allow more one-on-one time with those tenants in the greatest need and assist with overall goals of improving the quality of life at Simcoe County Housing Corporation properties and promoting impactful neighbourly relations. It is recognized that permanent housing stabilizes peoples' lives; however, some tenants need supplementary assistance beyond subsidized rent, such as professional social work referrals to specialized agencies and ongoing guidance and encouragement to the tenant for follow-up. With the reduction of on-site security, a fifth Tenant Navigator position can assist with complex operational issues in-house.

### Justification for expenditure

The acuity of mental health and addictions needs within the Simcoe County Housing Corporation has deepened over the years. Without the additional Tenant Navigator position, tenants with complex challenges will have longer waits to access the social work supports they require to maintain successful tenancies. This can have wide-ranging impacts to quality of life within the Simcoe County Housing portfolio, as well as added pressure on hospitals, shelters, police, and paramedic services.

### Budget

Category	2023 Budget
	(\$000's)
Salaries	106
Operating Expense	106
Service Partners	32
Operating Revenue	32
Net Expenditure	(74)

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Affordable Housing (Barrie)  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

As per Item CCW 2021-213 and based on the Council-approved preliminary business case, the County purchased the property at Rose Street, Barrie and completed all required demolition, and have prepared the site for development. The site is suited for a future affordable housing build as well as a new Barrie location for the County's Social and Community Services office and agency partners. The development is in alignment with the City's Official Plan and supports the need for housing and social and community services. As part of the approved Barrie rationalization plan, Simcoe County Housing Corporation has been selling scattered housing units as they become vacant to fund, in part, a new consolidated development. This request addresses the continued schematic design, costing and planning approvals for the site in order that a more detailed design and costing can be brought to County Council in 2023 for future plans and direction. Development Charge revenues have been removed in 2023 for Bill 23, More Homes Built Faster Act, 2022.

### Justification for expenditure

This project supports the 10-Year Affordable Housing and Homelessness Prevention Strategy and will contribute to the achievement of affordable housing targets. Schematic design and further studies will be completed in 2022 to seek final Council approval in 2023. The short-term lease for the County's Social and Community Services office in Barrie is expiring; therefore, this new location will be ideal.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>6,987</b>	<b>5,613</b>	<b>1,374</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>7,482</b>	<b>5,630</b>	<b>1,852</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(495)</b>	<b>(17)</b>	<b>(478)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(495)</b>	<b>(17)</b>	<b>(478)</b>	<b>0</b>	<b>0</b>

# 2023 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 scope for expenditure

As per CCW 2021-164, this request is to continue the construction of the Bradford affordable housing development. The project at 151 Simcoe Road is a rental development project on a parcel of land donated by the Town of Bradford West Gwillimbury for the creation of a 50-unit mixed family and seniors building, including a County Social and Community Services office and partner agency space.

The Bradford design will provide an energy-efficient low-rise apartment building containing a mix of one, two, and three-bedroom units. The low-maintenance building is intended to create an attractive and vibrant affordable housing solution in an established neighbourhood. The appearance and façade of the building are a modern design that maintains a residential appearance but is also intended to have a harmonious look with the Town’s adjacent future civic centre development. The Bradford development will provide a quality of housing that will contribute to the current and projected affordable housing needs of the community. Development Charge revenues have been removed in 2023 for Bill 23, More Homes Built Faster Act, 2022.

### Justification for expenditure

This project supports the County's 10-Year Affordable Housing and Homelessness Prevention Strategy and will significantly contribute to the achievement of much-needed affordable housing targets. Construction and site work are scheduled to begin in the summer of 2022, with anticipated completion in December 2023. This location is ideal for the County's Social and Community Services office in Bradford as well as co-location of agency partners for delivery of integrated services.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>19,429</b>	<b>11,893</b>	<b>7,537</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>28,433</b>	<b>13,060</b>	<b>15,373</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(9,004)</b>	<b>(1,167)</b>	<b>(7,837)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(9,004)</b>	<b>(1,167)</b>	<b>(7,837)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

As per CCW 2020-236, this request supports the continued construction of the Orillia affordable housing development and social services hub. 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 rent-geared-to income units) and social services, as well as County services to meet the diverse needs 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 alleviate 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. Development Charge revenues have been removed beginning in 2023 for Bill 23, More Homes Built Faster Act, 2022.

### Justification for expenditure

This project supports the 10-Year Affordable Housing and Homelessness Prevention Strategy and will significantly contribute to the achievement of the affordable housing targets. Construction is well underway; this request continues the project as part of the 2022 budget. There are other community service agencies, as well as the County's offices, which are relying on this construction to continue as they have committed to leasing the commercial space. Expected completion is the spring 2024.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	56,539	46,248	8,908	1,384	0
Capital Expense	79,441	54,757	21,261	3,423	0
Net Capital	(22,901)	(8,509)	(12,353)	(2,039)	0
Net Expenditure	(22,901)	(8,509)	(12,353)	(2,039)	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified the parking lot asphalt, curbs, and concrete walkways have reached the end of their useful life and show signs of extensive wear, cracking, and deterioration. This request is for the approval to proceed with the replacement of these items in a coordinated project to complete all the required repairs.

Also, the exterior siding is original to the building (late 1970's) and starting to fail. The siding is planned to be replaced to ensure the building envelope maintains its integrity.

### Justification for expenditure

Failure to complete the required repairs presents a health and safety risk due to trip hazards arising from cracks, potholes, and spalled concrete. In addition, damage can occur to vehicles, bicycles, and strollers.

With respect to the siding, if it is not replaced, the building will lose its rain screen resulting in water penetration into the building causing mold, rot, and failure of other structural components.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	233	0	233	0	0
Capital Expense	233	0	233	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified that the fencing along the residential perimeter of the Blake Street property has reached the end of its life. The fencing serves as a barrier between the apartment building site and the residential neighbourhood, providing security, safety, and privacy. The request seeks the approval for the removal of existing fencing and installation of a new fencing system and required posts.

### Justification for expenditure

Failure to complete the required replacement may result in safety issues due to collapsed sections. It is important to maintain the fencing to provide the required barrier and privacy between the parking lot and low-rise residential rear yards. Failure to maintain will result in an Order by the City of Barrie.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	99	0	99	0	0
Capital Expense	99	0	99	0	0
Net Expenditure	0	0	0	0	0



# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified that the resilient flooring located in the stairwells has reached the end of its useful life. These stairwells provide primary access to the second floor, as well as the emergency exit and dedicated fire routes. The flooring is worn and lifting, creating a safety issue as well as a housekeeping issue for the custodial staff to clean and maintain. This request is for the approval of the removal and replacement of flooring on stairs, risers, and landings. The new materials will be adopted from successful flooring products used in new construction and comply with all Accessibility for Ontarians with Disabilities Act requirements.

### Justification for expenditure

Failure to complete the required repairs will result in trips and falls of residents and staff who use the stairwells.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	26	0	26	0	0
Capital Expense	26	0	26	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

This request is for the approval to proceed with the replacement of the front and rear exterior doors of each townhouse unit, as well as the primary electrical feeds that carry power into the site. The front and rear doors are essential to the safety and security of each tenant, as well as preventing water migration into the unit and heat loss out of the unit. A review and prioritization of asset management needs has identified that the main electrical feeds are original to the construction of the site in the late 1970's. Emergency repairs had to be completed as the cabling was failing due to water penetration. This request relates to all the required works for the replacement of these items.

### Justification for expenditure

Failure to complete the required repairs will result in loss of security for the residents due to inoperable exterior doors, and increased energy costs. In addition, failure to complete the required electrical replacements will result in unplanned power outages for the complex as emergency repairs will need to be coordinated at significantly higher costs.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	252	0	252	0	0
Capital Expense	252	0	252	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Flos Crescent (Elmvale)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and scope for expenditure

A review and prioritization of asset management needs has identified that the patios located at each ground level suite and the connecting walkways and curbs have reached the end of their useful life due to cracking, spalling, and heaving. The resulting conditions create a health and safety issue as well as a trip hazard. This request is seeking approval for the removal and replacement of these items to restore the materials back to a safe condition.

### Justification for expenditure

Failure to complete the required repairs may result in injury to residents and staff, as well as potential litigation due to trips and falls on unmaintained surfaces.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	51	0	51	0	0
Capital Expense	51	0	51	0	0
Net Expenditure	0	0	0	0	0

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

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

### Description and scope for expenditure

The electrical panels are in each residential suite and provide all the required electrical power to the suite for lighting, heating, appliances, and plug loads. These panels are original to the building, having been installed in the late 1970s. A review and prioritization of the asset management needs has identified that these panels have reached the end of their useful life and obtaining replacement parts and breakers in the event of failures is increasingly difficult. This request is to seek approval for the removal and replacement of all electrical panels and upgrading to current Electrical Safety Authority code and approved materials.

### Justification for expenditure

Failure to complete the replacement of the panels will result in unplanned power failures in units. This can create an inconvenience for the residents. For residents who have medical equipment and other electrically powered aids, this can result in more serious issues. In addition, providing power is a requirement of the Ontario Building Code and Residential Tenancies Act.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	34	0	34	0	0
Capital Expense	34	0	34	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified that the windows and doors at this building have reached the end of their useful life. These items have failed seals, gaskets, and frames. These building components need to be replaced to restore the building envelope back to its proper condition. This request also includes the addition of an outdoor amenity area for smoking to ensure this activity takes place at a proper distance from the building, as per by-laws, and not on public property, which often leads to neighbourhood issues.

### Justification for expenditure

Failure to proceed in completing these repairs will result in failure of the building envelope and water migration into the building. This may lead to mold, rot, and damage to structure membranes. Increased energy costs will result due to excessive heat loss.

Failure to complete amenity area may result in neighbourhood complaints and by-law fines.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
Capital Revenue	139	0	139	0	0
Capital Expense	139	0	139	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified several items requiring replacement, including the second phase of the roof, soffit, eaves, windows, and suite electrical panels. The roof is being replaced with a 50-year rubber roof that has been successfully used on other sites. The windows will be replaced with low E and SB10 compliant energy-efficient residential looking windows to blend in the community.

The suite electrical panels are in each residential suite and provide all the required electrical power to the suite for lighting, heating, appliances, and plug loads. These panels are original to the building, having been installed in the late 1970s. These panels have reached the end of their useful life and obtaining replacement parts and breakers in the event of failures is increasingly difficult. This request is to seek approval for the removal and replacement of all electrical panels and upgrading to current Electrical Safety Authority code and approved materials.

### Justification for expenditure

Failure to complete the roof and window repairs will lead to water penetration into the building and may result in mold and rot of structural membranes. Failure to complete the replacement of the panels will result in unplanned power failures in units. This can create an inconvenience for some residents, but for those residents who have medical equipment and other electrically powered aids, this can result in more serious issues.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Matthew Way (Collingwood)  
**Strategic Direction:** B - Strengthened Social, Health and Educational Opportunities

### Description and scope for expenditure

The apartment building (Building 1) had all the domestic hot and cold water piping replaced in 2022. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this request seeks approval for the re-instatement of all the ceilings, corridor lighting, emergency exit lights, emergency lighting, and fire detection life safety devices as required by the Ontario Building Code.

### Justification for expenditure

Failure to complete the reinstatement and upgrade of all the lighting and life safety devices would place the County at risk of tenant injury during emergencies resulting in fines or insurance claims.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	25	0	25	0	0
Capital Expense	25	0	25	0	0
Net Expenditure	0	0	0	0	0

# 2023 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 scope for expenditure

The main electrical switchboard is original to the building (1970s) and feeds the entire site and building with electrical power. A review of asset management needs has identified this item as a high priority item since it is nearing end of life and there are no off-the-shelf replacements. Should it fail, there is several months of lead time required to have a suitable replacement manufactured. As well, short-term generator costs would be incurred to power the site until a replacement can be installed. To avoid such an emergency, this request seeks the approval for the removal and replacement of a new main switch that meets current Electrical Safety Authority standards as well as future power demands.

### Justification for expenditure

This item carries significant risk as it is a critical piece of infrastructure with a long lead time for replacement. Should the switch fail, the site would lose power and temporary generators would need to be connected for several months until a replacement was installed, leading to significant tenant disruption and possible relocation.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified that the domestic hot and cold water piping systems are original to the building (1970's) and are beginning to fail. This piping distribution network supplies water to all the suite kitchens, bathrooms, showers, and laundry facilities. The request seeks approval to replace the hot and cold piping throughout the building as well as the main meter and shut-offs. In addition, the corridor ceiling, life safety devices, and lighting are required to be removed and replaced for this work.

### Justification for expenditure

Failure to complete this work will result in increased water leaks and unscheduled emergency repairs to be conducted at much higher rates. Also, the unplanned water outages cause additional burden on the residents, as water must be shutoff to complete the necessary repairs. Planning the replacement work and scheduling the piping change allows for minimal tenant disruption and lower replacement costs.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	159	0	159	0	0
Capital Expense	159	0	159	0	0
Net Expenditure	0	0	0	0	0

# 2023 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 scope for expenditure

A review and prioritization of asset management needs has identified that this site contains a small retaining wall system that is failing due to age and settlement. This request seeks approval for the removal and replacement of the retaining wall system and associated site works.

### Justification for expenditure

Failure to complete repair and replacement of the retaining wall will result in a slope stability problem in addition to a health and safety risk for staff and residents.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	83	0	83	0	0
Capital Expense	83	0	83	0	0
Net Expenditure	0	0	0	0	0

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

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

**Description and scope for expenditure**

A review and prioritization of asset management needs has identified that the sidewalks and walkways at this site need repair, and some sections around the site require replacement due to cracking and heaving. This request seeks approval for the replacement of any sections in need of repair and the enhancement of all areas in compliance with Ontario Building Code and Accessibility for Ontarians with Disabilities Act requirements.

**Justification for expenditure**

Failure to complete the required repairs presents a health and safety risk due to trip hazards arising from cracks, uneven slab joints, and spalled concrete. In addition, damage can occur to wheelchairs, walkers, and scooters.

**Budget**

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	66	0	66	0	0
Capital Expense	66	0	66	0	0
Net Expenditure	0	0	0	0	0

# 2023 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 scope for expenditure

The electrical panels are in each residential suite and provide all the required electrical power to the suite for lighting, heating, appliances and plug loads. These panels are original to the building, having been installed in the late 1970s. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this is a high priority item since these panels have reached the end of their useful life and obtaining replacement parts and breakers in the event of failures is increasingly difficult. This request is to seek approval for the removal and replacement of all electrical panels and upgrading to current Electrical Safety Authority code and approved materials. This request also includes the addition of an outdoor amenity area for smoking to ensure this activity takes place at a proper distance from the building, as per by-laws, and not on public property, which often leads to neighbourhood issues.

### Justification for expenditure

Failure to complete replacement of the panels will result in unplanned power failures in units. This can create an inconvenience for some residents, but for residents who have medical equipment and other electrically powered aids, this can result in more serious issues.

Failure to complete the amenity area may result in complaints and fines.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>113</b>	<b>0</b>	<b>113</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>113</b>	<b>0</b>	<b>113</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

The main electrical switchboard and panels are original to the building (1970s) and feed the entire site and building with electrical power. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, these asset were identified as priority since they are nearing end of life and there are no off-the-shelf replacements. Should they fail, there is typically several months of lead time required to have a suitable replacement manufactured. As well, short-term generator costs would be incurred to power the site until replacement can be installed. To such an emergency, this request seeks approval for the removal and replacement of a new main switch meeting current Electrical Safety Authority standards as well as future power demands.

### Justification for expenditure

This item carries significant risk as it is a critical piece of infrastructure with a long lead time for replacement. Should the switch fail, the site would lose power and temporary generators would need to be connected for several months until the replacement was installed, leading to significant tenant disruption and possible relocation.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	179	0	179	0	0
Capital Expense	179	0	179	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

This request seeks approval for the completion of the snow melt system at the main entrance and key sidewalks at the building. The first phase of the snow melt system was installed in 2022, including all exterior tubing, when the sidewalks and driveway work was completed to reduce costs. The second phase in 2023 is the completion of the manifolds and associated piping to the existing boiler plant that was designed in advance of this project with the extra capacity in mind for future uses. The snow melt systems have been successful at other sites in reducing salt consumption, after-hours contractor snow clearing costs, as well as trips and falls for seniors during icy periods.

### Justification for expenditure

Failure to complete the snow melt project significantly increases the chances of slips and falls for the seniors in the building. This may result in increased insurance claims and injuries to residents.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	125	0	125	0	0
Capital Expense	125	0	125	0	0
Net Expenditure	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

A review and prioritization of asset management needs has identified that the wood perimeter and ground level unit fencing are at the end of their useful life, showing signs of decay and collapse, and in need of replacement. This fencing will eventually present a safety hazard to residents. Furthermore, the perimeter fencing ensures pets and residents are blocked from accessing neighbouring private residence yards.

### Justification for expenditure

Failure to complete the fencing replacement may result in by-law orders as well as complaints and safety issues with neighbouring private residents.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	77	0	77	0	0
Capital Expense	77	0	77	0	0
Net Expenditure	0	0	0	0	0

# 2023 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 scope for expenditure

The main electrical disconnects and panels are original to the building (1970s) and feed the building with electrical power. The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, these assets were identified as high priority since they are nearing end of life and should they fail, there is several weeks of lead time required to have a suitable replacement ordered and installed. Also, short-term generator costs would be incurred to power the site until the replacement parts can be installed. To avoid such an emergency, this request seeks the removal and replacement of new main disconnect(s) meeting current Electrical Safety Authority standards as well as future power demands.

This request also supports the tenant common room upgrade to update this gathering space with modest but new furnishings, flooring, kitchen, and television for the residents to socialize and improve mental health and well being.

### Justification for expenditure

This item carries significant risk as it is a critical piece of infrastructure with a long lead time for replacement. Should the switch fail, the site would lose power and temporary generators would need to be connected until the replacement was installed, leading to significant tenant disruption and possible relocation. Failure to complete the common room reduces the chances of improving health and well being of residents.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>156</b>	<b>0</b>	<b>156</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>156</b>	<b>0</b>	<b>156</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Social Housing - Non-Profit



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	15,098	10,077	8,396	13,093	4,696	55.9	7,787	(609)	(7.3)
Service Partners	5,247	5,077	6,058	6,162	105	1.7	5,956	(102)	(1.7)
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	2,749	1,655	1,908	2,564	656	34.4	1,207	(701)	(36.7)
<b>Total Revenues</b>	<b>23,093</b>	<b>16,809</b>	<b>16,362</b>	<b>21,819</b>	<b>5,457</b>	<b>33.4</b>	<b>14,950</b>	<b>(1,412)</b>	<b>(8.6)</b>
<b>Operating Expenses</b>									
Client Benefit	30,232	24,428	25,624	30,887	5,264	20.5	24,524	(1,100)	(4.3)
Salaries and Benefits	1,473	1,481	1,732	1,732	0	0.0	1,958	226	13.1
Administration	52	44	94	81	(13)	(13.9)	172	79	83.9
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	2,863	2,949	2,075	2,075	0	0.0	2,076	2	0.1
<b>Total Expenses</b>	<b>34,621</b>	<b>28,903</b>	<b>29,524</b>	<b>34,774</b>	<b>5,251</b>	<b>17.8</b>	<b>28,730</b>	<b>(793)</b>	<b>(2.7)</b>
<b>Total Operating Balance</b>	<b>(11,528)</b>	<b>(12,094)</b>	<b>(13,162)</b>	<b>(12,955)</b>	<b>206</b>	<b>(1.6)</b>	<b>(13,780)</b>	<b>(619)</b>	<b>4.7</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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(11,528)</b>	<b>(12,094)</b>	<b>(13,162)</b>	<b>(12,955)</b>	<b>206</b>	<b>(1.6)</b>	<b>(13,780)</b>	<b>(619)</b>	<b>4.7</b>

## Social Housing - Non-Profit 2023 Budget vs. 2022 Budget Change

The 2023 Social Housing - Non-Profit budget includes a net department requirement (total operating and capital) of \$13.8M, compared to \$13.2M in 2022, an increase of \$619K.

The City of Barrie portion is \$4.9M, a decrease of \$87K from 2022. The City of Orillia portion is \$1.0M, a decrease of \$15K from 2022. The total Municipal requirement in 2023 is \$19.7M compared to \$19.2M in 2022, an increase of \$517K.

### Operating

The Social Housing - Non-Profit operating budget includes a total operating balance of \$13.8M, compared to \$13.2M in 2022, an increase of \$619K.

Subsidies are to decrease by \$609K. This is due to the Strong Community Rent Supplement program (\$675K) being consolidated under the Homeless Prevention Program within Community Services, as well as a decrease in funding within the Investment in Affordable Housing Extension of \$239K and a decrease in the Home For Good program of \$133K. The Canada-Ontario Community Housing Initiative and the Canada-Ontario Housing Benefit programs also had funding decreases of

\$97K. Offsetting these decreases is an increase in Federal funding of \$535K.

Transfer from Reserve will decrease by \$701K. This is a result of the Non-Profit capital loans decreasing in the 2023 budget. The County portion of the loans is transferred from the Social Housing reserve annually.

The Client Benefit payments will decrease by \$1.1M. This is a result of expenditure decreases in the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$152K, Non-Profit provider loans of \$1.0M, the Investment in Affordable Housing Extension program of \$238K, and the Home for Good program of \$135K. As well, \$663K for the Strong Community Rent Supplement program was consolidated within the Homelessness Prevention Program in Community Services. These decreases are offset by expenditure increases in Non-Profit provider subsidies of \$1.1M.

Salaries and Benefits are anticipated to increase by \$226K. There is a proposed staffing request included in the 2023 budget, the Junior Facilities Engineer, which is a shared position (50/50) with Simcoe County Housing Corporation. Aside from this new position within the

# 2023 DEPARTMENT BUDGETS



department, the increase in salaries and benefits is the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$79K. The increase related to the development of the 2024-2033 Long Term Affordable Housing Strategy.

Transfer to Reserve will increase by \$2K. This is a slight change in the Home For Good affordability payment to be received and transferred back to the reserve.

## **Capital**

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Junior Facilities Engineer	0.5	58	41
<b>Total Social Housing – Non-Profit</b>	<b>0.5</b>	<b>58</b>	<b>41</b>

## Social Housing - Non-Profit Staffing

**Expenditure Title:** Junior Facilities Engineer  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Junior Facilities Engineer provides support and technical leadership to the Non-Profit Housing Providers and the County's Social Housing Corporation under the guidance of the Facilities Engineering Supervisor. The position oversees the development of capital projects and maintenance plans, processes, and practices. With the necessary growth of affordable housing units within the Simcoe County Housing Corporation to address the homelessness crisis, more staff are required to provide advice and guidance on capital works projects, including site inspections, direct contractors in completion of work, inspect work in progress for adherence to specification by contractors and final inspection reports for deficiencies in all work. In addition, the aging infrastructure continually increases the number of repair projects to restore the infrastructure.

### Justification for expenditure

If this position is not approved, staff will be challenged to continue to provide the high-quality support and technical leadership work to the maintenance and facilities team. This will result in increased backlog of projects, and more projects carried over into future years.

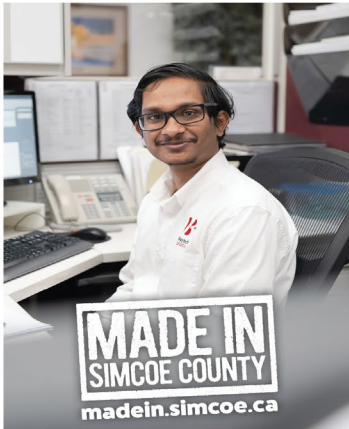
### Budget

Category	((\$000's))	2023 Budget
Salaries		118
Operating Expense		118
Service Partners		36
Operating Revenue		36
Net Expenditure		(82)

# 2023 DEPARTMENT BUDGETS



## Engineering, Planning and Environment



# 2023 DEPARTMENT BUDGETS





## Transportation and Engineering - Construction



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	6,170	7,443	6,634	6,977	343	5.2	6,975	341	5.1
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	17	1	1	1	0	0.0	1	0	0.0
Transfer from Reserve	0	1,679	2,835	2,905	70	2.5	2,835	0	0.0
<b>Total Revenues</b>	<b>6,187</b>	<b>9,123</b>	<b>9,470</b>	<b>9,883</b>	<b>413</b>	<b>4.4</b>	<b>9,812</b>	<b>341</b>	<b>3.6</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	1,324	1,406	1,348	1,284	(64)	(4.7)	1,457	109	8.1
Administration	153	77	101	101	0	0.0	101	0	0.2
Facilities	6,966	6,541	7,254	7,668	414	5.7	7,293	39	0.5
Cost of Service Delivery	28	1,627	2,898	2,898	0	0.0	2,905	7	0.2
Transfer to Reserve	57	1,196	0	0	0	0.0	0	0	0.0
<b>Total Expenses</b>	<b>8,527</b>	<b>10,847</b>	<b>11,601</b>	<b>11,951</b>	<b>351</b>	<b>3.0</b>	<b>11,755</b>	<b>155</b>	<b>1.3</b>
<b>Total Operating Balance</b>	<b>(2,340)</b>	<b>(1,725)</b>	<b>(2,130)</b>	<b>(2,068)</b>	<b>62</b>	<b>(2.9)</b>	<b>(1,944)</b>	<b>187</b>	<b>(8.8)</b>
<b>Capital</b>									
Capital Revenue	36,897	32,541	20,373	21,400	1,026	5.0	45,103	24,730	121.4
Capital Expenses	44,521	36,561	26,579	27,336	757	2.8	45,103	18,524	69.7
<b>Net Capital</b>	<b>(7,624)</b>	<b>(4,021)</b>	<b>(6,205)</b>	<b>(5,936)</b>	<b>269</b>	<b>(4.3)</b>	<b>0</b>	<b>6,205</b>	<b>(100.0)</b>
<b>Net Department</b>	<b>(9,965)</b>	<b>(5,745)</b>	<b>(8,336)</b>	<b>(8,004)</b>	<b>331</b>	<b>(4.0)</b>	<b>(1,944)</b>	<b>6,392</b>	<b>(76.7)</b>

## Transportation and Engineering - Construction 2023 Budget vs. 2022 Budget Change

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The 2023 Transportation and Engineering - Construction budget includes a net department requirement (total operating and capital) of \$1.9M, compared to \$8.3M in 2022, a decrease of \$6.4M.

### Operating

The Transportation and Engineering - Construction operating budget includes a total operating balance of \$1.9M, compared to \$2.1M in 2022, a decrease of \$187K.

Subsidies are to increase by \$341K. This is due to an increase in Canada Community-Building Funding used for roads rehabilitation work.

Miscellaneous Income is the same as in 2022.

Transfer from Reserve will be the same as in 2022.

Salaries and Benefits are anticipated to increase by \$109K. This increase includes standard salary and benefit increases, non-union wage review adjustments

and a change made to the administration support staff allocation because of a review of support levels throughout the Engineering, Planning and Environment Division. Without the allocation change the increase would be \$84K or 6.2%.

Administration costs will not change in 2023.

Facilities costs are projected to increase by \$39K. The overall increase relates to the scheduled work prioritized from the Asset Management Plan for roads rehabilitation, which is slightly offset by a decrease in planned crack sealing and guiderail work. Work performed fluctuates every year based on the condition of the County's roads.

Cost of Service Delivery is planned to increase by \$7K.

### Capital

The Department's Capital budget is \$45.1M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total T&E Construction	0.0	0	0

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Active Transportation BCRY	6,588	2,064	0	2,064	0	0	0	0	0
Arnold Bridge	1,545	99	0	0	0	0	0	99	0
Black River Bridge	5,717	67	0	0	0	0	0	67	0
Boyne River Bridge	8,012	128	0	0	0	0	0	128	0
Con 3/4, Lot 12 Culvert	1,679	79	0	0	0	0	0	79	0
Con 4/5, Lot 10/11 Culvert	1,655	98	0	0	0	0	0	98	0
CR 21 Reconstruction	77,667	7,115	0	5,466	1,649	0	0	0	0
CR 22 ERRC Intersection	5,966	772	0	363	409	0	0	0	0
CR 29, CR 22 to Conc 4	10,144	244	0	0	0	0	0	244	0
CR 32 / 6th St / Concession 10	5,770	60	0	51	9	0	0	0	0
CR 4 Reconstruction	182,575	7,236	0	6,640	596	0	0	0	0
CR 52 -Severn River Bridge to Boundary	13,685	217	0	0	0	0	0	217	0
CR 53 / Carson Rd Intersection	8,383	6,239	0	5,865	374	0	0	0	0
CR 88 / 5th SR Intersection	11,450	4,551	0	4,246	305	0	0	0	0
CR 9 W - Slope Stabilization	2,542	2,342	2,342	0	0	0	0	0	0
CR 93 - Hwy 12- Penetanguishene	17,673	3,440	0	3,268	172	0	0	0	0
CR 96 / CR 7 Intersection	4,474	160	0	147	13	0	0	0	0
Glen Huron Bridge	2,030	60	0	0	0	0	0	60	0
Innisfil Tributary Culvert	991	112	0	0	0	0	0	112	0

# 2023 DEPARTMENT BUDGETS



Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Line 7 Oro-Medonte Hwy 11 to CR 22	36,723	328	0	276	53	0	0	0	0
Matheson Creek Bridge	5,492	641	641	0	0	0	0	0	0
Mitchell Bridge	2,293	1,511	0	0	1,100	0	0	411	0
North River Bridge	946	47	0	0	0	0	0	47	0
Old Fort Overhead Bridge	4,349	3,784	0	0	3,784	0	0	0	0
Sheldon Creek Culvert	1,012	71	0	0	0	0	0	71	0
Stayner Bridge	797	58	0	0	0	0	0	58	0
Walkers Creek Culvert	2,857	32	0	0	0	0	0	32	0
Weatherall Bridge	1,724	1,538	414	0	1,124	0	0	0	0
Wilcox Bridge	2,090	1,919	1,919	0	0	0	0	0	0
Wye River Bridge	573	90	90	0	0	0	0	0	0
<b>Total Capital</b>	<b>427,401</b>	<b>45,103</b>	<b>5,406</b>	<b>28,386</b>	<b>9,587</b>	<b>0</b>	<b>0</b>	<b>1,724</b>	<b>0</b>

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

**Expenditure Title:** Active Transportation - Barrie Collingwood Rail Trail  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The County purchased 38 km of abandoned railway corridor in 2017 and completed a preliminary assessment and design in 2018. A separate Council report was completed and approved in 2019 recommending converting the purchased section of the BCRY into a multi-use trail. Key benefits from this proposed project include promoting community and individual health, preserving a continuous corridor for linear infrastructure, enhancement of natural heritage resources and recognition of cultural heritage. Due to COVID-19, the start of the project was delayed until 2021. The environmental assessment, detailed design and approvals will continue into 2022. Trail construction is scheduled to begin in late 2022. Construction of the trail is expected to be completed over three construction seasons. Once complete, the annual maintenance cost for the trail corridor is estimated at \$100K.

### Justification for expenditure

The project aligns with the existing Provincial Policy, Ontario Trails Strategy, Ontario’s Cycling Strategy, Ontario’s Cycling Tourism Plan at the provincial level and County of Simcoe Official Plan, Transportation Master Plan and Trails Strategy at the municipal level. Not proceeding with the project will result in continued gaps in the trail which creates issues for all users. There is also a liability concern as the existing corridor continues to sit idle.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>4,162</b>	<b>0</b>	<b>2,064</b>	<b>2,098</b>	<b>0</b>
<b>Capital Expense</b>	<b>6,588</b>	<b>2,426</b>	<b>2,064</b>	<b>2,098</b>	<b>0</b>
<b>Net Capital</b>	<b>(2,426)</b>	<b>(2,426)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(2,426)</b>	<b>(2,426)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

The Arnold Bridge is located on County Road 10, 3.7 km north of Highway 89, in the Town of New Tecumseth. The Bridge was constructed circa 1965. This rigid frame bridge carries two lanes of vehicular traffic across the Nottawasaga River Tributary.

Based on a review and prioritization of the asset management needs, it is recommended that the environmental assessment and detail design for the rehabilitation and replacement begin in 2023. The final design and approvals will be completed in 2024. Construction is planned to be completed in 2026.

The 2023 total project cost of \$1.5M is higher than the 2022 total project cost of \$1.4M by \$0.1M due to current cost estimates.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>99</b>	<b>0</b>	<b>99</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>1,545</b>	<b>0</b>	<b>99</b>	<b>104</b>	<b>1,342</b>
<b>Net Capital</b>	<b>(1,446)</b>	<b>0</b>	<b>0</b>	<b>(104)</b>	<b>(1,342)</b>
<b>Net Expenditure</b>	<b>(1,446)</b>	<b>0</b>	<b>0</b>	<b>(104)</b>	<b>(1,342)</b>



## 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 scope for expenditure

The Black River Bridge is located on County Road 169, 0.3 km North of Concession Road F&G, in the Township 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and detail design for rehabilitation and replacement options are on-going in 2022. The final design and approvals will be completed in 2023. Construction is planned over two seasons in 2026 and 2027.

The 2023 total project cost of \$5.7M is lower than the 2022 total project cost of \$7.4M by \$1.7M due to a reduction in the scope of work.

### Justification for expenditure

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 (\$000's)	Total	2022 & Prior Budget	2023	2024 Plan	2025 +
<b>Capital Revenue</b>	67	0	67	0	0
<b>Capital Expense</b>	5,717	211	67	0	5,440
<b>Net Capital</b>	(5,651)	(211)	0	0	(5,440)
<b>Net Expenditure</b>	(5,651)	(211)	0	0	(5,440)

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

The Boyne River Bridge is located on County Road 10, 80m north of Highway 89, in the Township of New Tecumseth. The bridge was constructed circa 1960. This bridge carries three lanes of vehicular traffic across the Boyne River.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and detail design for rehabilitation and replacement options will begin in 2022. The final design and approvals will be completed in 2024. Construction is planned to be completed in 2028.

The 2023 total project cost of \$8.0M is higher than the 2022 total project cost of \$6.9M by \$1.1M due to current cost estimates.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	128	0	128	0	0
<b>Capital Expense</b>	8,012	90	128	206	7,587
<b>Net Capital</b>	(7,884)	(90)	0	(206)	(7,587)
<b>Net Expenditure</b>	(7,884)	(90)	0	(206)	(7,587)

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** Concession 3/4, Lot 12 Culvert  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The Concession 3/4, Lot 12 Culvert (057052) is located on Line 3 North, 0.7 km north of Highway 11, in the Township of Oro-Medonte. The Culvert was constructed circa 1935 and widened in 1965. This cast-in-place concrete box culvert carries two lanes of vehicular traffic across the Willow Creek Tributary.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be replaced. The environmental assessment and preliminary design report have been completed. The detailed design and approval work for the replacement structure will be complete by 2023. Utility relocations are scheduled to occur in 2023 with construction to follow in 2024.

The 2023 total project cost of \$1.7M is lower than the 2022 total project cost of \$2.0M by \$0.3M due to an updated engineer's cost estimate.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>79</b>	<b>0</b>	<b>79</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>1,679</b>	<b>384</b>	<b>79</b>	<b>1,217</b>	<b>0</b>
<b>Net Capital</b>	<b>(1,600)</b>	<b>(384)</b>	<b>0</b>	<b>(1,217)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(1,600)</b>	<b>(384)</b>	<b>0</b>	<b>(1,217)</b>	<b>0</b>

# 2023 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 scope for expenditure

The Concession 4/5, Lot 10/11 Culvert (014085) 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and preliminary design report are on-going for rehabilitation and replacement alternatives. The 2023 budget includes detailed design and land acquisition. The detailed design and approval work will be complete by 2024 with construction to be completed in 2025.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	98	0	98	0	0
Capital Expense	1,655	244	98	199	1,114
Net Capital	(1,557)	(244)	0	(199)	(1,114)
Net Expenditure	(1,557)	(244)	0	(199)	(1,114)

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

**Expenditure Title:** CR 21 Reconstruction  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

County Road 21 forms a major east-west link in the Town of Innisfil to the 400 Highway. The environmental assessment for County Road 21 improvements (also known as Innisfil Beach Road) was completed in 2015 and includes the road section from County Road 27 east to the 20th Sideroad of Innisfil, a total distance of approximately 12 kms. The road will be reconstructed to a four-lane cross section with both rural and urban sections. There will also be improvements to intersections. County Road 21 is divided into four construction phases; Phase 1: east of CR 4 to west of 20 Sideroad; Phase 2: west of CR 4 to east of CR 54; Phase 3: west of CR 54 to Industrial Park Road; Phase 4: west of CR 53 to east of CR 27. The 2023 budget includes road reconstruction work scheduled in Phase 2 and Con 7/8, Lot 13 Bridge 021047, and site preparation of Phase 3. The 2023 total project cost of \$77.7M is higher than the 2022 total project cost of \$71.6M by \$6.1M due to an updated engineer's cost estimate for the Phase 2 reconstruction including a box culvert replacement and the alignment with current cost estimates for the remainder of the work.

### Justification for expenditure

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 (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>69,304</b>	<b>35,920</b>	<b>7,115</b>	<b>7,087</b>	<b>19,182</b>
<b>Capital Expense</b>	<b>77,667</b>	<b>41,486</b>	<b>7,115</b>	<b>8,097</b>	<b>20,969</b>
<b>Net Capital</b>	<b>(8,363)</b>	<b>(5,566)</b>	<b>0</b>	<b>(1,010)</b>	<b>(1,787)</b>
<b>Net Expenditure</b>	<b>(8,363)</b>	<b>(5,566)</b>	<b>0</b>	<b>(1,010)</b>	<b>(1,787)</b>

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

**Expenditure Title:** CR 22 ERRC Intersection  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

This project includes the design and construction of the required intersection improvements for the Environmental Resource Recovery Centre (ERRC) as identified in the traffic impact study completed in 2017. The facility is to be located at 2976 County Road 22 (Horseshoe Valley Road) with improvements to include an eastbound left turn lane, westbound right turn lane and speed change lane as well as preliminary work for potential future signals. The detailed design is complete. Utility relocations will be completed in 2023 with construction to begin in 2024, pending all necessary approvals for the facility are in place.

The 2023 total project cost of \$5.9M is higher than the 2022 total project cost of \$1.7M by \$4.2M due to an increase in the scope of work to include a truck climbing lane, utility relocations and an increase in the construction value based on the engineer's detailed design cost estimate.

### Justification for expenditure

Not proceeding with this project may result in delays to commissioning of the facility as all required intersection improvements will need to be in place as a condition of approval.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	3,673	930	772	1,971	0
Capital Expense	5,966	1,000	772	4,194	0
Net Capital	(2,293)	(70)	0	(2,223)	0
Net Expenditure	(2,293)	(70)	0	(2,223)	0

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

**Expenditure Title:** CR 29, CR 22 to Conc 4  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

This project includes the section of County Road 29 (Crossland Road), from the intersection of County Road 22 (Horseshoe Valley Road West) to Concession 4 West, a total distance of approximately 4.2 kilometres. As part of the County's regular traffic monitoring in 2021, the total traffic volume is approaching the need for upgrades including signalization and the potential justification for additional turning lanes at County Road 22. The improvements to County Road 29 are to address the following changes: horizontal and vertical curve deficiencies, upgrading the roadway to a County standard cross section, intersection improvements at County Road 22, illumination upgrades at sideroad intersections, roadside protection upgrades, addition of paved shoulders and drainage improvements. The 2023 budget item includes the environmental assessment. Other tasks such as land purchase and utilities relocation will be completed by 2026 with the construction portion scheduled to begin in 2027.

### Justification for expenditure

County Road 29 is a secondary arterial road and forms a north-south link between County Road 22 to County Road 92, in the Township of Springwater. The travelled surface of the roadway will continue to deteriorate causing an ongoing maintenance concern. Delay may also risk additional traffic congestion and delays during peak periods.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Revenue</b>	<b>244</b>	<b>0</b>	<b>244</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>10,144</b>	<b>0</b>	<b>244</b>	<b>241</b>	<b>9,659</b>
<b>Net Capital</b>	<b>(9,901)</b>	<b>0</b>	<b>0</b>	<b>(241)</b>	<b>(9,659)</b>
<b>Net Expenditure</b>	<b>(9,901)</b>	<b>0</b>	<b>0</b>	<b>(241)</b>	<b>(9,659)</b>

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

**Expenditure Title:** CR 32 / Sixth Street / Concession 10 Intersection  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The intersection of County Road 32 with Sixth Street and Concession 10 North Nottawasaga is in the Town of Collingwood. It is currently a four-way intersection with four-way stop control. As part of the County's regular traffic monitoring in 2021, the total traffic volume is approaching the need for upgrades including possible signalization and the potential justification for additional turning lanes.

The 2023 budget item includes the environmental assessment. The environmental assessment will continue through to 2026. Potential property purchase and the detail design will also be completed during this time. The utility relocations are planned to be completed in 2027. The construction portion of County Road 32 with Sixth Street and Concession 10 North Nottawasaga is scheduled to begin in 2028.

### Justification for expenditure

It is expected that traffic will increase on County Road 32, Sixth Street, and Concession 10 North Nottawasaga due to the major development in the area. Delay may risk additional traffic congestion and delays during peak periods.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	4,914	0	60	69	4,785
Capital Expense	5,770	0	60	81	5,629
Net Capital	(857)	0	0	(12)	(844)
Net Expenditure	(857)	0	0	(12)	(844)



# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

County Road 4 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. Recommended improvements for County Road 4 from the Town of Bradford West Gwillimbury limit to County Road 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 2023 includes site preparation and utility relocations of Phase 2, and road reconstruction scheduled in Phase 1. This section of County Road 4 is divided into three construction phases; Phase 1: from Bradford By-Pass north 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 Environmental assessment for County Road 4 from County Road 89 to Barrie began in 2020 with the construction happening between 2028 and 2031.

### Justification for expenditure

Capacity concerns already exist, and further delay of this project will have a negative impact on future congestion.

The 2023 total project cost of \$182.8M is higher than the 2022 total project cost of \$154.1M by \$28.7M due to upgrading the intersection of County Road 4 at 9th Line BWG with traffic signals and due to updates in current cost estimates.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	169,232	23,684	7,236	24,986	113,327
Capital Expense	182,575	26,986	7,236	26,676	121,677
Net Capital	(13,342)	(3,303)	0	(1,689)	(8,350)
Net Expenditure	(13,342)	(3,303)	0	(1,689)	(8,350)

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

**Expenditure Title:** CR 52, Severn River Bridge to Boundary  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Asset Management Plan identified assets to be reviewed and prioritized. This project includes the section of County Road 52 (Cooper Falls Road), from the Severn River Bridge to the Muskoka boundary limit, a total distance of approximately 7.5 kilometres. The improvements will address horizontal and vertical curve deficiencies, frost heaves, upgrading the roadway to a County standard cross section, illumination upgrades at sideroad intersections, roadside protection upgrades, addition of paved shoulders and drainage improvements.

The 2023 budget includes the environmental assessment that continues through to 2027. Potential property purchase and the detail design will also be completed during this time. The site preparation and utility relocations are planned to be completed in 2026. The construction portion of County Road 52 is forecasted to begin in 2027.

The 2023 total project cost of \$8.1M is lower than the 2022 total project cost of \$8.8M by \$700K due to current cost estimates.

### Justification for expenditure

County Road 52 is a secondary arterial road and forms an east-west link from the Township of Ramara to the District of Muskoka. The travelled surface of the roadway will continue to deteriorate causing an ongoing maintenance concern.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>217</b>	<b>0</b>	<b>217</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>13,685</b>	<b>0</b>	<b>217</b>	<b>215</b>	<b>13,253</b>
<b>Net Capital</b>	<b>(13,467)</b>	<b>0</b>	<b>0</b>	<b>(215)</b>	<b>(13,253)</b>
<b>Net Expenditure</b>	<b>(13,467)</b>	<b>0</b>	<b>0</b>	<b>(215)</b>	<b>(13,253)</b>

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

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

### Description and scope for expenditure

The intersection of County Road 53 with Seadon/Carson Road is in the Township of Springwater, northeast 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 2023 includes utility relocations and road construction.

The 2023 total project cost of \$8.4M is higher than the 2022 total project cost of \$7.8M by \$600K due to increase in utility relocation costs and deferral of construction by one additional year.

### Justification for expenditure

Delay may risk additional traffic congestion and delays during peak periods.

#### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	7,489	1,250	6,239	0	0
<b>Capital Expense</b>	8,383	2,144	6,239	0	0
<b>Net Capital</b>	(894)	(894)	0	0	0
<b>Net Expenditure</b>	(894)	(894)	0	0	0

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

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

### Description and scope 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 Sideroad. There would also be dedicated left / right turn lanes, profile corrections on the 5th Sideroad approaches, pavement resurfacing, drainage upgrades, and installation of permanent traffic signals complete with partial illumination.

It is expected that traffic will increase on County Road 88 and the 5th Sideroad due to 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). Construction will begin in the fall of 2022 with an estimated completion date in 2023.

### Justification for expenditure

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 (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>10,891</b>	<b>6,340</b>	<b>4,551</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>11,450</b>	<b>6,899</b>	<b>4,551</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(558)</b>	<b>(558)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(558)</b>	<b>(558)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

**Expenditure Title:** CR 9 W - Slope Stabilization  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

This project includes various road sections along County Road 9 West, in Clearview Township. The storm water runoff, in general, has caused erosion of the side slopes and is undermining the road shoulders. The Transportation Maintenance Department installed temporary solutions. This project involved an engineering assessment to recommend a permanent slope stabilization solution. The 2023 budget item includes construction and contract administration.

### Justification for expenditure

Further delay to this project will continue to exhaust maintenance resources as well as threaten the integrity of the road as the side slopes continue to erode.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	2,342	0	2,342	0	0
Capital Expense	2,542	200	2,342	0	0
Net Capital	(200)	(200)	0	0	0
Net Expenditure	(200)	(200)	0	0	0

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

**Expenditure Title:** CR 93 - Hwy 12 - Penetanguishene  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

This project includes detail design, land acquisitions, utility relocations and phased construction from 2019 through 2023 based on recommendations resulting from the County Road 93 complete street study. From 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 the Town of 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. where a roundabout was constructed. The 2023 budget item includes construction and contract administration costs for Phase 4. The final phase, Phase 4 limits are from Hwy 12 north to County Road 25.

The 2023 total project cost of \$17.7M is lower than the 2022 total project cost of \$18.9M by \$1.2M due to an updated engineer's cost estimate.

### Justification for expenditure

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 the Town of Midland or connection with other emerging active transportation facilities between the Towns.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>13,626</b>	<b>10,186</b>	<b>3,440</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>17,673</b>	<b>14,233</b>	<b>3,440</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(4,047)</b>	<b>(4,047)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(4,047)</b>	<b>(4,047)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

**Expenditure Title:** CR 96 / CR 7 Intersection  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The intersection of County Road 96 (27/28 Sideroad Nottawasaga) with County Road 7 in the Township of Clearview, located at the east limit of the Stayner By-Pass. It is currently a three-way intersection with one-way stop control resulting in County Road 7 being the through road. As part of the County's regular traffic monitoring in 2021, the total traffic volume is approaching the need for upgrades including signalization and the potential justification for additional turning lanes.

The 2023 budget item includes the environmental assessment. The environmental assessment will continue through to 2026. Potential property purchase and the detail design will also be completed during this time. The utility relocations are planned to be completed in 2026. The construction portion of County Road 96 with County Road 7 is scheduled to begin in 2027.

### Justification for expenditure

It is expected that traffic will increase on County Road 96 and County Road 7 due to the major development in the area. Delay may risk additional traffic congestion and delays during peak periods.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	4,128	0	160	144	3,825
Capital Expense	4,474	0	160	156	4,158
Net Capital	(345)	0	0	(12)	(333)
Net Expenditure	(345)	0	0	(12)	(333)

# 2023 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 scope for expenditure

The Glen Huron Bridge is located on Concession 8 South Nottawasaga, 0.1 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated. The environmental assessment and detail design for the rehabilitation options started in 2021 and is ongoing. The final design and approvals will be completed in 2023. Construction will be completed in 2025.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	60	0	60	0	0
<b>Capital Expense</b>	2,030	112	60	0	1,858
<b>Net Capital</b>	(1,970)	(112)	0	0	(1,858)
<b>Net Expenditure</b>	(1,970)	(112)	0	0	(1,858)



# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

The Innisfil Tributary Culvert is located on County Road 54, 5.9 km north of County Road 89, in the Town of Innisfil. The culvert was constructed circa 1950. This culvert carries two lanes of vehicular traffic across the Innisfil Creek Tributary.

Based on a review and prioritization of asset management needs the environmental assessment and detail design of rehabilitation and replacement options will begin in 2023. The final design and approvals will be completed by 2025. Construction is planned to commence in 2025.

The 2023 total project cost of \$1.0M is lower than the 2022 total project cost of \$1.6M by \$0.6M due to current cost estimates.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	112	0	112	0	0
<b>Capital Expense</b>	991	0	112	0	879
<b>Net Capital</b>	(879)	0	0	0	(879)
<b>Net Expenditure</b>	(879)	0	0	0	(879)

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

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

### Description and scope for expenditure

Line 7 Oro-Medonte 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 project includes the section of Line 7 from Hwy 11 to County Road 22, approximately 12.6 km. 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 2023 budget item includes the environmental assessment. The environmental assessment will continue through to 2027. Potential property purchase and the detail design will also be completed during this time. The site preparation and utility relocations are planned to be completed in 2029 and 2030. The construction portion of Line 7 Oro-Medonte from Highway 11 to County Road 22 is scheduled to begin in 2030 and be completed over three construction seasons.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Revenue</b>	<b>30,921</b>	<b>257</b>	<b>328</b>	<b>413</b>	<b>29,923</b>
<b>Capital Expense</b>	<b>36,723</b>	<b>280</b>	<b>328</b>	<b>492</b>	<b>35,623</b>
<b>Net Capital</b>	<b>(5,802)</b>	<b>(23)</b>	<b>0</b>	<b>(79)</b>	<b>(5,700)</b>
<b>Net Expenditure</b>	<b>(5,802)</b>	<b>(23)</b>	<b>0</b>	<b>(79)</b>	<b>(5,700)</b>

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

**Expenditure Title:** Matheson Creek Bridge 027415  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The Matheson Creek Bridge (027415) is located on County Road 27, 3.9 km North of Hwy 26, in the Township of Springwater. The bridge was constructed circa 1932. This concrete rigid frame bridge carries two lanes of vehicular traffic across the Matheson Creek.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be replaced. The environmental assessment and design are on-going. Property acquisition was completed in 2021. The 2023 budget includes site preparation and utility relocations with construction to commence in 2024.

The 2023 total project cost of \$5.5M is higher than the 2022 total project cost of \$4.2M by \$1.3M due to an updated engineer's cost estimate.

### Justification for expenditure

The structure will continue to deteriorate, leading to structure failure and closure of County Road 27, until the structure is replaced.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>952</b>	<b>312</b>	<b>641</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>5,492</b>	<b>845</b>	<b>641</b>	<b>4,006</b>	<b>0</b>
<b>Net Capital</b>	<b>(4,539)</b>	<b>(534)</b>	<b>0</b>	<b>(4,006)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(4,539)</b>	<b>(534)</b>	<b>0</b>	<b>(4,006)</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

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

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and preliminary design report for rehabilitation and replacement alternatives was completed. The rehabilitation detailed design and approval work will be completed in 2022. The 2023 budget item includes construction and contract administration.

The 2023 total project cost of \$2.3M is lower than the 2022 total project cost of \$3.3M by \$1.0M due to a reduction in the scope of work.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>1,637</b>	<b>126</b>	<b>1,511</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>2,293</b>	<b>782</b>	<b>1,511</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(656)</b>	<b>(656)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(656)</b>	<b>(656)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

### Description and scope for expenditure

The North River Bridge is located on Burnside Line, 0.4 km south of Warminster Road, in Severn Township. The bridge was constructed circa 1965. This bridge carries two lanes of vehicular traffic across the North River.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and detail design of rehabilitation and replacement options will begin in 2023. The final design and approvals will be completed by 2025. Construction is planned to commence in 2025.

The 2023 total project cost of \$0.9M is lower than the 2022 total project cost of \$1.0M by \$100K due to current cost estimates.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	47	0	47	0	0
<b>Capital Expense</b>	946	0	47	10	888
<b>Net Capital</b>	(899)	0	0	(10)	(888)
<b>Net Expenditure</b>	(899)	0	0	(10)	(888)

## 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 scope for expenditure

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

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The detailed design and approval work will be completed by 2022. Utility relocations will occur in 2022 with construction planned for 2023.

The 2023 total project cost of \$4.3M is higher than the 2022 total project cost of \$4.1M by \$200K due to an updated engineer's cost estimate.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>3,784</b>	<b>0</b>	<b>3,784</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>4,349</b>	<b>566</b>	<b>3,784</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(566)</b>	<b>(566)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(566)</b>	<b>(566)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

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

### Description and scope for expenditure

The Sheldon Creek Culvert is located on County Road 50, 3.7 km south of Highway 89, in the Township of Adjala-Tosorontio. The culvert was constructed circa 1960. This culvert carries two lanes of vehicular traffic across the Sheldon Creek.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and detailed design of rehabilitation and replacement options will begin in 2023. The final design and approvals will be completed by 2025. Construction is planned to commence in 2025.

The 2023 total project cost of \$1.0M is lower than the 2022 total project cost of \$1.1M by \$100K due to current cost estimates.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	71	0	71	0	0
<b>Capital Expense</b>	1,012	0	71	66	874
<b>Net Capital</b>	(940)	0	0	(66)	(874)
<b>Net Expenditure</b>	(940)	0	0	(66)	(874)

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

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

### Description and scope for expenditure

The Stayner Bridge is located on County Road 91, 1.6 km west of County Road 42, in the Township of Clearview. The bridge was constructed circa 1965. This bridge carries two lanes of vehicular traffic across the Lamont Creek.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated or replaced. The environmental assessment and detail design of rehabilitation and replacement options will begin in 2023. The final design and approvals will be completed by 2025. Construction is planned to commence in 2025.

The 2023 total project cost of \$800K is lower than the 2022 total project cost of \$1.1M by \$300K due to current cost estimates.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Revenue</b>	<b>58</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>797</b>	<b>0</b>	<b>58</b>	<b>52</b>	<b>687</b>
<b>Net Capital</b>	<b>(739)</b>	<b>0</b>	<b>0</b>	<b>(52)</b>	<b>(687)</b>
<b>Net Expenditure</b>	<b>(739)</b>	<b>0</b>	<b>0</b>	<b>(52)</b>	<b>(687)</b>



## 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 scope 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 are 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 are on-going with land acquisitions to be completed in 2022 and site preparation contract in 2023 for utility relocations to occur and construction in 2025.

The 2023 total project cost of \$2.9M is higher than the 2022 total project cost of \$2.6M by \$300K due to an updated engineer's cost estimate.

### Justification for expenditure

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

#### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	32	0	32	0	0
Capital Expense	2,857	665	32	0	2,160
Net Capital	(2,825)	(665)	0	0	(2,160)
Net Expenditure	(2,825)	(665)	0	0	(2,160)

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

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

### Description and scope 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated. The environmental assessment and preliminary design report have been completed and the final design and approvals for a bridge rehabilitation will be completed in 2022. Construction will begin in 2023.

The 2023 total project cost of \$1.7M is higher than the 2022 total project cost of \$900K by \$800K due to an updated engineer's cost estimate.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	1,538	0	1,538	0	0
<b>Capital Expense</b>	1,724	185	1,538	0	0
<b>Net Capital</b>	(185)	(185)	0	0	0
<b>Net Expenditure</b>	(185)	(185)	0	0	0

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

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

### Description and scope for expenditure

The Wilcox Bridge (001021) is located on County Road 1, 2.1 km west of County Road 27, in the Township of New Tecumseth. The Bridge was constructed circa 1960. This cast-in-place concrete rigid frame bridge carries two lanes of vehicular traffic across the Pennville Creek.

The Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, this asset was identified as needing to be rehabilitated. The environmental assessment for rehabilitation and replacement alternatives was completed. The rehabilitation design and approval work will be completed in 2022 with construction to commence in 2023.

The 2023 total project cost of \$2.1M is higher than the 2022 total project cost of \$900K by \$1.2M due to an updated engineer's cost estimate.

### Justification for expenditure

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	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	1,919	0	1,919	0	0
Capital Expense	2,090	171	1,919	0	0
Net Capital	(171)	(171)	0	0	0
Net Expenditure	(171)	(171)	0	0	0

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

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

### Description and scope for expenditure

The Wye River Bridge is located on County Road 27, 1.8 km north of Flos Road 10, in the Township of Springwater. The bridge was constructed circa 1933 and rehabilitated in 2003. The original rigid frame structure was widened in 2003. This single span bridge carries two lanes of vehicular traffic across the Wye River Tributary. During the design of the Wye River South Bridge, located approximately 250 meters south of the subject Bridge, it was determined that the traffic staging required to replace the Wye River South Bridge would be restricted by the proximity and geometry of the Wye River Bridge.

Based on a review and prioritization of asset management needs the 2023 budget item includes the detailed design for the replacement structure. For economies of scale and reduction to the impact of traffic, the bridge replacement construction will be completed under one contract combined with the replacement of the Wye River South Bridge, in 2025.

### Justification for expenditure

The structure will continue to deteriorate, leading to structure failure and closure of County Road 27, until the structure is replaced.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	90	0	90	0	0
Capital Expense	573	0	90	483	0
Net Capital	(483)	0	0	(483)	0
Net Expenditure	(483)	0	0	(483)	0

# 2023 DEPARTMENT BUDGETS



## Transportation and Engineering - Maintenance



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<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	201	195	219	189	(30)	(13.9)	189	(30)	(13.9)
Miscellaneous Income	594	656	481	544	63	13.1	516	35	7.2
Transfer from Reserve	0	0	0	0	0	0.0	0	0	0.0
<b>Total Revenues</b>	<b>795</b>	<b>851</b>	<b>700</b>	<b>733</b>	<b>33</b>	<b>4.7</b>	<b>705</b>	<b>4</b>	<b>0.6</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	6,062	6,418	6,867	6,867	0	0.0	7,023	156	2.3
Administration	2,563	2,626	2,983	2,983	0	0.0	3,332	349	11.7
Facilities	1,135	1,353	1,625	1,625	0	0.0	1,674	49	3.0
Cost of Service Delivery	4,790	4,649	5,084	5,621	537	10.6	5,841	757	14.9
Transfer to Reserve	66	57	0	63	63	100.0	0	0	0.0
<b>Total Expenses</b>	<b>14,617</b>	<b>15,103</b>	<b>16,560</b>	<b>17,159</b>	<b>600</b>	<b>3.6</b>	<b>17,870</b>	<b>1,311</b>	<b>7.9</b>
<b>Total Operating Balance</b>	<b>(13,821)</b>	<b>(14,252)</b>	<b>(15,859)</b>	<b>(16,426)</b>	<b>(567)</b>	<b>3.6</b>	<b>(17,166)</b>	<b>(1,306)</b>	<b>8.2</b>
<b>Capital</b>									
Capital Revenue	925	1,839	313	359	46	14.9	421	108	34.6
Capital Expenses	3,848	3,167	2,191	2,477	286	13.1	1,879	(311)	(14.2)
<b>Net Capital</b>	<b>(2,923)</b>	<b>(1,328)</b>	<b>(1,878)</b>	<b>(2,118)</b>	<b>(240)</b>	<b>12.8</b>	<b>(1,458)</b>	<b>420</b>	<b>(22.4)</b>
<b>Net Department</b>	<b>(16,744)</b>	<b>(15,580)</b>	<b>(17,737)</b>	<b>(18,544)</b>	<b>(807)</b>	<b>4.5</b>	<b>(18,624)</b>	<b>(887)</b>	<b>5.0</b>

## Transportation and Engineering - Maintenance 2023 Budget vs. 2022 Budget Change

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The 2023 Transportation and Engineering - Maintenance budget includes a net department requirement (total operating and capital) of \$18.6M, compared to \$17.7M in 2022, an increase of \$887K.

### Operating

The Transportation and Engineering - Maintenance operating budget includes a total operating balance of \$17.2M, compared to \$15.9M in 2022, an increase of \$1.3M.

User Fees are to decrease by \$30K. This decrease is the result of the railway lease termination in late 2021.

Miscellaneous Income is to increase by \$35K. This relates to increased aggregate revenue of \$14K based on historical actuals and additional recoveries of \$21K related to pavement marking for adjacent municipalities.

Salaries and Benefits are anticipated to increase by \$156K. This increase is due to standard salary and benefit increases, non-union wage review adjustments and a change made to the administration support staff allocation because of a review of support levels throughout the Engineering, Planning and Environment

Division. Without this allocation change the increase would be \$113.5K or 1.7%.

Administration costs are expected to increase by \$349K. This increase is the result of insurance premium increases of \$383K, offset slightly by a decrease in consulting fees for a one-time Building Condition Assessment that was done in 2022.

Facilities costs are projected to increase by \$49K. This is due to increased utility prices of \$36K and \$47K for additional work being done on storm sewers, guiderails, and grounds maintenance for the Barrie Collingwood Railway Trail. These costs are offset by lower scheduled building related maintenance of \$33K.

Cost of Service Delivery is planned to increase by \$757K. This change is due to an increase of \$489K due to higher pricing for fuel. There is also an increase of \$157K for vehicle expenses based on more expensive parts and labour costs. The program supplies and materials are increasing by \$117K for additional pavement marking and material costs, snow plowing work and sign maintenance. These increases are slightly offset by an increase in cost recovery for plowing activities at Georgian Village.

## Capital

The Department's Capital budget is \$1.9M. The details for each project are on the Request Form(s) included.



# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
<b>Total T&amp;E Maintenance</b>	<b>0.0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Beeton Garage Building Components	187	187	0	0	0	0	0	0	187
Crash Attenuator	75	75	0	0	0	0	0	0	75
Midhurst Garage Roof Replacement	314	54	0	0	0	0	0	0	54
Vehicle Addition	645	645	0	365	0	0	0	0	281
Vehicle Replacement	918	918	0	0	0	0	0	57	861
<b>Total Capital</b>	<b>2,139</b>	<b>1,879</b>	<b>0</b>	<b>365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>1,458</b>

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

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

### Description and scope for expenditure

The Beeton roads garage has the available space to build a meeting room on the second floor of the building. This would give staff an area to meet, away from the traffic of the garage, and to allow for privacy when required. Currently, meetings are conducted in the lunchroom, which provides no privacy and cannot accommodate all staff. In addition, a review and prioritization of asset management needs has identified that repairs are required to the material storage building. Due to the low overall height of the building, the plows have occasionally damaged the building when unloading material. These repairs are required to ensure the structure remains sound.

### Justification for expenditure

If this request is not approved, staff will continue to use the lunchroom for staff meetings, and private meetings will need to be conducted elsewhere. If the repairs to the material storage building are not undertaken, further damage from plows may occur due to the current design and maintenance staff will monitor the building to ensure it remains structurally sound.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	<b>187</b>	<b>0</b>	<b>187</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(187)</b>	<b>0</b>	<b>(187)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(187)</b>	<b>0</b>	<b>(187)</b>	<b>0</b>	<b>0</b>

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

**Expenditure Title:** Crash Attenuator  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

For many of the maintenance activities performed on County Roads, a crash truck and attenuator are required, specifically for roads with a posted speed limit of 80km/h. The County currently has one crash attenuator for the five Roads garages. Our pavement marking operations would be the main use for this equipment, but it is required for other maintenance activities.

### Justification for expenditure

We currently have one crash attenuator for the five garages, which creates scheduling challenges when performing maintenance activities. We have a growing inventory of roads that meet the requirements for this device. We may not be able to meet minimum maintenance standards and remain compliant with the Ontario Traffic Manual.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	<b>75</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(75)</b>	<b>0</b>	<b>(75)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(75)</b>	<b>0</b>	<b>(75)</b>	<b>0</b>	<b>0</b>

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

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

### Description and scope for expenditure

The Midhurst Garage was built in the 1970's and over time the roof has been altered to address drainage and ice damming on the roof. The alterations over the years were done to address these issues but fell short and created new issues. In 2017, the roof had a treatment applied to it to prolong the life by seven years. A review and prioritization of asset management needs has identified that engineering is required as the roof is due for replacement and to ensure proper performance of the roof and the drainage characteristics.

### Justification for expenditure

In 2017, the roof was treated to extend its life to 2024. As a result, engineering is required to prepare for a replacement in 2024. Without replacement the roof will begin to fail and will incur costs to temporarily repair and possibly damage components in the building.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expense	314	0	54	260	0
Net Capital	(314)	0	(54)	(260)	0
Net Expenditure	(314)	0	(54)	(260)	0

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

**Expenditure Title:** 20 Ton Float Trailer Addition  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The Transportation and Engineering department is recommending one additional 20 Ton Float Trailer be purchased. Currently, there is only one 20 Ton Float trailer to serve five districts, which causes delays in service and unnecessary travel time, moving between districts. This additional float trailer will be shared between all five districts to reduce travel time and service delays. This additional trailer will also provide continuity of service when repairs or maintenance is required and provide a resource to better meet peak demands, reduce equipment wear and tear and provide equipment fuel savings. Currently, equipment such as backhoes and loaders may have to be driven to various locations contributing to wear and tear, increasing maintenance and fuel costs, as well as delays in completing roadside work when the one float trailer is unavailable.

### Justification for expenditure

If this vehicle is not purchased, the effectiveness and efficiency of our operations will be adversely affected. Scheduling difficulties will arise for work requiring this type of trailer to transport equipment to work locations throughout the County. Additional equipment repair, maintenance, fuel costs, downtime and delayed job completions will impact our ability to meet minimum maintenance standards.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Expense</b>	<b>51</b>	<b>0</b>	<b>51</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(51)</b>	<b>0</b>	<b>(51)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(51)</b>	<b>0</b>	<b>(51)</b>	<b>0</b>	<b>0</b>

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

**Expenditure Title:** Plow Truck Addition  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

The purchase of an additional plow. 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. Route levels have increased with the downloading of routes over the years from member municipalities, with limited increase to the spare ratio. An additional plow truck will enable vehicles to be scheduled for servicing, ensuring adequate resources are available for operations.

### Justification for expenditure

If this additional plow truck is not purchased, there is an increased potential of vehicles not being available when required for plowing activities or for required preventative maintenance. Utilizing the current plow truck inventory will result in an increase in wear and tear on the existing fleet.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	365	0	365	0	0
Capital Expense	365	0	365	0	0
Net Expenditure	0	0	0	0	0

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

**Expenditure Title:** Patrol Pick-up Trucks Addition  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope 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 purchase of five additional patrol pick-up trucks is requested. Currently, each of the five maintenance districts has one patrol truck used for both the winter and non-winter seasons. Because the districts are quite large, these vehicles experience high usage of approximately 150,000 km annually and are currently on a 5-to-7-year replacement cycle. These patrol vehicles have become increasingly unreliable as they age and when they go down, larger 1-Ton trucks are used as the alternative, which is much less efficient. These additional vehicles will provide a more effective alternative and reduce the overall annual mileage on the patrol fleet making the replacement cycle more viable and cost effective. In addition, having some additional vehicle capacity will provide for more efficient operations as crews will have some flexibility to travel to work sites separately and in smaller crews when necessary.

### Justification for expenditure

If these additional vehicles are not purchased, the County will continue to utilize the larger pick-up trucks for patrols, incurring high-cost vehicle repairs, experiencing lower fuel efficiency and possibly replacing units before their expected end of useful life.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>229</b>	<b>0</b>	<b>229</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(229)</b>	<b>0</b>	<b>(229)</b>	<b>0</b>	<b>0</b>



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

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

### Description and scope 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, replacement of two combination plow trucks and three pickup trucks is requested. These vehicles are categorized as "medium risk" classifying them as "consider for replacement" due to their age, odometer readings, repairs, and maintenance costs. The condition of these vehicles is reflective of the extreme operational conditions in which they are employed maintaining roadways.

### Justification for expenditure

If these vehicles are not replaced in 2023, the cyclical process of replacing vehicles will require increased purchases in 2024 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed at public auction, the plow trucks are expected to sell for \$27K each and the pick-up trucks for \$4K each. The replacement vehicles will have improved fuel consumption lowering the County's carbon footprint.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
Capital Revenue	57	0	57	0	0
Capital Expenses	918	0	918	0	0
Net Capital	(861)	0	(861)	0	0
Net Expenditure	(861)	0	(861)	0	0

# 2023 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
191-12	2012	273,159	\$178,910	12
192-12	2012	260,103	\$119,139	12
311-03	2003	6,207	\$120,333	20
722-15	2015	292,258	\$21,540	6
725-15	2015	295,490	\$20,913	6
728-15	2015	321,989	\$11,897	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2023 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
20.7	19.3	9.5
n/a	n/a	n/a
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.

## Solid Waste Management



# 2023 DEPARTMENT BUDGETS



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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	3,946	5,782	5,700	6,453	753	13.2	6,470	770	13.5
Service Partners	0	0	0	0	0	0.0	0	0	0.0
User Fees	6,037	6,454	5,352	5,992	640	12.0	5,814	462	8.6
Miscellaneous Income	3,094	6,827	3,311	8,816	5,505	166.3	4,566	1,255	37.9
Transfer from Reserve	8	2,902	4,230	4,230	0	0.0	2,000	(2,230)	(52.7)
<b>Total Revenues</b>	<b>13,084</b>	<b>21,965</b>	<b>18,593</b>	<b>25,490</b>	<b>6,897</b>	<b>37.1</b>	<b>18,849</b>	<b>257</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	6,896	7,635	8,047	9,089	1,042	13.0	9,899	1,853	23.0
Administration	1,317	2,240	2,552	2,552	0	0.0	1,985	(567)	(22.2)
Facilities	1,366	1,430	1,349	1,349	0	0.0	1,687	338	25.0
Cost of Service Delivery	36,372	44,692	55,927	57,174	1,247	2.2	62,536	6,609	11.8
Transfer to Reserve	3,938	3,874	3,700	3,700	0	0.0	3,700	0	0.0
<b>Total Expenses</b>	<b>49,889</b>	<b>59,871</b>	<b>71,574</b>	<b>73,864</b>	<b>2,289</b>	<b>3.2</b>	<b>79,807</b>	<b>8,232</b>	<b>11.5</b>
<b>Total Operating Balance</b>	<b>(36,805)</b>	<b>(37,906)</b>	<b>(52,982)</b>	<b>(48,373)</b>	<b>4,608</b>	<b>(8.7)</b>	<b>(60,957)</b>	<b>(7,975)</b>	<b>15.1</b>
<b>Capital</b>									
Capital Revenue	807	28,810	576	2,456	1,880	326.7	1,856	1,281	222.5
Capital Expenses	3,871	30,942	5,417	7,347	1,931	35.6	4,959	(458)	(8.4)
<b>Net Capital</b>	<b>(3,064)</b>	<b>(2,131)</b>	<b>(4,841)</b>	<b>(4,891)</b>	<b>(50)</b>	<b>1.0</b>	<b>(3,103)</b>	<b>1,738</b>	<b>(35.9)</b>
<b>Net Department</b>	<b>(39,869)</b>	<b>(40,038)</b>	<b>(57,823)</b>	<b>(53,265)</b>	<b>4,558</b>	<b>(7.9)</b>	<b>(64,060)</b>	<b>(6,237)</b>	<b>10.8</b>

## Solid Waste Management 2023 Budget vs. 2022 Budget Change

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The 2023 Solid Waste Management budget includes a net department requirement (total operating and capital) of \$64.1M, compared to \$57.8M in 2022, an increase of \$6.2M.

### Operating

The Solid Waste Management operating budget includes a total operating balance of \$61.0M, compared to \$53.0M in 2022, an increase of \$8.0M.

Subsidies are to increase by \$770K. This increase relates to the Blue Box program funding and is estimated based on 2022 funding levels.

User Fees are to increase by \$462K. This change includes an increase of \$200K to compost revenues and \$550K to residential drop off revenues based on historical data. These increases are offset by a \$275K decrease in commercial drop off revenue.

Miscellaneous Income is to increase by \$1.3M. This change is primarily the result of an increase to materials revenue based on anticipated pricing trends in 2023 and a new revenue item for the cart exchange program that results in a \$48K increase.

Transfer from Reserve will decrease by \$2.2M. This planned revenue decrease continues to smooth in cost increases related to the implementation of the curbside collection contract that began in late 2021.

Salaries and Benefits are anticipated to increase by \$1.9M. This includes a change made to the administration support staff allocation because of a review of support levels throughout the Engineering, Planning and Environment Division. An increase of 4.6 FTEs which were approved in late 2021 are also included in the budget. Also included is proposed staffing additions of one FTE Contract and Programs Monitor, one FTE Equipment Operator, 0.8 FTE Site Attendant, and 0.7 Student Site Attendant. Without the allocation change, in-year approvals and additions the increase would be \$773K or 9.6%. This is a result of the SEIU wage review and non-union salary reviews as well as regular salary and benefit increases.

# 2023 DEPARTMENT BUDGETS



Administration costs are expected to decrease by \$567K. Planned consulting needs are adjusted yearly resulting in an overall decrease of \$384K as major items such as the waste strategy, Blue Box transition strategy and curbside audit will not be repeated. Advertising and promotions are decreasing by \$300K based on historical trends as well as a planned shift to increased social media advertising instead of higher cost print and radio options.

Facilities costs are projected to increase by \$338K. This increase is mainly due to a \$115K one-time increase to replace six ATVs, a \$75K increase in disposal costs for Household Hazardous Waste (HHW) resulting from contract increases, and a \$98K increase to building and vehicle maintenance costs. The remaining increase is caused by items such as utilities, and maintenance supplies costs.

Cost of Service Delivery is planned to increase by \$6.6M. The major item driving this change is a \$4M increase to curbside collection costs due to contractual increases including fuel price adjustments. As a result of the cart collection implementation tonnages of organics and recyclables have increased causing processing costs to go up by \$1.6M. Increases in fuel pricing and vehicle maintenance costs have resulted in a combined increase of \$972K.

Transfer to Reserve will not change in 2023.

## **Capital**

The Department's Capital budget is \$5.0M. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Contract and Programs Monitor	1.0	133	133
Equipment Operator	1.0	86	86
Site Attendants	0.8	62	62
Student Site Attendants	0.7	34	34
<b>Total Solid Waste Management</b>	<b>3.5</b>	<b>315</b>	<b>315</b>

# 2023 DEPARTMENT BUDGETS



## Solid Waste Management Capital Summary (\$000's)

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Cart Growth and Replacement	902	902	0	300	0	0	0	0	602
ERRC Organics Processing Facility	37,366	502	0	105	0	0	0	397	0
Oro Site Facility Upgrade	202	202	0	0	0	0	0	0	202
Site 13 (Tos) Leachate Pump	52	52	0	0	0	0	0	52	0
Site 16 Redevelopment	4,165	2,077	0	436	0	0	0	0	1,641
Site 7 Improvements	277	277	0	0	0	0	0	0	277
Site Improvements and Paving	278	278	0	58	0	0	0	0	220
South Simcoe Transfer Station	14,159	202	0	42	0	0	0	0	160
Vehicle Replacement	465	465	0	0	0	0	0	465	0
<b>Total Capital</b>	<b>57,867</b>	<b>4,959</b>	<b>0</b>	<b>942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>914</b>	<b>3,103</b>



## Solid Waste Management Staffing

**Expenditure Title:** Contract and Programs Monitor  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

It is requested to add a one FTE Contract and Programs Monitor. The department has not added a Contract and Programs Monitor since 2008. However, during this timeframe, there has been significant increases in the programs and contracts that require development, monitoring, compliance, and data verification.

### Justification for expenditure

Without an additional Contract and Programs Monitor, staff may have to rely on voluntary overtime to meet the requirements for waste management programs and contracts. The department may be limited in its ability to continue to support waste management programs and contracts and may also affect the potential for future programs that have environmental benefits.

### Budget

Category	2023 Budget
	(\$000's)
Salaries	133
Operating Expense	133
Net Expenditure	(133)

## Solid Waste Management Staffing

**Expenditure Title:** Equipment Operator

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

### Description and scope for expenditure

It is requested to hire one FTE Equipment Operator to assist with the transfer of curbside collected materials from County Waste Transfer Facilities. This will allow for longer operational hours, a reduction of overtime requirements of current staff, and provide transfer capacity for increasing curbside tonnages of recycling, garbage and organics.

### Justification for expenditure

Without an additional Equipment Operator, the transfer facilities will rely on voluntary operational overtime to meet the needs of growing curbside tonnages. As a result, this could impact the County's ability to transfer material to market in a timely manner and meet the conditions of compliance set out in our ECA's.

### Budget

Category	2023 Budget
(\$000's)	
Salaries	86
Operating Expense	86
Net Expenditure	(86)

# 2023 DEPARTMENT BUDGETS



## Solid Waste Management Staffing

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

### Description and scope for expenditure

It is requested to add a 0.8 FTE Site Attendant to the SWM staffing compliment. This will allow the department to increase two - Seasonal Site Attendant positions to Full Time Site Attendants. This will ensure adequate staffing at facilities to manage increased residential traffic and curbside collection tonnages.

### Justification for expenditure

Without additional year-round Site Attendants the transfer facilities will continue to rely on voluntary operational overtime to meet the needs of growing curbside tonnages and residential traffic. As a result, this could impact the County's ability to transfer material to market in a timely manner and meet the conditions of compliance set out in our ECA's.

### Budget

Category	((\$000's))	2023 Budget
Salaries		62
Operating Expense		62
Net Expenditure		(62)

## Solid Waste Management Staffing

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

### Description and scope for expenditure

It is requested to add 0.7 FTE Site Attendants to the SWM staffing compliment. This will allow the department to add two summer student positions at the Waste Management Facilities. This will assist with peak season staffing for both the Nottawasaga Landfill and the Bradford West Gwillimbury Transfer Station while providing hands on work experience for students in the Waste Management sector. Hiring students also provides opportunities to find and recruit staff with interests in the Waste Management field. In the past many students have moved into part-time and full-time positions within SWM.

### Justification for expenditure

Without additional Site Attendants (Students) the transfer facilities will continue to rely on voluntary operational overtime during the peak season to provide adequate operational coverage.

### Budget

Category	2023 Budget
(\$000's)	
Salaries	34
Operating Expense	34
Net Expenditure	(34)

# 2023 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Cart Growth and Replacement  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

Council direction to implement the automated waste cart collection and a cart size exchange program necessitates the purchase of additional carts to account for growth, replacement of lost, stolen, or broken carts and for size exchange inventory. Exact quantities are based on need. Pricing is subject to annual escalation based on CPI, fluctuations in plastic resin values and the US exchange rate.

### Justification for expenditure

As per County Council direction for automated waste cart collection, an inventory of carts must be maintained to provide carts to newly built residential and commercial units, substitution for existing carts that are broken and for cart size exchanges.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	300	0	300	0	0
Capital Expense	902	0	902	0	0
Net Capital	(602)	0	(602)	0	0
Net Expenditure	(602)	0	(602)	0	0

# 2023 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** ERRC Organics Processing Facility  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

It is recommended to continue work on the Organics Processing Facility (OPF) project to keep it moving forward. This would involve continuing the consulting process to assess the technology for the future Organics Processing Facility and to utilize the consultant to assist in developing procurement documents for the selection of potential vendors for this technology.

### Justification for expenditure

The OPF is part of the long-term plan. Extensive work has already been completed in the planning approvals for this site. The work budgeted for 2023 is a continuation of this project. Should this not be approved this would result in a delay of the project with the potential for costs to inflate over time.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	23,604	1,080	502	21,378	644
Capital Expense	37,366	1,585	502	32,212	3,067
Net Capital	(13,762)	(505)	0	(10,834)	(2,423)
Net Expenditure	(13,762)	(505)	0	(10,834)	(2,423)

## Solid Waste Management Tangible Capital Asset (TCA)

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

### Description and scope for expenditure

This request is for the design and build for the Oro Transfer Station that would include a staff lunchroom, operation centre and washroom/changeroom facilities with running water. With the increase in staff on site due to the new transfer station operations, the current trailer utilized for a lunchroom is insufficient in size and functionality for the needs of the staff. As well, the number of washroom/changerooms available on site is insufficient for the number of staff utilizing the site.

### Justification for expenditure

Due to an increase in the number of staff working at the location and utilizing facilities for purposes of operating the curbside transfer station, the creation of a staff area with running water and washroom/changeroom facilities is needed.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expense	202	0	202	0	0
Net Capital	(202)	0	(202)	0	0
Net Expenditure	(202)	0	(202)	0	0

# 2023 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site 13 (Tos) Leachate Pump  
**Strategic Direction:** D - Environmental Sustainability

### Description and scope for expenditure

The leachate pump control system for the closed landfill is antiquated and requires upgrading.

Funds will be used to upgrade the pump control system to ensure that the pumps operate properly, and that staff are notified if there are issues or system failure.

It is a requirement of the site Environmental Compliance Approval to properly manage leachate generated from the closed landfill site.

### Justification for expenditure

Failure of the system to operate properly could result in a leachate spill into the environment and/or operational downtime of pumping systems. Additional costs could include spill cleanup, hiring pumping trucks to remove leachate and fines from the Ministry of Environment, Conservation and Parks.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expense	52	0	52	0	0
Net Capital	(52)	0	(52)	0	0
Net Expenditure	(52)	0	(52)	0	0



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site 16 Redevelopment  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

It is recommended to expand the public drop off at Bradford West Gwillimbury Waste Facility (Site 16). The current site continues to grow in usage annually. It is congested and has traffic issues with lines queuing on to the road.

The expansion includes updating the storm water management system at the site, installing new scales, and increasing queuing lane on site. It would also include increasing the size of the diversion areas and constructing buildings for a staff lunchroom, hazardous waste depot and diversion building.

The approvals process has been ongoing since the purchase of adjacent land in 2018. Once the final approvals are received work would begin in 2023.

### Justification for expenditure

The transfer station expansion is part of the long-term plan for the site. Work has already been completed in the purchase of additional land for this expansion. The work budgeted for 2023 is a continuation of this project. Should this not be approved it would result in a delay of the project and the continued site congestion for residents and staff as well as traffic issues on the road.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>699</b>	<b>263</b>	<b>436</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>	<b>4,165</b>	<b>2,087</b>	<b>2,077</b>	<b>0</b>	<b>0</b>
<b>Net Capital</b>	<b>(3,466)</b>	<b>(1,825)</b>	<b>(1,641)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(3,466)</b>	<b>(1,825)</b>	<b>(1,641)</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site 7 Improvements  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Mara Transfer Station received new scales and a modified entrance in 2022. This budget is to re-orientate the remaining diversion areas and improve accessibility to the site for residents. This will provide larger diversion areas for drop off and improved set up for waste transfer.

### Justification for expenditure

If work is not completed there will continue to be accessibility issues as well as increased operational costs for waste transfer.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Expense	277	0	277	0	0
Net Capital	(277)	0	(277)	0	0
Net Expenditure	(277)	0	(277)	0	0

## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** Site Improvements and Paving  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope 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 2023, this capital item will be used for paving roads associated with the Oro Transfer Station and compost pads at Oro Landfill and North Simcoe Transfer Station. This will ensure longevity of the diversion areas, increased utilization of the area and improved conditions in all seasons.

### Justification for expenditure

If the request is not approved, dust will continue to be a concern for users of the County's facilities and sites will depreciate at a quicker rate. In addition, the gravel areas will continue to require annual repairs.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
Capital Revenue	58	0	58	0	0
Capital Expense	278	0	278	0	0
Net Capital	(220)	0	(220)	0	0
Net Expenditure	(220)	0	(220)	0	0

## Solid Waste Management Tangible Capital Asset (TCA)

**Expenditure Title:** South Simcoe Transfer Station  
**Strategic Direction:** A - Growth Related Service Delivery

### Description and scope for expenditure

The Solid Waste Management Department is planning to develop a South Simcoe Transfer Station to better service the growing population in South Simcoe. This new transfer station will include residential/commercial waste drop off, a yard waste composting facility and potential for future development of curbside collection waste transfer.

This project entails the purchase of land, planning and Ministry approvals, site development and the construction of buildings for the purposes of site operations.

In 2023, the budget will be for a consultant to assist in identifying a site, determining the site characteristics, and assessing the approvals required for site development.

### Justification for expenditure

This facility will reduce the burden on other South Simcoe waste management facilities and provide better service for residents and long-term waste transfer for curbside collected materials. A facility is needed to manage the growth expected in South Simcoe and is intended to be operational in 8-10 years given the time likely required for zoning designation and Provincial Environmental Compliance Approvals.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>2,973</b>	<b>0</b>	<b>42</b>	<b>1,242</b>	<b>1,689</b>
<b>Capital Expense</b>	<b>14,159</b>	<b>0</b>	<b>202</b>	<b>5,916</b>	<b>8,041</b>
<b>Net Capital</b>	<b>(11,186)</b>	<b>0</b>	<b>(160)</b>	<b>(4,674)</b>	<b>(6,352)</b>
<b>Net Expenditure</b>	<b>(11,186)</b>	<b>0</b>	<b>(160)</b>	<b>(4,674)</b>	<b>(6,352)</b>

## Solid Waste Management Tangible Capital Asset (TCA)

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

### Description and scope 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, replacement of one loader is requested. This vehicle is categorized as "medium risk" classifying it as "consider for replacement" due to age, hour meter reading, repair, and maintenance costs. The overall condition of this vehicle is reflective of the extreme operational conditions in which it is employed at various landfill sites. This vehicle is projected to have an increased risk of becoming unreliable, resulting in escalated repair and maintenance costs and operational downtime which will adversely affect the provision of services.

### Justification for expenditure

If this vehicle is not replaced in 2023, the cyclical process of replacing vehicles will require increased purchases in 2024 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed at public auction for approximately \$30K. The replacement vehicle will have improved fuel consumption lowering the County's carbon footprint.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	<b>465</b>	<b>0</b>	<b>465</b>	<b>0</b>	<b>0</b>
<b>Capital Expenses</b>	<b>465</b>	<b>0</b>	<b>465</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
01-09	2009	12165	\$157000	15

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2023 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



# 2023 DEPARTMENT BUDGETS



## Forestry

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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<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	2,444	2,068	1,868	2,068	200	10.7	2,068	200	10.7
Miscellaneous Income	66	73	69	69	0	0.0	37	(32)	(46.1)
Transfer from Reserve	0	0	1,324	1,324	0	0.0	1,386	62	4.7
<b>Total Revenues</b>	<b>2,510</b>	<b>2,141</b>	<b>3,260</b>	<b>3,460</b>	<b>200</b>	<b>6.1</b>	<b>3,491</b>	<b>231</b>	<b>7.1</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	706	750	910	910	0	0.0	935	25	2.7
Administration	63	91	77	77	0	0.0	180	103	134.4
Facilities	145	194	159	164	5	3.2	184	25	15.8
Cost of Service Delivery	224	228	299	306	8	2.5	245	(54)	(18.0)
Transfer to Reserve	1,465	951	1,936	2,124	188	9.7	2,118	182	9.4
<b>Total Expenses</b>	<b>2,603</b>	<b>2,213</b>	<b>3,381</b>	<b>3,581</b>	<b>200</b>	<b>5.9</b>	<b>3,661</b>	<b>281</b>	<b>8.3</b>
<b>Total Operating Balance</b>	<b>(93)</b>	<b>(72)</b>	<b>(120)</b>	<b>(120)</b>	<b>0</b>	<b>0.0</b>	<b>(170)</b>	<b>(50)</b>	<b>41.4</b>
<b>Capital</b>									
Capital Revenue	788	67	43	49	6	14.0	48	5	10.5
Capital Expenses	788	67	43	49	6	14.0	48	5	10.5
<b>Net Capital</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</b>	<b>0.0</b>
<b>Net Department</b>	<b>(93)</b>	<b>(72)</b>	<b>(120)</b>	<b>(120)</b>	<b>0</b>	<b>0.0</b>	<b>(170)</b>	<b>(50)</b>	<b>41.4</b>



## Forestry 2023 Budget vs. 2022 Budget Change

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The 2023 Forestry budget includes a net department requirement (total operating and capital) of \$170K, compared to \$120K in 2022, an increase of \$50K.

### Operating

The Forestry operating budget includes a total operating balance of \$170K, compared to \$120K in 2022, an increase of \$50K.

User Fees are to increase by \$200K. The budget is based on historical timber volumes adjusted for the projected market values.

Miscellaneous Income is to decrease by \$32K. Tree planting revenue has decreased over 2022 based on expected activity.

Transfer from Reserve will increase by \$62K. The increased transfer relates to the trail planning strategy of \$120K funded 50% by the Forestry Reserve. It is not fully funded as trail planning is a County wide initiative, with approximately half of these trails being specific to Forestry.

Salaries and Benefits are anticipated to increase by \$25K. This increase includes regular salary and benefit

increases, non-union wage review adjustments and a change made to the administration support staff allocation because of a review of support levels throughout the Engineering, Planning and Environment Division. Without this allocation change the increase would be \$23.2K or 2.5%.

Administration costs are expected to increase by \$103K. This increase relates to an additional \$120K for the Strategy Trail Planning Development, of which 50% is funded by the Forestry Reserve. It is offset by a decrease in consulting costs for the Land Acquisition Strategy and the Wood Flow Analysis.

Facilities costs are projected to increase by \$25K. This increase relates to the costs for additional enforcement patrols and well decommissioning.

Cost of Service Delivery is planned to decrease by \$54K. The 2022 budget included \$75K for the 100 Year Anniversary Event. This decrease is offset by an increase in fuel costs of \$18K and other increases of \$4K related to vehicle expenses and silviculture.

# 2023 DEPARTMENT BUDGETS



Transfer to Reserve will increase by \$182K. The increase is the result of an anticipated increase in timber sale revenues.

**Capital**  
The Department's Capital budget is \$48K. The details for each project are on the Request Form(s) included.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total Forestry	0.0	0	0

# 2023 DEPARTMENT BUDGETS



## Forestry Capital Summary (\$000's)

Project Description	Total Project Cost	2023 Budget Expense	CCBF	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Vehicle Replacement	48	48	0	0	0	0	0	48	0
<b>Total Capital</b>	<b>48</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>	<b>0</b>

## Forestry Tangible Capital Asset (TCA)

**Expenditure Title:** Vehicle Replacement  
**Strategic Direction:** D - Environmental Sustainability

### Description and scope 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 Asset Management Plan identified assets to be reviewed and prioritized. Based on that review, replacement of this pick-up truck is requested. This vehicle is categorized as "medium risk" classifying the vehicle for "consider for replacement" due to its age, odometer reading, repair and maintenance costs. The overall condition of this vehicle is reflective of the extreme operational conditions in which it has been employed, traversing trails in the County forests on dirt trails while in "four-wheel drive" mode. This vehicle is projected to have an increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime, which will adversely affect on the provision of services.

### Justification for expenditure

If this vehicle is not replaced in 2023, the cyclical process of replacing vehicles will require increased purchases in 2024 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed at public auction and should sell for \$3K. The replacement vehicle will have improved fuel consumption lowering the County's carbon footprint.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Revenue</b>	48	0	48	0	0
<b>Capital Expenses</b>	48	0	48	0	0
<b>Net Expenditure</b>	0	0	0	0	0

# 2023 DEPARTMENT BUDGETS



## Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
60-701	2014	268,452	\$14,479.24	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2023 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.

# 2023 DEPARTMENT BUDGETS



## Planning



# 2023 DEPARTMENT BUDGETS



## Planning

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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<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	48	76	45	45	0	0.0	45	0	0.7
Miscellaneous Income	0	24	0	0	0	0.0	0	0	0.0
Transfer from Reserve	35	542	239	331	92	38.7	772	534	223.6
<b>Total Revenues</b>	<b>83</b>	<b>641</b>	<b>284</b>	<b>376</b>	<b>92</b>	<b>32.5</b>	<b>818</b>	<b>534</b>	<b>188.2</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	1,261	1,379	1,475	1,475	0	0.0	1,483	8	0.5
Administration	58	638	668	668	0	0.0	953	285	42.7
Facilities	0	0	0	0	0	0.0	0	0	0.0
Cost of Service Delivery	199	144	270	362	92	34.2	271	1	0.2
Transfer to Reserve	650	161	0	0	0	0.0	0	0	0.0
<b>Total Expenses</b>	<b>2,168</b>	<b>2,322</b>	<b>2,413</b>	<b>2,505</b>	<b>92</b>	<b>3.8</b>	<b>2,706</b>	<b>294</b>	<b>12.2</b>
<b>Total Operating Balance</b>	<b>(2,085)</b>	<b>(1,680)</b>	<b>(2,129)</b>	<b>(2,129)</b>	<b>0</b>	<b>0.0</b>	<b>(1,889)</b>	<b>240</b>	<b>(11.3)</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>0.0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Net Department</b>	<b>(2,085)</b>	<b>(1,680)</b>	<b>(2,129)</b>	<b>(2,129)</b>	<b>0</b>	<b>0.0</b>	<b>(1,889)</b>	<b>240</b>	<b>(11.3)</b>



# 2023 DEPARTMENT BUDGETS



## Planning 2023 Budget vs. 2022 Budget Change

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The 2023 Planning budget includes a net department requirement (total operating and capital) of \$1.9M, compared to \$2.1M in 2022, a decrease of \$240K.

### Operating

The Planning operating budget includes a total operating balance of \$1.9M, compared to \$2.1M in 2022, a decrease of \$240K.

User Fees are the same as in 2022.

Transfer from Reserve will increase by \$534K. Development charge revenue is increasing based on planned spending for various growth-related projects such as the Transportation Tomorrow Survey, the Barrie Collingwood and other MCR related studies.

Salaries and Benefits are anticipated to increase by \$8K. This increase is due to regular salary and benefit increases and non-union wage review adjustments.

There is an offsetting decrease related to the administration support staff allocation because of a review of support levels throughout the Engineering, Planning and Environment Division.

Administration costs are expected to increase by \$285K. Additional work is planned for the Municipal Comprehensive Review items, Agricultural/Greenland's mapping, Model Urban Design of Guidelines, and Planning Fees and Benchmark review. This work requires an increase in consulting of \$314K and is offset by a decrease in planned advertising and promotions of \$26K.

Cost of Service Delivery is planned to increase by \$1K.

### Capital

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Total Planning	0.0	0	0

## Transit



# 2023 DEPARTMENT BUDGETS



## Transit

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

	2020	2021	2022	2022	2022F vs. 2022B		2023	2023B vs. 2022B	
	Actual	Actual	Budget	Forecast	Change	%	Budget	Change	%
					\$	%		\$	%
<b>Operating Revenues</b>									
Subsidies	931	1,537	1,684	1,870	186	11.0	1,420	(264)	(15.7)
Service Partners	0	0	0	0	0	0.0	0	0	0.0
User Fees	222	255	444	336	(108)	(24.3)	386	(58)	(13.1)
Miscellaneous Income	0	0	0	0	0	0.0	0	0	0.0
Transfer from Reserve	0	0	0	0	0	0.0	50	50	100.0
<b>Total Revenues</b>	<b>1,153</b>	<b>1,792</b>	<b>2,128</b>	<b>2,206</b>	<b>78</b>	<b>3.7</b>	<b>1,856</b>	<b>(272)</b>	<b>(12.8)</b>
<b>Operating Expenses</b>									
Client Benefit	0	0	0	0	0	0.0	0	0	0.0
Salaries and Benefits	286	330	415	415	0	0.0	481	66	15.9
Administration	186	309	405	330	(75)	(18.5)	483	78	19.2
Facilities	0	0	0	0	0	0.0	0	0	0.0
Cost of Service Delivery	2,598	3,399	4,514	4,951	437	9.7	5,319	805	17.8
Transfer to Reserve	0	0	0	0	0	0.0	0	0	0.0
<b>Total Expenses</b>	<b>3,070</b>	<b>4,038</b>	<b>5,334</b>	<b>5,696</b>	<b>362</b>	<b>6.8</b>	<b>6,283</b>	<b>949</b>	<b>17.8</b>
<b>Total Operating Balance</b>	<b>(1,917)</b>	<b>(2,246)</b>	<b>(3,206)</b>	<b>(3,490)</b>	<b>(284)</b>	<b>8.9</b>	<b>(4,427)</b>	<b>(1,221)</b>	<b>38.1</b>
<b>Capital</b>									
Capital Revenue	1,402	19	0	0	0	0.0	0	0	0.0
Capital Expenses	4,216	1,397	508	420	(88)	(17.3)	0	(508)	(100.0)
<b>Net Capital</b>	<b>(2,815)</b>	<b>(1,379)</b>	<b>(508)</b>	<b>(420)</b>	<b>88</b>	<b>(17.3)</b>	<b>0</b>	<b>508</b>	<b>(100.0)</b>
<b>Net Department</b>	<b>(4,732)</b>	<b>(3,625)</b>	<b>(3,714)</b>	<b>(3,910)</b>	<b>(196)</b>	<b>5.3</b>	<b>(4,427)</b>	<b>(713)</b>	<b>19.2</b>

## Transit 2023 Budget vs. 2022 Budget Change

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The 2023 Transit budget includes a net department requirement (total operating and capital) of \$4.4M, compared to \$3.7M in 2022, an increase of \$713K.

### Operating

The Transit operating budget includes a total operating balance of \$4.4M, compared to \$3.2M in 2022, an increase of \$1.2M.

Subsidies are to decrease by \$264K. The decrease relates to the Provincial Gas Tax Funding. In 2022, available carry over funds were included in the budget that created a one time increase to subsidies.

User Fees are to decrease by \$58K. This is a decrease to anticipated fare revenues. The estimate is determined using average fare per ride and a forecasted ridership level.

Transfer from Reserve will increase by \$50K. This increase is due to development charge revenues for the Transit Master Plan.

Salaries and Benefits are anticipated to increase by \$66K. This increase includes regular salary and benefit increases, non-union wage review adjustments, and a change made to the administration support staff allocation because of a review of support levels throughout the Engineering, Planning and Environment Division. Without this allocation change the increase would be \$30K or 7.3%.

Administration costs are expected to increase by \$78K. This increase is mainly due to additional costs of the Transit Master Plan that will be completed in 2023.

Cost of Service Delivery is planned to increase by \$805K. This increase is driven by contracted service cost of \$471K, expanded specialized services, and additional fuel costs of \$354K. As well, there is a \$30K increase for maintenance at the Lake Simcoe Regional Airport bus stop.

### Capital

There are no Capital Projects in 2023 for this Department.

# 2023 DEPARTMENT BUDGETS



## Staffing Change Requests

FTE Table

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
<b>Total Transit</b>	<b>0.0</b>	<b>0</b>	<b>0</b>

## Transit Tangible Capital Asset (TCA)

**Expenditure Title:** Conventional Bus Additions  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

In September 2016, County Council approved the Transit Feasibility and Implementation Study and approved the short-term plan. The plan included five inter-approved hub to hub routes: the Midland - Penetanguishene - Barrie, the second phase was the Collingwood - Wasaga Beach - Stayner - Angus - Barrie route and the Orillia - Oro Medonte - Barrie route. The third phase was the Penetanguishene - Midland - Tay - Severn - Orillia and the Alliston - Beeton - Bradford routes. The fourth phase of the transit roll-out plan is the Barrie - Alcona - Cookstown - Alliston route with a stop at the Honda plant. It is recommended that four buses be purchased for the fourth phase rollout as planned for 2025. These new buses will be operated on this new route with one of the buses to be used as a spare to cover scheduled vehicle preventative maintenance and unplanned repairs. These vehicles must be ordered in 2023 to ensure delivery in late 2024 or early 2025 to meet planned route start dates.

### Justification for expenditure

If this vehicle is not purchased, the goal to follow County Council's direction, and meet the requirements of the County of Simcoe Transportation Master Plan would not be met. The County would not deliver on the objectives set by the Ministry of Transportation Simcoe Area Multimodal Transportation Strategy which is to reduce automobile traffic and increase alternate modes of transportation.

### Budget

Category	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
(\$000's)					
<b>Capital Expense</b>	<b>1,844</b>	<b>0</b>	<b>0</b>	<b>1,844</b>	<b>0</b>
<b>Net Capital</b>	<b>(1,844)</b>	<b>0</b>	<b>0</b>	<b>(1,844)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(1,844)</b>	<b>0</b>	<b>0</b>	<b>(1,844)</b>	<b>0</b>

## Transit Tangible Capital Asset (TCA)

**Expenditure Title:** Specialized Transit Van Addition  
**Strategic Direction:** E - A Culture of Workplace and Operational Excellence

### Description and scope for expenditure

In September 2016, County Council approved the Transit Feasibility and Implementation Study and the short-term plan. The plan included five inter-approved hub to hub routes: the Midland - Penetanguishene - Barrie, the second phase was the Collingwood - Wasaga Beach - Stayner - Angus - Barrie route and the Orillia - Oro Medonte - Barrie route. The third phase was the Penetanguishene - Midland - Tay - Severn - Orillia and the Alliston - Beeton - Bradford routes. The fourth phase of the transit roll-out plan is the Barrie - Alcona - Cookstown - Alliston route with a stop at the Honda plant.

It is recommended that one specialty van be purchased for the fourth phase rollout as planned for 2025. This specialty van will operate in the new route area. With each new route established, a specialty van is purchased and operated to provide additional accessibility transit service to residents. This vehicle will be ordered in 2023 to ensure delivery in late 2024 or early 2025 to meet the planned route start date.

### Justification for expenditure

If this vehicle is not purchased, the goal to follow County Council's direction, and meet the requirements of the County of Simcoe Transportation Master Plan would not be met. The County would not deliver on the objectives set by the Ministry of Transportation Simcoe Area Multimodal Transportation Strategy which is to reduce automobile traffic and increase alternate modes of transportation.

### Budget

Category (\$000's)	Total	2022 & Prior	2023 Budget	2024 Plan	2025 +
<b>Capital Expense</b>	<b>164</b>	<b>0</b>	<b>0</b>	<b>164</b>	<b>0</b>
<b>Net Capital</b>	<b>(164)</b>	<b>0</b>	<b>0</b>	<b>(164)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(164)</b>	<b>0</b>	<b>0</b>	<b>(164)</b>	<b>0</b>



## Service Partners



# 2023 DEPARTMENT BUDGETS



## 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 2023 budgeted cost sharing contributions are outlined in the following chart.

City of Barrie Operating Budget (000's)	2020	2021	2022	2022	2023	2023B vs 2022B	
	Actual	Actual	Budget	Forecast	Budget	Change	
Department						\$	%
LTC - Homes	1,160	1,977	1,619	1,719	1,594	(25)	(1.6)
Paramedic Services	6,352	6,469	6,995	6,939	7,428	433	6.2
<b>Health and Emergency Services</b>	<b>7,513</b>	<b>8,446</b>	<b>8,614</b>	<b>8,658</b>	<b>9,022</b>	<b>407</b>	<b>4.7</b>
Children Services	1,026	1,806	2,045	2,045	1,949	(95)	(4.7)
Community Services	832	827	925	941	1,009	84	9.1
Ontario Works	2,373	2,825	3,663	3,306	4,041	378	10.3
Simcoe County Housing Corporation	1,823	2,003	2,246	2,265	2,503	257	11.5
Social Housing - Non-Profit	4,353	4,209	5,023	5,107	4,936	(87)	(1.7)
<b>Social and Community Services</b>	<b>10,406</b>	<b>11,670</b>	<b>13,902</b>	<b>13,664</b>	<b>14,439</b>	<b>537</b>	<b>3.9</b>
Archives	48	49	50	50	51	1	2.0
Museum	63	65	66	66	67	1	2.0
<b>Total Archives and Museum</b>	<b>111</b>	<b>113</b>	<b>116</b>	<b>116</b>	<b>118</b>	<b>2</b>	<b>2.0</b>
<b>Total Lake Simcoe Regional Airport</b>	<b>75</b>	<b>111</b>	<b>160</b>	<b>160</b>	<b>154</b>	<b>(6)</b>	<b>(3.9)</b>
<b>Total Operating</b>	<b>18,106</b>	<b>20,340</b>	<b>22,792</b>	<b>22,598</b>	<b>23,732</b>	<b>940</b>	<b>4.1</b>
<b>Total Capital</b>	<b>4,395</b>	<b>3,647</b>	<b>17,190</b>	<b>21,709</b>	<b>13,441</b>	<b>(3,749)</b>	<b>(21.8)</b>
<b>MFC Projects</b>							
- Current year MFC payment	306	238	1,549	1,937	1,154	(395)	(25.5)
- Prior years MFC payment	1,497	2,118	3,197	2,853	5,519	2,321	72.6
<b>Total MFC payment</b>	<b>1,803</b>	<b>2,356</b>	<b>4,747</b>	<b>4,789</b>	<b>6,673</b>	<b>1,926</b>	<b>40.6</b>
<b>Non MFC capital projects</b>	<b>1,236</b>	<b>965</b>	<b>1,698</b>	<b>2,233</b>	<b>1,900</b>	<b>201</b>	<b>11.9</b>
<b>Total Adjusted Capital</b>	<b>3,039</b>	<b>3,321</b>	<b>6,445</b>	<b>7,023</b>	<b>8,573</b>	<b>2,128</b>	<b>33.0</b>
<b>Total Operating and Adjusted Capital</b>	<b>21,144</b>	<b>23,661</b>	<b>29,237</b>	<b>29,621</b>	<b>32,305</b>	<b>3,068</b>	<b>10.5</b>

# 2023 DEPARTMENT BUDGETS



## City of Barrie - Capital Projects

2023 - MFC Projects Department and Project	Budget (000's)	2023 - Capital Projects (Non MFC) Department and Project	Budget (000's)
LTC - Georgian Manor Bed Expansion	106	LSRA - Maintenance Garage	5
LTC - Simcoe Manor Redevelopment	1,575	LSRA - Vehicle Additions	53
<b>LTC -Homes</b>	<b>1,680</b>	LSRA - Waste Water System	90
PAR - Bradford Paramedic Station	417	<b>Lake Simcoe Regional Airport</b>	<b>148</b>
PAR - Central West Barrie Par Post	454	LTC - Building and Equipment	200
PAR - Severn Paramedic Station	104	<b>LTC - Homes</b>	<b>200</b>
<b>Paramedic Services</b>	<b>975</b>	PAR - Bariatric Equipment Replacement	27
SCHC - Affordable Housing (Barrie)	240	PAR - Defibrillator Replacement	315
SCHC - Affordable Housing (Bradford)	3,397	PAR - Midland Par Station Improvements	19
SCHC - Affordable Housing (Orillia)	5,248	PAR - Power Stretcher Replacement	15
<b>Simcoe County Housing Corporatio</b>	<b>8,886</b>	PAR - Stair Chairs	45
<b>Total MFC Projects</b>	<b>11,541</b>	PAR - Vehicle Addition	160
		PAR - Vehicle Replacement	376
<b>MFC Financing Balance</b>		<b>Paramedic Services</b>	<b>956</b>
MFC Opening Balance	30,388	SCHC - Albert Street (Collingwood)	59
Current Year Build	11,541	SCHC - Blake Street (Barrie)	25
Current Year MFC Principal Payment	(1,154)	SCHC - Brock Street (Stayner)	7
Prior Years MFC Principal Payment	(4,057)	SCHC - Cook Street (Barrie)	63
<b>MFC Closing Balance</b>	<b>36,717</b>	SCHC - Flos Crescent (Elmvale)	13
		SCHC - Gignac Drive (Penetang)	8
<b>MFC Financing Payment</b>		SCHC - Harriet Street (Penetang)	35
Current Year MFC Principal Payment	1,154	SCHC - Maria Street (Penetang)	85
Prior Years MFC Principal Payment	4,057	SCHC - Matthew Way (Collingwood)	6
Interest	1,462	SCHC - Miller Park Avenue (Bradford)	53
<b>Total MFC Financing Payment</b>	<b>6,673</b>	SCHC - Napier Street (Collingwood)	40
		SCHC - Peter Street (Orillia)	21
		SCHC - Regent Street (Orillia)	17
		SCHC - Seventh Lane (Wasaga Beach)	28
		SCHC - Tecumseth Street (New Tecumseth)	45
		SCHC - Victoria Street East (Innisfil)	32
		SCHC - Wellington Street (New Tecumseth)	19
		SCHC - Yonge Street (Midland)	39
		<b>Simcoe County Housing Corporation</b>	<b>596</b>
		<b>Total Capital</b>	<b>1,900</b>

# 2023 DEPARTMENT BUDGETS



## City of Orillia – Operating and Capital

The City of Orillia shares costs for Health & Emergency Services and Social & Community Services divisions. The 2023 budgeted cost sharing contributions are outlined in the following chart.

City of Orillia Operating Budget (000's)	2020 Actual	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2023B vs 2022B Change \$	
<b>Department</b>							
LTC - Homes	1,158	1,995	1,587	1,701	1,572	(15)	(0.9)
Paramedic Services	1,304	1,333	1,441	1,433	1,534	93	6.4
<b>Health and Emergency Services</b>	<b>2,463</b>	<b>3,328</b>	<b>3,028</b>	<b>3,134</b>	<b>3,107</b>	<b>78</b>	<b>2.6</b>
Children Services	232	450	482	482	399	(83)	(17.3)
Community Services	171	170	191	194	208	18	9.4
Ontario Works	809	1,039	1,384	1,134	1,387	2	0.2
Simcoe County Housing Corporation	374	413	463	468	517	54	11.7
Social Housing - Non-Profit	894	867	1,035	1,055	1,020	(15)	(1.5)
<b>Social and Community Services</b>	<b>2,479</b>	<b>2,939</b>	<b>3,555</b>	<b>3,333</b>	<b>3,530</b>	<b>(24)</b>	<b>(0.7)</b>
<b>Total Operating</b>	<b>4,942</b>	<b>6,266</b>	<b>6,583</b>	<b>6,467</b>	<b>6,637</b>	<b>54</b>	<b>0.8</b>
<b>Total Capital</b>	<b>1,100</b>	<b>1,037</b>	<b>4,742</b>	<b>5,707</b>	<b>3,778</b>	<b>(963)</b>	<b>(20.3)</b>
<b>MFC Projects</b>							
- Current year MFC payment	68	71	426	507	326	(100)	(23.4)
- Prior years MFC payment	315	450	734	642	1,453	719	97.9
<b>Total MFC payment</b>	<b>383</b>	<b>521</b>	<b>1,160</b>	<b>1,149</b>	<b>1,779</b>	<b>619</b>	<b>53.3</b>
<b>Non MFC capital projects</b>	<b>424</b>	<b>331</b>	<b>483</b>	<b>621</b>	<b>518</b>	<b>35</b>	<b>7.3</b>
<b>Total Adjusted Capital</b>	<b>807</b>	<b>851</b>	<b>1,643</b>	<b>1,770</b>	<b>2,297</b>	<b>654</b>	<b>39.8</b>
<b>Total Operating and Adjusted Capital</b>	<b>5,748</b>	<b>7,117</b>	<b>8,226</b>	<b>8,237</b>	<b>8,934</b>	<b>708</b>	<b>8.6</b>

# 2023 DEPARTMENT BUDGETS



## City of Orillia – Capital Projects

2023 - MFC Projects	Budget	2023 - Capital Projects (Non MFC)	Budget
Department and Project	(000's)	Department and Project	(000's)
LTC - Georgian Manor Bed Expansion	106	LTC - Building and Equipment	198
LTC - Simcoe Manor Redevelopment	1,117	<b>LTC - Homes</b>	<b>198</b>
<b>LTC - Homes</b>	<b>1,223</b>	PAR - Bariatric Equipment Replacement	5
PAR - Bradford Paramedic Station	87	PAR - Defibrillator Replacement	65
PAR - Central West Barrie Par Post	94	PAR - LTP - Site Improvements	0
PAR - Severn Paramedic Station	22	PAR - Midland Par Station Improvements	4
<b>Paramedic Services</b>	<b>202</b>	PAR - Power Stretcher Replacement	3
SCHC - Affordable Housing (Barrie)	50	PAR - Stair Chairs	9
SCHC - Affordable Housing (Bradford)	702	PAR - Vehicle Addition	33
SCHC - Affordable Housing (Orillia)	1,084	PAR - Vehicle Replacement	78
<b>Simcoe County Housing Corporation</b>	<b>1,835</b>	<b>Paramedic Services</b>	<b>197</b>
<b>Total MFC Projects</b>	<b>3,260</b>	SCHC - Albert Street (Collingwood)	12
		SCHC - Blake Street (Barrie)	5
<b>MFC Financing Balance</b>		SCHC - Brock Street (Stayner)	1
MFC Opening Balance	7,803	SCHC - Cook Street (Barrie)	13
Current Year Build	3,260	SCHC - Flos Crescent (Elmvale)	3
Current Year MFC Principal Payment	(326)	SCHC - Gignac Drive (Penetang)	2
Prior Years MFC Principal Payment	(1,012)	SCHC - Harriet Street (Penetang)	7
<b>MFC Closing Balance</b>	<b>9,725</b>	SCHC - Maria Street (Penetang)	17
		SCHC - Matthew Way (Collingwood)	1
<b>MFC Financing Payment</b>		SCHC - Miller Park Avenue (Bradford)	11
Current Year MFC Principal Payment	326	SCHC - Napier Street (Collingwood)	8
Prior Years MFC Principal Payment	1,012	SCHC - Peter Street (Orillia)	4
Interest	441	SCHC - Regent Street (Orillia)	3
<b>Total MFC Financing Payment</b>	<b>1,779</b>	SCHC - Seventh Lane (Wasaga Beach)	6
		SCHC - Tecumseth Street (New Tecumseth)	9
		SCHC - Victoria Street East (Innisfil)	7
		SCHC - Wellington Street (New Tecumseth)	4
		SCHC - Yonge Street (Midland)	8
		<b>Simcoe County Housing Corporation</b>	<b>123</b>
		<b>Total Capital</b>	<b>518</b>

# 2023 DEPARTMENT BUDGETS



## Service Partners - Allocation Impacts

Health & Emergency Services (\$000')	2022 Budget Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Changes	Impacts		2023 Budget Fully Allocated Net Requirement (excluding transfers)	% Change
			Operational Changes	Share Changes		
<b>LTC - Homes</b>						
County of Simcoe	11,275	(6,703)	6,704	(0)	11,275	0.0%
City of Barrie	1,619	(954)	928	0	1,594	(1.6%)
City of Orillia	1,587	(943)	929	(0)	1,572	(0.9%)
<b>Total Municipal</b>	<b>14,480</b>	<b>(8,600)</b>	<b>8,561</b>	<b>(0)</b>	<b>14,441</b>	<b>(0.3%)</b>
<b>% change</b>		<b>(59.4%)</b>	<b>59.1%</b>		<b>(0.3%)</b>	
<b>Paramedic Services</b>						
County of Simcoe	19,000	(699)	2,202	(7)	20,496	7.9%
City of Barrie	6,995	(254)	681	6	7,428	6.2%
City of Orillia	1,441	(52)	144	1	1,534	6.4%
<b>Total Municipal</b>	<b>27,437</b>	<b>(1,005)</b>	<b>3,026</b>	<b>0</b>	<b>29,458</b>	<b>7.4%</b>
<b>% change</b>		<b>(3.7%)</b>	<b>11.0%</b>		<b>7.4%</b>	

# 2023 DEPARTMENT BUDGETS



## Service Partners - Allocation Impacts (continued)

Social & Community Services (\$000's)	2022 Budget Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Changes	Impacts		2023 Budget Fully Allocated Net Requirement (excluding transfers)	% change
			Operational Changes	Share Changes		
<b>Children Services</b>						
County of Simcoe	3,066	(16,658)	16,706	47	3,161	3.1%
City of Barrie	2,045	(14,291)	14,106	89	1,949	(4.7%)
City of Orillia	482	(2,911)	2,964	(137)	399	(17.3%)
<b>Total Municipal</b>	<b>5,593</b>	<b>(33,860)</b>	<b>33,776</b>	<b>0</b>	<b>5,509</b>	<b>(1.5%)</b>
<b>% change</b>		<b>(605.4%)</b>	<b>603.9%</b>		<b>(1.5%)</b>	
<b>Community Services</b>						
County of Simcoe	2,549	(3,316)	3,614	9	2,856	12.0%
City of Barrie	925	(1,159)	1,251	(8)	1,009	9.1%
City of Orillia	191	(241)	260	(1)	208	9.4%
<b>Total Municipal</b>	<b>3,665</b>	<b>(4,716)</b>	<b>5,125</b>	<b>0</b>	<b>4,073</b>	<b>11.2%</b>
<b>% change</b>		<b>(128.7%)</b>	<b>139.9%</b>		<b>11.2%</b>	
<b>Ontario Works</b>						
County of Simcoe	4,233	9,078	(8,517)	260	5,054	19.4%
City of Barrie	3,663	7,265	(6,795)	(92)	4,041	10.3%
City of Orillia	1,384	2,493	(2,323)	(168)	1,387	0.2%
<b>Total Municipal</b>	<b>9,281</b>	<b>18,836</b>	<b>(17,636)</b>	<b>0</b>	<b>10,482</b>	<b>12.9%</b>
<b>% change</b>		<b>203.0%</b>	<b>(190.0%)</b>		<b>12.9%</b>	
<b>Simcoe County Housing Corp</b>						
County of Simcoe	6,169	39	735	32	6,976	13.1%
City of Barrie	2,246	14	271	(28)	2,503	11.5%
City of Orillia	463	3	56	(4)	517	11.7%
<b>Total Municipal</b>	<b>8,878</b>	<b>56</b>	<b>1,062</b>	<b>0</b>	<b>9,996</b>	<b>12.6%</b>
<b>% change</b>		<b>0.6%</b>	<b>12.0%</b>		<b>12.6%</b>	
<b>Social Housing - Non-Profit</b>						
County of Simcoe	14,397	(401)	314	64	14,374	(0.2%)
City of Barrie	5,023	(147)	116	(55)	4,936	(1.7%)
City of Orillia	1,035	(30)	24	(9)	1,020	(1.5%)
<b>Total Municipal</b>	<b>20,454</b>	<b>(578)</b>	<b>454</b>	<b>0</b>	<b>20,330</b>	<b>(0.6%)</b>
<b>% change</b>		<b>(2.8%)</b>	<b>2.2%</b>		<b>(0.6%)</b>	





## Appendix - Full Forecast

To: Committee of the Whole

**Agenda Section:** Performance Management  
**Division:** Corporate Performance  
**Department:** Finance

Item Number: CCW - 2022-251

Meeting Date: October 11, 2022

Subject: 2022 Forecast Report

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### Recommendation

That subject deliberations in the affirmative, that item CCW 2022-251, dated October 11, 2022, regarding the 2022 Forecast report, be approved.

### Executive Summary

The subject report is to inform Council of the forecasted financial results of the County's operations. The report provides the County's forecasted statement of operations with a comparison to the 2022 budget.

Overall, the 2022 forecast surplus for operating and capital is \$1.4M or 0.3% of the County of Simcoe \$506M operating expense budget.

As Council is aware, the pandemic has driven shortages in goods, services, labour, fuel and other commodities worldwide, resulting in inflation rates not seen in thirty plus years. Unprecedented price increases, particularly in fuel, equipment and facility construction have been experienced. Where applicable staff will continue to report COVID-19 related costs and strive to recoup funds for these expenditures.

The report is broken down into two sections. Section 1 highlights the Consolidated County level information and section 2 has the details by department with the variance explanations.

# 2023 DEPARTMENT BUDGETS



## Consolidated County Reports Background/Analysis/Options

County of Simcoe (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	257,329	223,346	33,983
County Levy	190,618	192,206	(1,588)
Service Partners	29,326	29,215	111
User Fees	37,241	39,279	(2,038)
Miscellaneous Income	14,937	6,607	8,330
Transfer From Reserve	31,204	29,461	1,743
<b>Total Revenues</b>	<b>560,654</b>	<b>520,113</b>	<b>40,541</b>
<b>Operating Expenses</b>			
Client Benefit	174,135	154,615	19,519
Salaries	174,940	173,405	1,536
Administration	33,949	23,207	10,742
Facilities	29,606	29,142	464
Cost of Service Delivery	107,296	103,962	3,334
Transfer To Reserve	25,100	21,522	3,577
<b>Total Expenses</b>	<b>545,026</b>	<b>505,854</b>	<b>39,172</b>
<b>Total Operating Balance</b>	<b>15,629</b>	<b>14,259</b>	<b>1,369</b>
<b>Capital</b>			
Revenues	103,872	75,144	28,727
Expenses	160,891	132,187	28,704
<b>Net Capital</b>	<b>(57,019)</b>	<b>(57,043)</b>	<b>24</b>
<b>Net Department</b>	<b>(41,391)</b>	<b>(42,784)</b>	<b>1,393</b>

Each departmental section details the significant changes by category shown in the 2022 consolidated table.

# 2023 DEPARTMENT BUDGETS



**Table 1 - 2022 Forecast Surplus/(Deficit)**

The following table summarizes the operating and capital estimated forecast surplus/deficit by category and department.

<b>2022 Forecast Surplus/(deficit)</b> <b>(\$000's)</b>	
<b>Operating - Description</b>	<b>\$ +(-)</b>
Subsidies: Children Services, Ontario Works, Community Services, LTC - Homes, Social Housing - Non-Profit, Paramedic Services	33,983
County Levy (growth adjustment to the 2022 Levy)	(1,588)
Service Partners: Ontario Works, Community Services, LTC-Homes	111
User Fees: LTC - Homes, Solid Waste Management (SWM), Ontario Works, Simcoe County Housing Corporation (SCHC)	(2,038)
Miscellaneous Income: SWM, General Municipal, SCHC	8,330
Transfer from Reserve: LTC - Homes, General Municipal, Children Services, Community Services, Social Housing Non-Profit	1,743
Client Benefit: Children Services, Ontario Works, Community Services, Social Housing Non-Profit	(19,519)
Salaries and Benefits: LTC - Homes, SWM, Ontario Works	(1,536)
Administration: LTC – Homes, Corporate Performance, General Municipal, SCHC, Paramedic Services	(10,742)
Facilities: T&E Construction, SCHC, LTC - Homes	(464)
Cost of Service Delivery: General Municipal, SWM, LTC - Homes, Paramedic Services	(3,334)
Transfer to Reserve: Children Services, SCHC, General Municipal	(3,577)
<b>Total - Operating Surplus/(Deficit)</b>	<b>1,369</b>
<b>Capital - Description</b>	<b>\$ +(-)</b>
Capital Revenue: SCHC, Community Services, Paramedic Services, LTC - Homes, SWM, T&E Construction	28,727
Capital Expenses: SCHC, Community Services, Paramedic Services, LTC – Homes, SWM, T&E Construction	(28,704)
<b>Total - Capital Surplus/(Deficit)</b>	<b>24</b>
<b>Total Forecast Surplus/(Deficit)</b>	<b>1,393</b>

# 2023 DEPARTMENT BUDGETS



## 2022 Estimated Reserve balance

The following chart illustrates the year-end balances with adjustments for carry forward and/or the commitments to the reserve and reserve funds.

Reserve - (\$000's)	Projected Reserves		Adjusted Balance
	2022 YE Balance	Commitments	
Waste Management Contingency	32,673	(18,079)	14,594
Archives Contingency	205	(41)	164
Museum Contingency	509	(416)	93
Forestry Reserve	8,815	(3,551)	5,264
Homes Contingency	13,699	(13,553)	146
General Contingency	35,091	(19,345)	15,746
Simcoe Village Reserve	662	(17)	645
Roads Contingency	40,139	(29,137)	11,002
Paramedic Contingency	6,983	(6,690)	292
Administration Building Contingency	1,158	(443)	715
Economic Development & Planning	6,753	(4,785)	1,968
Simcoe Tourism	449	(193)	256
Social Services	9,801	(2,654)	7,147
Social Housing	34,529	(23,633)	10,896
<b>Total Reserves</b>	<b>191,465</b>	<b>(122,537)</b>	<b>68,928</b>

# 2023 DEPARTMENT BUDGETS



Projected Reserves			
Reserve Funds - (\$000's)	2022 YE Balance	Commitments	Adjusted Balance
Sunset Village Residents	137	(12)	125
Sunset Village Reserve	140	0	140
Georgian Village Suites - Residents	374	(9)	365
Georgian Village Homes - Residents	131	0	131
Hospital Reserve	7,964	(1,801)	6,163
Georgian Manor Donations	124	(12)	112
Simcoe Manor Donations	911	(1,032)	(122)
Sunset Manor Donations	90	(49)	42
Trillium Manor Donations	161	(91)	70
Simcoe Village Donations	6	0	6
Paramedic (Donations)	92	0	92
C. Matthews Museum Reserve Fund	5,223	(202)	5,021
Honour Guard	78	0	78
<b>Total Reserve Funds</b>	<b>15,431</b>	<b>(3,207)</b>	<b>12,224</b>

Projected Reserves			
Trust Funds - (\$000's)	2022 YE Balance	Commitments	Adjusted Balance
Estate of S.O. Bain	95	0	95
Estate of H.P. Brown	343	0	343
Ross Channen Memorial Fund	3	0	3
<b>Total Trust Funds</b>	<b>442</b>	<b>0</b>	<b>442</b>
<b>Grand Total</b>	<b>207,338</b>	<b>(125,744)</b>	<b>81,594</b>

# 2023 DEPARTMENT BUDGETS



The following table illustrates the adjusted balances for the Development Charge Reserve Funds.

<b>Development Charge Reserves (\$000's)</b>	
<b>Reserve Name</b>	<b>Estimated Balance</b>
Paramedic	(11,483)
Long Term Care	(9,054)
Social Housing	(29,992)
Public Works	791
General Government	(3)
Roads and Related	(611)
Solid Waste Management	2,321
<b>Total</b>	<b>(48,030)</b>

The 2022 budget Development Charge receipts were \$26.3M and will be used to fund development charge eligible expenses. The chart below shows the development charge receipt trend over the last five years.

<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Forecast</b>
Development Charge Receipts (\$M)	\$17.7	\$17.0	\$21.8	\$27.7	\$26.3

## Debt

The chart below outlines the debt by major category. The 2022 forecasted year-end balance amount is \$277M.

2022 Forecast Year End Debt Summary	
\$M	
Debt Type	Year End Balance
Internally Financed Capital	154.3
Internally Financed Capital - Development Charges	50.6
Long Term Debt	72.0
<b>Total Debt</b>	<b>277.0</b>

Debt measures:

Measure	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
Debt Servicing as a % of Operating Revenue	1.9%	3.4%	1.6%	1.6%	2.6%
Cash and Cash Equivalents as a % of Operating Expenses	21.2%	18.7%	21.7%	22.6%	21.8%
Standard and Poor's Credit Rating	AA	AA	AA	AA	AA+
External Debt (\$000's)	35,700	40,507	36,492	76,459	72,027
Available Borrowing 20 Years @ 5% (\$000's)	557,786	562,470	627,185	649,620	693,280

Each year the Ministry of Municipal Affairs (MMA) assigns a risk level for the following two measures:

- 1) Debt Servicing Cost as a % to Net Revenue. This represents the principal and interest payments as compared to Net Revenues stated on the 2022 Annual Repayment Limit (ARL) schedule calculated based on the 2020 Financial Information Return. The County continues to trend at a low risk level.
  - Low: < 5%
  - Mod: 5% to 10%
  - High: > 10%
- 2) Cash and Cash Equivalents as a % of Operating Expenses. This measure represents the cash and liquid investments that are available to cover operating expenses. Each

year MMAH assigns a risk level as listed below. The County continues to trend at a low risk level.

- Low: > 10%
- Mod: 5% to 10%
- High: < 5%

Standard and Poor's Credit Rating. Every year Standard and Poor's(S&P) completes a credit Rating for the County. In the Fall of 2021, the credit rating firm provided the following: affirmed the credit rating on the County of Simcoe at 'AA' with a stable outlook. This rating has remained constant since 2014. In June 2022, S&P revised their institutional framework assessment for Canadian Municipalities to extremely predictable and supportive from very predictable and well balanced. This change in assessment upgraded the County of Simcoe rating to AA+. The rating reflects Standard & Poor's assessment of the county's very low debt burden and contingent liabilities, a strong economy and budgetary performance, and exceptional liquidity.

External Debt. The total external debt includes Social Housing dentures and mortgages, Infrastructure Ontario Roads debenture (DC funded), Paramedic station debenture, and landfill debt.

Additional Borrowing 20 years @ 5%. This measure represents the amount of additional debt that the County could incur based on the annual repayment limits and revenue sources. The Ministry of Municipal Affairs provides this information annually for each municipality. The repayment limit has been calculated based on the 2020 Financial Information Return. This limit represents the maximum amount the municipality had available as of December 31, 2020 to commit to payments relating to debt and other financial obligations.



# 2023 DEPARTMENT BUDGETS



## Warden, CAO, Clerks & Archives

(\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	44	-	44
County Levy	-	-	-
Service Partners	50	50	-
User Fees	-	-	-
Miscellaneous Income	133	139	(6)
Transfer From Reserve	72	0	72
<b>Total Revenues</b>	<b>300</b>	<b>189</b>	<b>111</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	2,745	2,871	(126)
Administration	528	498	30
Facilities	248	240	8
Cost of Service Delivery	259	282	(23)
Transfer To Reserve	18	1	16
<b>Total Expenses</b>	<b>3,797</b>	<b>3,892</b>	<b>(94)</b>
<b>Total Operating Balance</b>	<b>(3,497)</b>	<b>(3,703)</b>	<b>205</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	115	115	-
<b>Net Capital</b>	<b>(115)</b>	<b>(115)</b>	<b>-</b>
<b>Net Department</b>	<b>(3,612)</b>	<b>(3,818)</b>	<b>205</b>

# 2023 DEPARTMENT BUDGETS



(\$000's)	2022 Forecast	2022 Budget	Variance
Revenue	300	189	111
Expenses	3,797	3,892	(94)
<b>Total Operating Balance</b>	<b>(3,497)</b>	<b>(3,703)</b>	<b>205</b>
<b>Department Operating</b>			
Warden & Council	1,456	1,550	(94)
CAO	659	590	69
Clerk	841	874	(33)
Archives	842	879	(37)
<b>Total Operating Expenses</b>	<b>3,797</b>	<b>3,892</b>	<b>(94)</b>
<b>Total Capital Expenses</b>	<b>115</b>	<b>115</b>	<b>-</b>

## Operating

The Warden, CAO, Clerks & Archives forecast operating balance is higher than the budget by \$205K. The main changes are listed below.

Subsidies forecast is higher than budget by \$44K. This increase is due to modernization funding received in 2022, which has been used to partially offsets costs related to the Water and Wastewater Regional Government Review project.

Transfer from Reserve forecast is higher than budget by \$72K. This increase is associated with two items. One item is related to municipal modernization funding that was set aside in the reserves to partially offset the remaining costs related to Regional Government Review project. The second item is related to transferring \$41K of funds from prior year to offset the delayed service recognition expenses.

Salaries and Benefits forecast is lower than budget by \$126K. The Council per diems are expected to be lower. There were also vacant positions in Archives and Clerk departments in the first half of the year.

Cost of Service Delivery forecast is lower than budget by \$23K. Public Relation expenses in the Warden department are lower than planned. The program supplies in Archives are lower than the budget.

Transfer to Reserve forecast is higher than budget by \$16K. Half of the costs raised for the Simcoe County Conference are transferred to reserve to be used in 2023.

## Capital

There is no capital change between budget and forecast.

# 2023 DEPARTMENT BUDGETS



## Service Simcoe

(\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	94	90	4
County Levy	-	-	-
Service Partners	66	66	-
User Fees	239	244	(5)
Miscellaneous Income	37	30	7
Transfer From Reserve	108	-	108
<b>Total Revenues</b>	<b>543</b>	<b>429</b>	<b>114</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	5,384	5,345	39
Administration	521	555	(33)
Facilities	348	348	-
Cost of Service Delivery	1,629	1,508	121
Transfer To Reserve	59	59	-
<b>Total Expenses</b>	<b>7,942</b>	<b>7,816</b>	<b>127</b>
<b>Total Operating Balance</b>	<b>(7,399)</b>	<b>(7,386)</b>	<b>(13)</b>
<b>Capital</b>			
Revenues	631	250	381
Expenses	1,515	1,136	379
<b>Net Capital</b>	<b>(884)</b>	<b>(886)</b>	<b>2</b>
<b>Net Department</b>	<b>(8,283)</b>	<b>(8,272)</b>	<b>(11)</b>

# 2023 DEPARTMENT BUDGETS



(\$000's)	2022 Forecast	2022 Budget	Variance
Revenue	543	429	114
Expenses	7,942	7,816	127
<b>Total Operating Balance</b>	<b>(7,399)</b>	<b>(7,386)</b>	<b>(13)</b>
<b>Department Operating</b>			
Public Engagement (Customer Service)	1,453	1,304	150
Tourism	1,462	1,361	100
Museum	2,272	2,272	-
Library	684	807	(124)
Communications	2,071	2,071	-
<b>Total Operating Expenses</b>	<b>7,942</b>	<b>7,816</b>	<b>127</b>
<b>Total Capital Expenses</b>	<b>1,515</b>	<b>1,136</b>	<b>379</b>

## Operating

The Service Simcoe forecast operating balance is lower than the budget by \$13K. The main changes are listed below.

Transfer from Reserve forecast is higher than budget by \$108K. Grant funding that was carried forward for the Tourism Culture and Sport Grant is being taken from reserve which offsets additional grant spending in Cost of Service Delivery.

Cost of Service Delivery forecast is higher than budget by \$121K. This change is due to an increase in Tourism Culture and Sport grant costs resulting from grant funding that was carried forward from 2020. This change is offset by reserves.

## Capital

The capital revenue and expense forecast are higher than the budget by \$381K and \$379K, respectively. These increases relate to funding received from the Canada Community Revitalization Fund (CCRF) and associated expenses for the Museum Pavilion project which was not included in the budget.

Service Simcoe measures:

Service Simcoe					
Measure	2018 Actual	2019 Actual	2020 Actuals	2021 Actuals	2022 Forecast
Simcoe County Museum Total Visitors	33,507	40,916	8,766	9,024	25,000
Simcoe County Library Co-Operative Circulation	74,388	74,703	37,673	49,601	76,000

# 2023 DEPARTMENT BUDGETS



## Corporate Performance

(\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	6	-	6
County Levy	-	-	-
Service Partners	-	-	-
User Fees	147	135	12
Miscellaneous Income	248	238	10
Transfer From Reserve	43	37	6
<b>Total Revenues</b>	<b>443</b>	<b>409</b>	<b>34</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	15,112	15,112	-
Administration	2,742	2,546	197
Facilities	1,523	1,498	26
Cost of Service Delivery	4,638	4,578	60
Transfer To Reserve	150	150	-
<b>Total Expenses</b>	<b>24,165</b>	<b>23,884</b>	<b>282</b>
<b>Total Operating Balance</b>	<b>(23,722)</b>	<b>(23,475)</b>	<b>(248)</b>
<b>Capital</b>			
Revenues	35	35	-
Expenses	3,832	3,832	-
<b>Net Capital</b>	<b>(3,797)</b>	<b>(3,797)</b>	<b>-</b>
<b>Net Department</b>	<b>(27,519)</b>	<b>(27,272)</b>	<b>(248)</b>

# 2023 DEPARTMENT BUDGETS



Corporate Performance			
Operating Balance (\$000's)	Total Year		Variance
	2022 Forecast	2022 Budget	
Revenue	443	409	34
Expenses	24,165	23,884	282
<b>Total Operating Balance</b>	<b>(23,722)</b>	<b>(23,475)</b>	<b>(248)</b>
<b>Department Operating</b>			
Procurement, Fleet and Property	5,401	5,421	(20)
Legal	885	729	156
Information Technology	9,636	9,728	(92)
Human Resources	4,271	4,041	229
Finance	3,972	3,964	8
<b>Total Operating Expenses</b>	<b>24,165</b>	<b>23,884</b>	<b>282</b>
<b>Total Capital Expenses</b>	<b>3,832</b>	<b>3,832</b>	<b>-</b>

## Operating

The Corporate Performance forecast operating balance is lower than the budget by \$248K. The main changes are listed below.

Administration forecast is higher than budget by \$197K. There are for additional legal costs and higher recruitment costs.

Cost of Service Delivery is higher than budget by \$60K. The increase is because of higher program supplies such as COVID-19 rapid tests and lower SCAN recoveries in sync with lower cost associated with the service.

## Capital

There is no change between the capital budget and forecast.

Corporate Performance measures:

Corporate Performance					
Measure	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
Corporate Perf OPEX as a % of Total OPEX	4.8%	4.7%	4.4%	4.6%	4.4%

# 2023 DEPARTMENT BUDGETS



## General Municipal Services

(\$000's)	Total Year		Variance
	2022 Forecast	2022 Budget	
<b>Operating Revenues</b>			
Subsidies	-	-	-
County Levy	190,618	192,206	(1,588)
Service Partners	-	-	-
User Fees	-	-	-
Miscellaneous Income	3,289	1,662	1,627
Transfer From Reserve	9,455	11,116	(1,661)
<b>Total Revenues</b>	<b>203,362</b>	<b>204,984</b>	<b>(1,622)</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	-	-	-
Administration	7,518	7,349	168
Facilities	-	-	-
Cost of Service Delivery	12,417	13,922	(1,504)
Transfer To Reserve	8,147	7,629	517
<b>Total Expenses</b>	<b>28,081</b>	<b>28,900</b>	<b>(819)</b>
<b>Total Operating Balance</b>	<b>175,281</b>	<b>176,084</b>	<b>(803)</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>175,281</b>	<b>176,084</b>	<b>(803)</b>

### Operating

The General Municipal forecast operating balance is lower than the budget by \$803K. The main changes are listed below.

County Levy forecast is lower than budget by \$1.6M to reflect the adjustment for the property asset/additions for 2022.

Miscellaneous Income forecast is higher than budget by \$1.6M. The increase is from higher investment revenue of \$1.1M and the prior year surplus of \$0.5M.

# 2023 DEPARTMENT BUDGETS



Transfer from Reserve forecast is lower than budget by \$1.7M. The Transfer from Hospital reserve is lower by \$1.2M due to lower funding approved for 2021. The Transfer from General Contingency reserve is also lower by \$0.5M due to a combination of items being offset by corresponding expenses such as lower fees for SMDHU and approved grant to Hospice. The 2022 budget included funds to offset COVID-19 related pressures.

Cost of Service Delivery forecast is lower than budget by \$1.5M. This is due to the lower SMDHU fees by \$900K and lower funding for the Hospitals by \$1.2M. These decreases are offset by higher grants to Hospice and Age Friendly by \$600K. All these items are funded by corresponding increased or decreased transfer from reserves.

Transfer to Reserve forecast is higher than budget by \$517K. This increase represents the prior year surplus being allocated to the General Contingency Reserve as directed by Council.

## Capital

There is no change between the capital budget and forecast.

General Municipal measures:

<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Forecast</b>
County Tax Rate %	1.0%	2.0%	2.0%	0.0%	2.0%
Supplementary Taxes (\$000's)	5,251	3,814	3,062	3,288	4,195
Tax Write Offs (\$000's)	930	2,243	1,407	1,815	1,453



# 2023 DEPARTMENT BUDGETS



## Health & Emergency Services

LTC - Homes (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	41,434	31,418	10,016
County Levy	-	-	-
Service Partners	3,420	3,206	214
User Fees	12,349	14,176	(1,827)
Miscellaneous Income	88	60	28
Transfer From Reserve	7,155	4,427	2,728
<b>Total Revenues</b>	<b>64,446</b>	<b>53,286</b>	<b>11,160</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries	52,449	51,281	1,168
Administration	11,045	702	10,343
Facilities	2,813	2,718	95
Cost of Service Delivery	5,930	4,751	1,178
Transfer To Reserve	1,087	1,253	(167)
<b>Total Expenses</b>	<b>73,323</b>	<b>60,705</b>	<b>12,618</b>
<b>Total Operating Balance</b>	<b>(8,877)</b>	<b>(7,419)</b>	<b>(1,458)</b>
<b>Capital</b>			
Revenues	12,341	10,308	2,033
Expenses	34,889	32,865	2,024
<b>Net Capital</b>	<b>(22,548)</b>	<b>(22,557)</b>	<b>10</b>
<b>Net Department</b>	<b>(31,424)</b>	<b>(29,976)</b>	<b>(1,448)</b>

### Operating

The LTC - Homes forecast operating balance is lower than the budget by \$1.4M. This is mainly due to the following changes.

Subsidies forecast is higher than budget by \$10M. The is due to Ministry of Long-Term Care funding for Direct Care, Allied Health Professionals, Supporting Personal Growth, loss of user fee revenues, and one-time COVID-19 funding.

Service Partners forecast is higher than budget by \$214K. This is because the departmental operating expenses are expected to be over budget and therefore the cost share with the City of Barrie and City of Orillia will be higher.

User Fees forecast is lower than budget by \$1.8M. User Fees are resident provided co-payment related to their stay within the Homes. As the Home continues to have empty beds, the direct payments from residents are under budget. The Ministry of Long-Term Care continues to provide additional subsidies to partially offset this reduction.

Transfer from Reserve forecast is higher than budget by \$2.7M. Funds related to the Safe restart have been used to offset COVID-19 costs.

Salaries and Benefits forecast is higher than budget by \$1.2M. These costs include the new hours within the homes related to increasing the direct care per resident per day, increasing the allied health professional hours of care per resident per day and those hours of additional training to support the personal growth of staff. The costs associated with the increased hours is funded by the Ministry subsidy. The County of Simcoe LTC - Homes, like most of the healthcare settings in Ontario, are struggling to hire staff.

Administration is forecasted higher than budget by \$10.3M. The increased costs include the use of agency staff to fill shifts where County employees are not available to maintain appropriate staffing levels. In addition, costs for mileage and accommodation reimbursement to agency staff has been included.

Cost of Service Delivery is higher than budget by \$1.2M for COVID-19 PPE costs.

## **Capital**

The LTC - Homes forecast capital revenue and expenses increased by \$2M over the budget. This is due to projects awarded through the Investing in Canada Infrastructure Program funded by the Federal and Provincial governments. Substantially all costs associated with these projects are funded via grants, with a small portion to be funded by General Contingency Reserve as approved by Council in late 2021.

# 2023 DEPARTMENT BUDGETS



Long-Term Care Measures:

<b>Long Term Care and Senior Services</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Forecast</b>
LTC Case Mix Index (acuity/complexity indicator)	108.11%	107.41%	106.82%	108.07%	108.07%
<b>Georgian Manor</b>					
- Case Mix Index	105.29%	104.19%	103.10%	103.49%	103.49%
- Utilization Rate	99.23%	99.12%	97.00%	95.42%	86.28%
<b>Simcoe Manor</b>					
- Case Mix Index	108.61%	109.30%	110.15%	112.23%	112.23%
- Utilization Rate	99.32%	99.62%	96.20%	95.71%	98.29%
<b>Sunset Manor</b>					
- Case Mix Index	112.13%	111.78%	110.18%	114.28%	114.28%
- Utilization Rate	99.10%	99.15%	99.50%	95.11%	79.27%
<b>Trillium Manor</b>					
- Case Mix Index	106.42%	104.35%	103.85%	102.28%	102.28%
- Utilization Rate	98.96%	98.20%	95.30%	92.41%	96.91%
<b>Cost Per Bed Per Day</b>	<b>\$233.59</b>	<b>\$243.69</b>	<b>\$319.24</b>	<b>\$360.92</b>	<b>\$363.80</b>

# 2023 DEPARTMENT BUDGETS



Seniors Services (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	4,226	4,050	176
County Levy	-	-	-
Service Partners	-	-	-
User Fees	4,787	4,842	(55)
Miscellaneous Income	200	254	(54)
Transfer From Reserve	597	629	(32)
<b>Total Revenues</b>	<b>9,810</b>	<b>9,775</b>	<b>35</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	6,224	6,123	102
Administration	258	247	11
Facilities	1,689	1,651	38
Cost of Service Delivery	1,393	1,304	89
Transfer To Reserve	624	810	(186)
<b>Total Expenses</b>	<b>10,189</b>	<b>10,135</b>	<b>54</b>
<b>Total Operating Balance</b>	<b>(379)</b>	<b>(361)</b>	<b>(19)</b>
<b>Capital</b>			
Revenues	736	423	314
Expenses	736	423	314
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(379)</b>	<b>(361)</b>	<b>(19)</b>

## Operating

The Seniors Services forecast operating balance is lower than the budget by \$19K. This is mainly due to anticipated costs related to the pandemic in Georgian Village where little funding is available. Where possible, all mitigating efforts are being made to reduce discretionary expenses. This is offset by increased base funding for Community Programs funded by Ontario Health. These subsidies can not be applied to Georgian Village as they are restricted funds to the programs per agreement.

## Capital

There is no change in the capital for Seniors Services.

# 2023 DEPARTMENT BUDGETS



Paramedic Services (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	32,381	31,105	1,276
County Levy	-	-	-
Service Partners	8,372	8,437	(65)
User Fees	45	45	-
Miscellaneous Income	81	80	1
Transfer From Reserve	3	10	(8)
<b>Total Revenues</b>	<b>40,882</b>	<b>39,677</b>	<b>1,205</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	47,833	47,553	280
Administration	1,412	1,535	(123)
Facilities	1,801	1,766	34
Cost of Service Delivery	6,842	5,676	1,166
Transfer To Reserve	470	413	57
<b>Total Expenses</b>	<b>58,358</b>	<b>56,943</b>	<b>1,414</b>
<b>Total Operating Balance</b>	<b>(17,476)</b>	<b>(17,266)</b>	<b>(210)</b>
<b>Capital</b>			
Revenues	8,085	5,200	2,884
Expenses	10,337	7,398	2,939
<b>Net Capital</b>	<b>(2,253)</b>	<b>(2,198)</b>	<b>(55)</b>
<b>Net Department</b>	<b>(19,728)</b>	<b>(19,464)</b>	<b>(265)</b>

## Operating

The Paramedic Services forecast operating balance budget is lower than the budget by \$210K. This is mainly due to the following changes.

Subsidies forecast is higher than budget by \$1.3M. This is due to the Ministry of Health COVID-19 related funding and increased funding related to Community Paramedicine.

Salaries and Benefits forecast is higher than budget by \$280K. This is due to increased overtime costs and increased staffing related to the increased Community Paramedicine funding received.

# 2023 DEPARTMENT BUDGETS



Cost of Service Delivery forecast is higher than budget by \$1.2M due in part to the increased cost of fuel to operate the Paramedic Services fleet of \$730K. Costs for pandemic supplies is expected to exceed budget as community spread continues through 2022 of \$440K. Staff will continue to report pandemic costs to the Ministry of Health for one-time funding to offset the impact of this increase.

## Capital

The Net Capital forecast is higher than the budget by \$55K. The Paramedics Services forecast capital revenue and expenses increased by \$2.9M over the budget. This is due to timing of purchases and construction. Capital revenue is available either through reserve or other participating parties to offset the increased expenses in the year.

Paramedic measures:

<b>Paramedic Services</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Forecast</b>
Medical Call Volume - COS Member Municipalities	40,180	43,448	41,753	43,494	48,056
Medical Call Volume - Barrie	24,750	25,625	23,372	25,100	27,719
Medical Call Volume - Orillia	7,347	7,951	7,694	8,068	9,015
Medical Call Volume incl. Out of County Calls	73,722	78,498	74,138	78,290	85,860
Medical Call Volume % Growth	5.2%	6.5%	-5.6%	5.6%	10.4%
Response Time - 90 <sup>th</sup> % -County, Barrie & Orillia	13.45	13.26	13.25	13.43	13.58
Average - County, Barrie & Orillia	7.52	7.45	7.48	8.03	8.15
Response Time - 90 <sup>th</sup> % Barrie	9.40	9.42	9.41	10.06	10.31
Average – Barrie	6.19	6.17	6.22	6.44	6.59
Response Time - 90 <sup>th</sup> % Orillia	8.31	8.20	8.04	8.02	8.17
Average – Orillia	5.28	5.27	5.13	5.18	5.36
Operating Cost per Call	\$657	\$650	\$739	\$681	\$655
Operating Cost per Weighted Vehicle In-Service Hour	\$193	\$197	\$208	\$190	\$202
Ministry Funding as a % of Eligible Expenditures	49.9%	48.3%	49.2%	50.0%	46.7%

A key change in the performance measure is the increase in call volume to 10.4% compared to the previous year of 5.6%.

# 2023 DEPARTMENT BUDGETS



Emergency Management (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	-	-	-
County Levy	-	-	-
Service Partners	-	-	-
User Fees	-	-	-
Miscellaneous Income	136	136	-
Transfer From Reserve	-	-	-
<b>Total Revenues</b>	<b>136</b>	<b>136</b>	<b>-</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	308	301	7
Administration	91	89	2
Facilities	4	9	(5)
Cost of Service Delivery	171	171	(1)
Transfer To Reserve	10	10	-
<b>Total Expenses</b>	<b>583</b>	<b>581</b>	<b>3</b>
<b>Total Operating Balance</b>	<b>(447)</b>	<b>(445)</b>	<b>(3)</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(447)</b>	<b>(445)</b>	<b>(3)</b>

## Operating

The Emergency Management operating balance budget and forecast have minimal variance.

## Capital

There is no capital for Emergency Management.

# 2023 DEPARTMENT BUDGETS



## Social and Community Services

Ontario Works (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	57,601	80,572	(22,971)
County Levy	-	-	-
Service Partners	4,441	5,048	(607)
User Fees	1,340	1,978	(637)
Miscellaneous Income	-	-	-
Transfer From Reserve	(0)	(0)	-
<b>Total Revenues</b>	<b>63,382</b>	<b>87,598</b>	<b>(24,215)</b>
<b>Operating Expenses</b>			
Client Benefit	48,795	72,404	(23,608)
Salaries and Benefits	12,776	13,433	(657)
Administration	1,805	1,859	(54)
Facilities	173	173	-
Cost of Service Delivery	163	163	-
Transfer To Reserve	-	-	-
<b>Total Expenses</b>	<b>63,712</b>	<b>88,031</b>	<b>(24,319)</b>
<b>Total Operating Balance</b>	<b>(330)</b>	<b>(434)</b>	<b>104</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(330)</b>	<b>(434)</b>	<b>104</b>

### Operating

The Ontario Works operating balance forecast is higher than the budget by \$104K. This is mainly due to the following changes.

Subsidies variance of \$22.9M and User fees of \$607K are offset by the Client Benefit variance of \$23.6M. The variances within each category are due to the Ontario Works caseload being below budget. The 2022 forecasted caseload is 5,168 and the 2022 budget is 7,500. Ontario Works subsidy payments are 100% funded.



# 2023 DEPARTMENT BUDGETS



Service Partners forecast is lower than budget by \$607K due to savings forecasted from vacancies within Salaries and Benefits in the first 6 months of the year, as well as a caseload shift from Barrie & Orillia to the County.

Salaries and Benefits is below budget by \$657K due to vacancies within the first six months of 2022.

## Capital

There is no capital for Ontario Works.

Measures:

<b>Ontario Works</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Forecast</b>
Ontario Works Monthly Average Caseload	5,479	5,642	5,710	4,398	5,168
Ontario Works Caseload % Growth	-3%	3%	1%	-30%	18%
Ontario Works Admin Expense Per Case	\$3,214	\$3,492	\$2,921	\$4,011	\$3,620

# 2023 DEPARTMENT BUDGETS



Children Services (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	69,503	40,803	28,700
County Levy	-	-	-
Service Partners	2,527	2,527	-
User Fees	-	-	-
Miscellaneous Income	-	-	-
Transfer From Reserve	-	801	(801)
<b>Total Revenues</b>	<b>72,030</b>	<b>44,131</b>	<b>27,899</b>
<b>Operating Expenses</b>			
Client Benefit	68,876	42,903	25,973
Salaries and Benefits	3,219	3,250	(31)
Administration	152	113	40
Facilities	-	-	-
Cost of Service Delivery	3	-	3
Transfer To Reserve	1,915	-	1,915
<b>Total Expenses</b>	<b>74,165</b>	<b>46,266</b>	<b>27,899</b>
<b>Total Operating Balance</b>	<b>(2,135)</b>	<b>(2,135)</b>	<b>0</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(2,135)</b>	<b>(2,135)</b>	<b>0</b>

## Operating

The Children Services operating balance forecast is equal to the budget. The major changes by category are as follows.

Subsidies variance of \$28.7M net of Client Benefit variance of \$26M, is above budget by \$2.7M. This is due to the addition of the Canada Wide Early Learning Child Care (CWELCC) in 2022, as well as the Early Learning Child Care Federal program being extended past 2021. Additional Workforce funding was also received in 2022, as well as a second Transitional grant to assist with administration in 2022. Subsidies are a larger increase than Client Benefits due to the administration funding included within Subsidies.

# 2023 DEPARTMENT BUDGETS



Transfer from Reserve is below budget by \$801K. This reserve transfer was budgeted to offset the municipal increase in the 2022 budget, utilizing the 2021 municipal savings that was transferred to reserve at year end 2021 because of the 2021 Transitional Grant. Since additional administration funding was realized within the new programs listed above, and the transitional grant for 2022, this reserve transfer is no longer required in 2022.

Administration forecast is higher than budget by \$40K because of the new/extended programs in 2022. These expenses are funded 100%.

Transfer to Reserve forecast is higher than budget by \$1.9M. As directed, the municipal savings from the 2022 Transitional Grant are being transferred to reserve to offset future Children Services budget increases.

## Capital

There is no capital for Children Services.

Children Services Measures:

<b>Children Services</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Full Forecast</b>
Child Care Provincial Funding (\$M)	47.30	47.90	41.20	43.80	69.77
Average Monthly # Children Served in Licensed Child Care through Fee Subsidies	2,670	2,699	1,555	1,730	1,938

# 2023 DEPARTMENT BUDGETS



Community Services (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	21,345	10,721	10,624
County Levy	-	-	-
Service Partners	1,555	1,115	440
User Fees	-	-	-
Miscellaneous Income	118	115	3
Transfer From Reserve	800	-	800
<b>Total Revenues</b>	<b>23,818</b>	<b>11,951</b>	<b>11,866</b>
<b>Operating Expenses</b>			
Client Benefit	24,372	12,449	11,923
Salaries and Benefits	1,603	1,623	(20)
Administration	127	83	43
Facilities	4	-	4
Cost of Service Delivery	-	-	-
Transfer To Reserve	-	-	-
<b>Total Expenses</b>	<b>26,106</b>	<b>14,155</b>	<b>11,950</b>
<b>Total Operating Balance</b>	<b>(2,288)</b>	<b>(2,204)</b>	<b>(84)</b>
<b>Capital</b>			
Revenues	2,928	-	2,928
Expenses	2,928	-	2,928
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(2,288)</b>	<b>(2,204)</b>	<b>(84)</b>

## Operating

The Community Services operating balance forecast is lower than the budget by \$84K. The major changes by category are as follows.

Subsidies variance of \$10.6M net of Client Benefits variance of \$11.9M is below budget by \$1.3M. This is the result of municipal motel claims early in 2022, as well as the \$1.2M approved by council in 2022 for the homelessness transition out of the motel model in Barrie.

Service Partners forecast is higher than budget by \$440K. \$20K is a result of the municipal motel claims in Q1 of 2022, an additional \$20K is Barrie's portion of the warming centres

cost in Q1 of 2022, and \$400K is Barrie's contribution to the homelessness transition out of the motel model.

Transfer to Reserve is forecasted to be above budget by \$800K, which is the County's portion of the homelessness transition out of the motel model, as approved by council in 2022.

Administration is forecasting above budget by \$43K because of the Homelessness Review to be undertaken in 2022.

## **Capital**

Community Services net capital is equal to budget. The revenues and expenses in the forecast are the purchase and renovation of 77 Tiffin Street. This is 100% funded by SSRF funding.

# 2023 DEPARTMENT BUDGETS



Simcoe County Housing Corporation (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	2,273	2,173	100
County Levy	-	-	-
Service Partners	2,733	2,709	24
User Fees	9,705	9,932	(228)
Miscellaneous Income	1,159	31	1,128
Transfer From Reserve	1,417	1,705	(288)
<b>Total Revenues</b>	<b>17,286</b>	<b>16,550</b>	<b>736</b>
<b>Operating Expenses</b>			
Client Benefit	1,204	1,236	(32)
Salaries and Benefits	4,792	4,919	(127)
Administration	899	769	130
Facilities	10,196	10,352	(156)
Cost of Service Delivery	2,012	2,143	(131)
Transfer To Reserve	2,780	1,606	1,174
<b>Total Expenses</b>	<b>21,884</b>	<b>21,025</b>	<b>858</b>
<b>Total Operating Balance</b>	<b>(4,598)</b>	<b>(4,475)</b>	<b>(122)</b>
<b>Capital</b>			
Revenues	54,852	37,624	17,228
Expenses	68,910	51,682	17,228
<b>Net Capital</b>	<b>(14,058)</b>	<b>(14,058)</b>	<b>0</b>
<b>Net Department</b>	<b>(18,656)</b>	<b>(18,533)</b>	<b>(122)</b>

## Operating

The Simcoe County Housing Corporation operating balance forecast is lower than the budget by \$122K. The major changes by category are as follows.

Miscellaneous Income forecast is greater than the budget by \$1.1M due to the proceeds because of two Barrie house sales in 2022. This is offset by \$1.1M Transfer to Reserve, as all house sale proceeds remain in reserve until the Barrie development is approved.

Transfer from Reserve is forecasted below budget by \$288K due to the funding of the security costs associated with COVID-19 have been reduced in 2022. The offsetting

# 2023 DEPARTMENT BUDGETS



funding for this was being transferred from the Safe Restart Funding within the Contingency Reserve.

Administration is forecasted to be above budget by \$130K due to increases to the insurance premium of 89K, and legal fees.

Cost of Service Delivery is forecasting below budget by \$131K due to reduced security costs required in 2022, net with COVID-19 cleaning costs that were not budgeted in 2022.

## Capital

Simcoe County Housing Corporation net capital forecast is equal to the budget. The budgeted social housing developments has a lower net capital impact in 2022 due to increased development charge eligible revenue because of the new DC background study.

Measures:

<b>Simcoe County Housing Corporation</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Full Forecast</b>
SCHC - # of Housing Units	1,395	1,509	1,652	1,652	1,652
SCHC - % of Tenants in Rental Arrears	10.54%	11.46%	14.23%	10.41%	11.08%
SCHC - Rental Income per Unit	5,058	5,018	5,414	5,753	5,679
SCHC - Operational Cost per Unit	10,518	10,757	11,249	11,925	12,565

# 2023 DEPARTMENT BUDGETS



Social Housing - Non-Profit (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	13,093	8,396	4,696
County Levy	-	-	-
Service Partners	6,162	6,058	105
User Fees	-	-	-
Miscellaneous Income	-	-	-
Transfer From Reserve	2,564	1,908	656
<b>Total Revenues</b>	<b>21,819</b>	<b>16,362</b>	<b>5,457</b>
<b>Operating Expenses</b>			
Client Benefit	30,887	25,624	5,264
Salaries and Benefits	1,732	1,732	-
Administration	81	94	(13)
Facilities	-	-	-
Cost of Service Delivery	-	-	-
Transfer To Reserve	2,075	2,075	-
<b>Total Expenses</b>	<b>34,774</b>	<b>29,524</b>	<b>5,251</b>
<b>Total Operating Balance</b>	<b>(12,955)</b>	<b>(13,162)</b>	<b>206</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(12,955)</b>	<b>(13,162)</b>	<b>206</b>

## Operating

The Social Housing - Non-Profit operating balance forecast is higher than the budget by \$206K. The major changes by category are as follows.

Subsidies \$4.7M net of Client benefits \$5.3M forecast is under budget by \$568K. This is made up of \$925K prior year provider loans being carried forward into 2022, net with \$101K less in provider subsidies forecasted for 2022, and \$261K in additional OPHI administration funding in 2022.



# 2023 DEPARTMENT BUDGETS



Transfer from Reserve is forecasting above budget by \$656K because of the prior year loans carried forward into 2022. The County's portion comes from the Social Housing Reserve.

Administration is forecasting below budget by \$13K because of decreased consultant fees.

## Capital

There is no capital for Social Housing - Non-Profit.

Measures:

<b>Non-Profit Housing</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Full Forecast</b>
Non-Profit Housing - # of Housing Units	2,566	2,534	2,534	2,517	2,294
Non-Profit - Housing Cost per Unit	6,474	6,267	6,352	6,305	7,266
Non-Profit - Housing Waitlist	3,907	4,293	4,546	4,664	4,848

# 2023 DEPARTMENT BUDGETS



## Engineering, Planning & Environment

T&E Construction (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	6,977	6,634	343
County Levy	-	-	-
Service Partners	-	-	-
User Fees	-	-	-
Miscellaneous Income	1	1	-
Transfer From Reserve	2,905	2,835	70
<b>Total Revenues</b>	<b>9,883</b>	<b>9,470</b>	<b>413</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	1,284	1,348	(64)
Administration	101	101	-
Facilities	7,668	7,254	414
Cost of Service Delivery	2,898	2,898	0
Transfer To Reserve	-	-	-
<b>Total Expenses</b>	<b>11,951</b>	<b>11,601</b>	<b>351</b>
<b>Total Operating Balance</b>	<b>(2,068)</b>	<b>(2,130)</b>	<b>62</b>
<b>Capital</b>			
Revenues	21,400	20,373	1,026
Expenses	27,336	26,579	757
<b>Net Capital</b>	<b>(5,936)</b>	<b>(6,205)</b>	<b>269</b>
<b>Net Department</b>	<b>(8,004)</b>	<b>(8,336)</b>	<b>331</b>

### Operating

The T&E Construction operating balance forecast is higher than the budget by \$62K. The major changes by category are as follows.

Subsidies forecast is above budget by \$343K. Additional Canada Community Building Funds have been allocated to offset roads rehabilitation project overages as approved Council.

Facilities is forecasting an increase of \$414K over budget because of higher-than-expected costs for roads rehabilitation projects.

## Capital

The T&E Construction net capital forecast is lower than budget by \$269K. This overall improvement is due to the allocation of Ontario Community Infrastructure Funds that were not budgeted. This additional funding is offset by small overages to other projects. There are also two projects that are forecasted to be over budget with offsetting additional revenues resulting in minimal net impacts.

# 2023 DEPARTMENT BUDGETS



T&E Maintenance (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	-	-	-
County Levy	-	-	-
Service Partners	-	-	-
User Fees	189	219	(30)
Miscellaneous Income	544	481	63
Transfer From Reserve	-	-	-
<b>Total Revenues</b>	<b>733</b>	<b>700</b>	<b>33</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	6,867	6,867	-
Administration	2,983	2,983	-
Facilities	1,625	1,625	-
Cost of Service Delivery	5,621	5,084	537
Transfer To Reserve	63	-	63
<b>Total Expenses</b>	<b>17,159</b>	<b>16,560</b>	<b>600</b>
<b>Total Operating Balance</b>	<b>(16,426)</b>	<b>(15,859)</b>	<b>(567)</b>
<b>Capital</b>			
Revenues	359	313	46
Expenses	2,477	2,191	286
<b>Net Capital</b>	<b>(2,118)</b>	<b>(1,878)</b>	<b>(240)</b>
<b>Net Department</b>	<b>(18,544)</b>	<b>(17,737)</b>	<b>(807)</b>

## Operating

The T&E Maintenance operating balance forecast is lower than the budget by \$567K. This is mainly due to the variances listed below.

User Fees forecast is lower than budget by \$30K. The rental revenues related to the railway have been reduced due to the unanticipated termination of a lease agreement.

Miscellaneous Income forecast is higher than budget by \$63K. This increase is due to the sale of assets.

# 2023 DEPARTMENT BUDGETS



Cost of Service Delivery forecast is higher than budget by \$537K. This is because of increases in gasoline and diesel costs.

Transfer to Reserve forecast is higher than budget by \$63K. This is due to the unbudgeted proceeds from the sale of assets.

## Capital

The T&E Maintenance net capital forecast is higher than budget by \$240K. This overage relates to vehicle and equipment purchases approved in year.

Measures:

Transportation and Engineering					
Measure	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
T&E Lane km's	1,794	1,803	1,797	1,797	1,798
Pavement Condition Index (PCI)	83.14	84.00	83.00	83.00	82.00
% of Roads Rehabilitated	6.7%	5.4%	7.1%	5.4%	5.8%

# 2023 DEPARTMENT BUDGETS



<b>Solid Waste Management (\$000's)</b>	<b>2022 Forecast</b>	<b>2022 Budget</b>	<b>Variance</b>
<b>Operating Revenues</b>			
Subsidies	6,453	5,700	753
County Levy	-	-	-
Service Partners	-	-	-
User Fees	5,992	5,352	640
Miscellaneous Income	8,816	3,311	5,505
Transfer From Reserve	4,230	4,230	-
<b>Total Revenues</b>	<b>25,490</b>	<b>18,593</b>	<b>6,897</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	9,089	8,047	1,042
Administration	2,552	2,552	0
Facilities	1,349	1,349	-
Cost of Service Delivery	57,174	55,927	1,247
Transfer To Reserve	3,700	3,700	-
<b>Total Expenses</b>	<b>73,864</b>	<b>71,574</b>	<b>2,289</b>
<b>Total Operating Balance</b>	<b>(48,373)</b>	<b>(52,982)</b>	<b>4,608</b>
<b>Capital</b>			
Revenues	2,456	576	1,880
Expenses	7,347	5,417	1,931
<b>Net Capital</b>	<b>(4,891)</b>	<b>(4,841)</b>	<b>(50)</b>
<b>Net Department</b>	<b>(53,265)</b>	<b>(57,823)</b>	<b>4,558</b>

## Operating

The Solid Waste Management operating balance forecast is higher than the budget by \$4.6M. This is mainly due to the changes listed below.

Subsidies forecast is higher than budget by \$753K. This increase is the result of receiving higher than budgeted funding from the Resource Productivity and Recovery Authority for the Blue Box program.

User Fees forecast is higher than budget by \$640K. This increase is mainly the result of higher than anticipated residential drop off revenues.

# 2023 DEPARTMENT BUDGETS



Miscellaneous Income forecast is higher than budget by \$5.5M. Revenues for both scrap metal and co-mingled recyclables sales are above budget levels because of favourable market pricing.

Salaries and Benefits forecast is higher than budget by \$1.0M. There were in-year approvals for staffing in late 2021 that were not captured in the 2022 budget due to the timing of the approval. There are increases in overtime hours, as well as increases to some SEUI positions because of a wage review.

Cost of Service Delivery forecast is higher than budget by \$1.2M. This increase is made up, primarily of the following items: \$750K in fuel expenses, \$650K of costs related to recyclables transfer, haulage, and processing, and \$560K in organics processing costs. These increases are offset by a decrease to leaf and yard waste collection of \$400K due to better contract pricing than originally budgeted. Furthermore, there is a \$300K decrease to the principal repayment for collection carts due to lower debt required for the capital cart purchases. The capital cart collection project was under budget as the cost of carts was lower than expected.

## Capital

The Solid Waste Management net capital forecast is higher than budget by \$350K. This is due to vehicle replacement and additions coming in over budget as well as site improvements at sites 52 and 7 are forecasted above budget. Overages are due to higher than anticipated pricing.

## Measures:

<b>Solid Waste Management</b>					
<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Forecast</b>
<b>Summary</b>					
Solid Waste Tonnage Collected	145,462	150,072	149,887	155,451	156,702
Solid Waste Direct Diversion Rate (Curbside & Drop Off)	59.7%	61.0%	63.8%	63.7%	62.2%
<b>Diversion Rates</b>					
Curbside Diversion Rate	0.53	0.555	0.625	0.623	60.51
Facility Diversion Rate	0.702	0.6969	0.661	0.661	65.34
<b>Curbside</b>					
Curbside Tonnage Collected	89,133	92,421	98,486	98,027	103,507
Collection Cost per Tonne	\$227	\$279	\$278	\$364	\$460
<b>Facilities</b>					
Facilities Tonnage Collected	56,329	57,651	51,401	57,424	53,195
Facilities Cost per Tonne	\$332	\$316	\$361	\$354	\$403

# 2023 DEPARTMENT BUDGETS



Forestry (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	-	-	-
County Levy	-	-	-
Service Partners	-	-	-
User Fees	2,068	1,868	200
Miscellaneous Income	69	69	-
Transfer From Reserve	1,324	1,324	-
<b>Total Revenues</b>	<b>3,460</b>	<b>3,260</b>	<b>200</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	910	910	-
Administration	77	77	(0)
Facilities	164	159	5
Cost of Service Delivery	306	299	8
Transfer To Reserve	2,124	1,936	188
<b>Total Expenses</b>	<b>3,581</b>	<b>3,381</b>	<b>200</b>
<b>Total Operating Balance</b>	<b>(120)</b>	<b>(120)</b>	<b>0</b>
<b>Capital</b>			
Revenues	49	43	6
Expenses	49	43	6
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(120)</b>	<b>(120)</b>	<b>0</b>

## Operating

The Forestry operating balance forecast is equal to the budget.

User Fees forecast is higher than budget by \$200K. This increase is the result of strong pricing for timber sales.

Transfer to Reserve forecast is higher than budget by \$188K. The excess of timber sale revenues over budgeted amounts results in an increase to the reserve transfer.

## Capital

The Forestry net capital forecast is equal to the budget.



# 2023 DEPARTMENT BUDGETS



## Measures:

Measure	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
# of Forestry Acres Owned	32,940	33,064	33,289	33,289	33,015

# 2023 DEPARTMENT BUDGETS



Planning (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	-	-	-
County Levy	-	-	-
Service Partners	-	-	-
User Fees	45	45	-
Miscellaneous Income	-	-	-
Transfer From Reserve	331	239	92
<b>Total Revenues</b>	<b>376</b>	<b>284</b>	<b>92</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	1,475	1,475	-
Administration	668	668	0
Facilities	-	-	-
Cost of Service Delivery	362	270	92
Transfer To Reserve	-	-	-
<b>Total Expenses</b>	<b>2,505</b>	<b>2,413</b>	<b>92</b>
<b>Total Operating Balance</b>	<b>(2,129)</b>	<b>(2,129)</b>	<b>0</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(2,129)</b>	<b>(2,129)</b>	<b>0</b>

## Operating

The Planning operating balance forecast is equal to the budget.

Transfer from Reserve forecast is higher than budget by \$92K. This increase is to offset additional spending for the Trails Connecting Communities Program.

Cost of Service Delivery forecast is higher than budget by \$92K. This increase is the additional spending for the Trails Connecting Communities Program which was approved through CCW 2022-208.

## Capital

There is no capital.

# 2023 DEPARTMENT BUDGETS



Economic Development (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	30	-	30
County Levy	-	-	-
Service Partners	-	-	-
User Fees	-	-	-
Miscellaneous Income	19	-	19
Transfer From Reserve	200	200	-
<b>Total Revenues</b>	<b>249</b>	<b>200</b>	<b>49</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	727	727	-
Administration	57	57	-
Facilities	-	-	-
Cost of Service Delivery	528	472	56
Transfer To Reserve	1,879	1,879	-
<b>Total Expenses</b>	<b>3,191</b>	<b>3,135</b>	<b>56</b>
<b>Total Operating Balance</b>	<b>(2,941)</b>	<b>(2,935)</b>	<b>(7)</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	-	-	-
<b>Net Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Department</b>	<b>(2,941)</b>	<b>(2,935)</b>	<b>(7)</b>

## Operating

The Economic Development operating balance forecast is lower than budget by \$7K.

Subsidies forecast is higher than budget by \$30K. This increase is un-budgeted funding from the Rural Economic Development (RED) program.

Miscellaneous Income forecast is higher than budget by \$19K. This amount is made up of \$3.8K of partner recovery for Workforce Connect Conference and the remainder is partner recovery related to the Rural Economic Development (RED) program.

Cost of Service Delivery forecast is higher than budget by \$56K. This increase is due to unbudgeted spending related to the Rural Economic Development program.

**Capital:** There is no capital.

# 2023 DEPARTMENT BUDGETS



Transit (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	1,870	1,684	186
County Levy	-	-	-
Service Partners	-	-	-
User Fees	336	444	(108)
Miscellaneous Income	-	-	-
Transfer From Reserve	-	-	-
<b>Total Revenues</b>	<b>2,206</b>	<b>2,128</b>	<b>78</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	415	415	-
Administration	330	405	(75)
Facilities	-	-	-
Cost of Service Delivery	4,951	4,514	437
Transfer To Reserve	-	-	-
<b>Total Expenses</b>	<b>5,696</b>	<b>5,334</b>	<b>362</b>
<b>Total Operating Balance</b>	<b>(3,490)</b>	<b>(3,206)</b>	<b>(284)</b>
<b>Capital</b>			
Revenues	-	-	-
Expenses	420	508	(88)
<b>Net Capital</b>	<b>(420)</b>	<b>(508)</b>	<b>88</b>
<b>Net Department</b>	<b>(3,910)</b>	<b>(3,714)</b>	<b>(196)</b>

## Operating

The Transit operating balance forecast is lower than budget by \$284K. This is mainly due to the changes listed below.

Subsidies forecast is higher than budget by \$186K. The Gas Tax subsidies carried forward from prior years offsets the increased cost of service delivery (fuel) expenses.

User Fees forecast is lower than budget by \$108K. This decrease in revenue is the result of lower than anticipated fare revenues.

# 2023 DEPARTMENT BUDGETS



Administration costs forecast is lower than budget by \$75K. The work on the Transit Master plan is delayed to 2023 which results in the decrease to Administration costs.

Cost of Service Delivery forecast is higher than budget by \$437K due to increased fuel costs.

## Capital

The Transit net capital forecast is lower than the budget by \$88K. This decrease is due to a change in vendor that resulted in improved pricing for the purchase of a conventional transit bus.

Measure	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
Simcoe County Transit Ridership	13,443	91,205	117,741	126,838	158,409

# 2023 DEPARTMENT BUDGETS



Lake Simcoe Regional Airport (\$000's)	2022 Forecast	2022 Budget	Variance
<b>Operating Revenues</b>			
Subsidies	-	-	-
County Levy	-	-	-
Service Partners	160	160	-
User Fees	2,652	1,229	1,423
Miscellaneous Income	1,483	1,483	-
Transfer From Reserve	100	-	100
<b>Total Revenues</b>	<b>4,395</b>	<b>2,872</b>	<b>1,523</b>
<b>Operating Expenses</b>			
Client Benefit	-	-	-
Salaries and Benefits	1,038	1,038	-
Administration	376	376	-
Facilities	633	453	181
Cost of Service Delivery	1,812	755	1,057
Transfer To Reserve	250	250	-
<b>Total Expenses</b>	<b>4,109</b>	<b>2,872</b>	<b>1,238</b>
<b>Total Operating Balance</b>	<b>285</b>	<b>0</b>	<b>285</b>
<b>Capital</b>			
Revenues	265	261	4
Expenses	265	261	4
<b>Net Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Department</b>	<b>285</b>	<b>0</b>	<b>285</b>

## Operating

The LSRA operating balance forecast is higher than budget by \$285K. This is mainly due to the changes listed below

User Fees forecast is higher than budget by \$1.4M. The increase is due to an increase in the quantity of aviation fuel. As well, there is an increase to rental revenues of \$80K which is offset by additional property tax expense.

Facilities costs forecast is higher than budget by \$181K. This increase is due to an unanticipated equipment repair of \$100K which will be funded by reserve (Board Report 2022-158) and an increase to property tax expense which is recovered through rental revenues.

# 2023 DEPARTMENT BUDGETS



Cost of Service Delivery forecast is higher than budget by \$1.1M. This increase is directly related to the increase of the quantity of aviation fuel sales.

## **Capital**

The LSRA net capital forecast is equal to the budget.

