

2022 DEPARTMENT BUDGETS





Warden, CAO, Clerks and Archives



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	47	48	49	49	50	1	2.0	1	2.0
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	143	4	142	133	139	6	4.5	(3)	(1.8)
Transfer from Reserve	0	0	0	521	0	(521)	(100.0)	0	0.0
Total Revenues	190	52	190	703	189	(514)	(73.1)	(2)	(0.8)
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	2,512	2,422	2,781	2,559	2,871	312	12.2	90	3.3
Administration	394	184	465	826	498	(328)	(39.7)	33	7.1
Facilities	226	218	221	201	240	39	19.4	18	8.2
Cost of Service Delivery	216	67	274	160	282	122	76.2	8	2.9
Transfer to Reserve	40	46	1	0	1	1	460.0	0	0.0
Total Expenses	3,388	2,937	3,742	3,745	3,892	146	3.9	149	4.0
Total Operating Balance	(3,198)	(2,885)	(3,552)	(3,042)	(3,703)	(661)	21.7	(151)	4.3
Capital									
Capital Revenue	350	459	0	49	0	(49)	(100.0)	0	0.0
Capital Expenses	788	620	50	99	115	16	15.7	65	130.0
Net Capital	(438)	(161)	(50)	(50)	(115)	(65)	130.0	(65)	130.0
Net Department	(3,636)	(3,046)	(3,602)	(3,092)	(3,818)	(726)	23.5	(216)	6.0

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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change		
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%	
Revenue	190	52	190	703	189	(514)	(73.1)	(2)	(0.8)	
Expenses	3,388	2,937	3,742	3,745	3,892	146	3.9	149	4.0	
Total Operating Balance	(3,198)	(2,885)	(3,552)	(3,042)	(3,703)	(661)	21.7	(151)	4.3	
Department Operating										
Archives	727	667	832	733	879	146	19.9	46	5.6	
CAO	539	553	561	1,017	590	(428)	(42.0)	29	5.2	
Clerk	750	709	839	843	874	31	3.7	35	4.2	
Warden & Council	1,372	1,008	1,511	1,153	1,550	397	34.4	39	2.6	
Total Operating Expenses	3,388	2,937	3,742	3,745	3,892	146	3.9	149	4.0	
Total Capital Expenses	788	620	50	99	115	16	15.7	65	130.0	

Warden, CAO, Clerks and Archives 2022 Budget vs. 2021 Budget Change

The 2022 Warden, CAO, Clerks and Archives budget includes a net department requirement (total operating and capital) of \$3.8M, compared to \$3.6M in 2021, an increase of \$216K.

The City of Barrie portion is \$50K, an increase of \$1K from 2021. The total Municipal requirement in 2022 is \$3.9M compared to \$3.7M in 2021, an increase of \$217K.

Operating

The Warden, CAO, Clerks and Archives operating budget includes a total operating balance of \$3.7M, compared to \$3.6M in 2021, an increase of \$151K.

Miscellaneous Income is to decrease by \$3K. The decrease reflects miscellaneous fees and recoveries trending lower than 2021.

Salaries and Benefits are anticipated to increase by \$90K. This represents the standard salaries and benefits costs changes across all departments.

Administration costs are expected to increase by \$33K. Higher costs are associated with reopening schedules,

Council inaugural and orientation meetings and membership expenses reflect recent costing trends. Facilities costs are projected to increase by \$18K. The increase relates to a one-time safety upgrades at the Archives facility. The increase is partially offset by savings in utilities resulting from the installation of solar panels.

Cost of Service Delivery is planned to increase by \$8K. This increase relates to Council's end of term expenses.

Transfer to Reserve will not change in 2022.

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

Archives: Expenses are increasing by \$46K mainly due to regular salaries and benefits increases and the one time building safety upgrades.

CAO: Expenses are increasing by \$29K and relate to regular salaries and benefits increases and administrative costs associated with reopening schedule.

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Clerks: The increase in expenses of \$35K reflects regular salaries and benefits increases, the administrative costs associated with reopening schedule and Council end of term expenses.

Warden & Council: Expenses are increasing by \$39K and are associated with higher membership costs, Council end of term expenditures, and regular salary and benefits increases.

Capital

The Department's Capital budget is \$115K. The details for each project are on the Request Form(s) included.

Warden, CAO, Clerks and Archives 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Warden, CAO, Clerks and Archives includes a net department requirement (total operating and capital) of \$3.8M, compared to \$3.1M in the 2021 Forecast, an increase of \$726K.

The City of Barrie portion is \$50K, an increase of \$1K from 2021 forecast. The total Municipal requirement in 2022 budget is \$3.9M compared to \$3.1M in 2021 forecast, an increase of \$727K.

Operating

The Warden, CAO, Clerks and Archives operating budget includes a total operating balance of \$3.7M, compared to \$3.0M in the 2021 Forecast, an increase of \$661K.

Miscellaneous Income is to increase by \$6K. The 2021 forecast is lower than expected due COVID-19 impact and the temporary closure of the Archive department resulting in lower fees and recoveries.

Transfer from Reserve will decrease by \$521K. The 2021 forecast includes a one time funding to offset costs related to Regional Government Service Delivery Review process.

Salaries and Benefits are anticipated to increase by \$312K. This increase is mainly attributed to a lower 2021 forecast as a number of Council meetings and initiatives in virtual platform resulted in lower per diems. Staff salaries and wages were also lower due to turnover and vacancies.

Administration costs are expected to decrease by \$328K. The 2021 forecast includes a one time consulting cost of \$521K related to Regional Government Service Delivery Review process. These costs are funded by reserve transfer and are partially offset by lower conferences and mileage expenses due to virtual delivery and lower participation.

Facilities costs are projected to increase by \$39K. The installation of the solar panels in 2021 reduced the utilities costs and resulted in a lower 2021 forecast. The 2022 budget includes one time safety upgrades in the Archives Building.

Cost of Service Delivery is planned to increase by \$122K. COVID-19 impact in 2021 resulted in lower forecast for

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public relations expenditure, and lower processing supplies costs as staff continued to work from home.

Transfer to Reserve will increase by \$1K.

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

Archives: Expenses are increasing by \$146K mainly due to lower 2021 forecast for salaries and benefits associated with a vacant position, savings in utilities resulting from solar panel installation and lower supplies due to staff working from home.

CAO: Expenses are decreasing by \$428K mainly due to a one time expense of \$521K in the 2021 forecast related to the Regional Government Service Delivery Review process. This increase is partially offset by lower salaries and benefits expenses associated with a vacant position and changes in administrative costs associated with reopening schedule.

Clerks: The increase in expenses by \$31K reflects regular salaries and benefits increases and administrative costs associated with reopening schedule and Council end of term expenses.

Warden & Council: Expenses are increasing by \$397K and are associated with a lower forecast in 2021. The forecast included reduced Per Diems, meetings & conferences costs and mileage expenses due to virtual participation and other limitations resulting from COVID-19.

Capital

The Department's 2022 Capital budget is \$115K. The details for each project are on the Request Form(s) included.

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

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Building Renovation (Archives)	1,630	65	0	0	0	0	0	0	65
Records Management (Clerks)	800	50	0	0	0	0	0	0	50
Total Capital	2,430	115	0	0	0	0	0	0	115

* Canada Community Building Fund formerly known as Gas Tax

Archives Tangible Capital Asset (TCA)

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

Description and scope for expenditure

Multi-year (2022-2024) project to renovate and alter roughly 4,000 square feet of existing public and office spaces. While design and engineering consultation will determine what is possible, the project may include: renovations and alterations to the entrance vestibule, reading room, washrooms, microfilm room, former darkroom, staff workroom, conservation lab, County Archivist's office, microfilm office, and receiving room.

The project may involve 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: \$65K 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 improve public experience. It will create multi-use spaces, and improve workflow efficiency by creating areas for the public to more easily navigate, find, and access collections. It will also allow staff to efficiently process, digitize, and make available records.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	1,630	0	65	65	1,500
Net Capital	(1,630)	0	(65)	(65)	(1,500)
Net Expenditure	(1,630)	0	(65)	(65)	(1,500)

Clerks Office Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The Records Management project was approved to begin in 2017 with a total budget of \$800K. With the migration to Office 365 in 2020, renewed efforts within the Information Management program will be ongoing. It is anticipated that the requested funds in the 2022 budget will be used to define online Office 365 work processes and obtain professional supports.

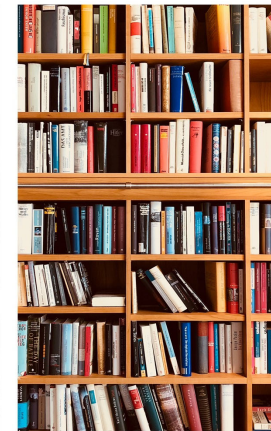
Justification for expenditure

Not managing information is costly. The cost to rebuild the information asset and potential liabilities that result from the loss of information are higher than developing and maintaining an Information Management program. Information not managed invites privacy breaches, which have resulted in class action lawsuits. Through defined information management practices, the County will meet its legislated obligations to manage information, reply to privacy requests, and respond to eDiscovery.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	800	750	50	0	0
Net Capital	(800)	(750)	(50)	0	0
Net Expenditure	(800)	(750)	(50)	0	0

Service Simcoe



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	90	186	90	86	90	4	4.2	0	0.0
Service Partners	62	63	65	65	66	1	2.0	1	2.0
User Fees	308	64	251	79	244	165	209.5	(7)	(2.8)
Miscellaneous Income	556	131	31	57	30	(27)	(47.6)	(1)	(2.0)
Transfer from Reserve	0	81	60	916	0	(916)	(100.0)	(60)	(100.0)
Total Revenues	1,016	526	496	1,203	429	(773)	(64.3)	(66)	(13.4)
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	4,336	4,422	5,016	5,053	5,345	293	5.8	330	6.6
Administration	691	389	423	431	555	124	28.6	132	31.1
Facilities	359	280	348	343	348	6	1.6	0	(0.1)
Cost of Service Delivery	1,324	971	1,570	1,795	1,508	(287)	(16.0)	(62)	(4.0)
Transfer to Reserve	546	338	59	615	59	(556)	(90.4)	0	0.0
Total Expenses	7,257	6,400	7,417	8,236	7,816	(421)	(5.1)	399	5.4
Total Operating Balance	(6,241)	(5,874)	(6,921)	(7,034)	(7,386)	(352)	5.0	(465)	6.7
Capital									
Capital Revenue	38	77	100	100	250	150	150.0	150	150.0
Capital Expenses	123	212	200	210	1,136	926	440.8	936	467.8
Net Capital	(85)	(135)	(100)	(110)	(886)	(776)	705.1	(786)	785.6
Net Department	(6,326)	(6,009)	(7,021)	(7,144)	(8,272)	(1,128)	15.8	(1,251)	17.8

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

	2019	2020	2021	2021	2022	2022B vs. 2021F		2022B vs. 2021B	
	Actual	Actual	Budget	Forecast	Budget	Change	Change	Change	Change
						\$	%	\$	%
Revenue	1,016	526	496	1,203	429	(773)	(64.3)	(66)	(13.4)
Expenses	7,257	6,400	7,417	8,236	7,816	(421)	(5.1)	399	5.4
Total Operating Balance	(6,241)	(5,874)	(6,921)	(7,034)	(7,386)	(352)	5.0	(465)	6.7
Department Operating									
Communications	1,345	1,685	1,803	1,849	2,071	222	12.0	268	14.9
Library	784	718	788	800	807	7	0.9	19	2.4
Museum	2,505	1,564	2,168	2,088	2,272	183	8.8	104	4.8
Public Engagement (Customer	1,056	1,224	1,408	1,403	1,304	(99)	(7.1)	(105)	(7.5)
Tourism	1,568	1,209	1,249	2,096	1,361	(734)	(35.0)	112	9.0
Total Operating Expenses	7,257	6,400	7,417	8,236	7,816	(421)	(5.1)	399	5.4
Total Capital Expenses	123	212	200	210	1,136	926	440.8	936	467.8

Service Simcoe 2022 Budget vs. 2021 Budget Change

The 2022 Service Simcoe budget includes a net department requirement (total operating and capital) of \$8.3M, compared to \$7.0M in 2021, an increase of \$1.3M.

The City of Barrie portion is \$66K, an increase of \$1K from 2021. The total Municipal requirement in 2022 is \$8.3M compared to \$7.1M in 2021, an increase of \$1.3M.

Operating

The Service Simcoe operating budget includes a total operating balance of \$7.4M, compared to \$6.9M in 2021, an increase of \$465K.

Subsidies are the same as in 2021.

User Fees are to decrease by \$7K.

Miscellaneous Income is to decrease by \$1K.

Transfer from Reserve will decrease by \$60K. Based on the planned cycle for gallery updates, the Museum will not be updating any of its galleries this year.

Salaries and Benefits are anticipated to increase by \$330K. This increase is the result of the addition of two FTE Public Relations Consultants, as well as 1.4 FTE for the Museum. Without these changes, salaries and benefits would have increased by \$153K (3.1%). Regular salary and benefit increases are also a part of the overall increase.

Administration costs are expected to increase by \$132K. Tourism consulting will be increasing by \$90K for a Tourism strategy, application development, and a cycling survey. As well, this increase is a result of reopening schedules which includes increases to staff training, meetings and conferences, as well as office specifics such as office supplies.

Facilities costs will not change in 2022.

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Cost of Service Delivery is planned to decrease by \$62K. This decrease is the result of a reduction to program supplies and materials for the Museum as it is an off year in the cycle of gallery updates.

Transfer to Reserve will not change in 2022.

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

Communications: The increase primarily results from the addition of two FTE Public Relations Consultants, in addition to standard salary and benefit increases.

Library: The increase is mainly due to standard salary and benefit increases, as well as a small increase to various administration costs.

Museum: The increase in expense is the result of standard salary and benefit increases, as well as staffing

changes. This increase is offset by a reduction to program supplies and materials of \$65K as there are no new gallery updates scheduled for 2022.

Public Engagement: The decrease is attributed to a reduction in salary and benefits associated with staffing changes. This decrease is partially offset by standard salary and benefit increases.

Tourism: The increase is due to regular salary and benefit increases, various small increases for administration related costs and \$90K of consulting costs for a Tourism strategy and other planned projects.

Capital

The Department's Capital budget is \$1.1M. The details for each project are on the Request Form(s) included.

Service Simcoe 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Service Simcoe includes a net department requirement (total operating and capital) of \$8.3M, compared to \$7.1M in the 2021 Forecast, an increase of \$1.1M.

The City of Barrie portion is \$66K, an increase of \$1K from 2021 forecast. The total Municipal requirement in 2022 budget is \$8.3M compared to \$7.2M in 2021 forecast, an increase of \$1.1M.

Operating

The Service Simcoe operating budget includes a total operating balance of \$7.4M, compared to \$7.0M in the 2021 Forecast, an increase of \$352K.

Subsidies are to increase by \$4K.

User Fees are to increase by \$165K. Admissions revenues for the Museum are forecasted lower than the 2021 budget by \$160K as a result of COVID-19 pandemic related impacts. This results in an increase in 2022 as revenues are expected to return to historical levels.

Miscellaneous Income is to decrease by \$27K. In 2021, Tourism received a Trails grant resulting in an increase to

the forecast as this item was not included in the 2021 budget. The grant is a one time event and will not be repeated in 2022.

Transfer from Reserve will decrease by \$916K. This decrease is the result of \$300K of additional Tourism grants being funded by reserve. It also includes an accounting entry to transfer the reserve balance of \$556K from the H.T.A Tourism Reserve to the new Simcoe Tourism Reserve. There will also be a reduction of \$60K of Museum reserves based on the planned cycle for gallery updates. These items are not being repeated in 2022.

Salaries and Benefits are anticipated to increase by \$293K. This increase is the result of the addition of two FTE Public Relations Consultants transitioning from temporary to full time, which are included in the forecast for a partial year supported by in-year council approval.

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Administration costs are expected to increase by \$124K. Tourism consulting will be increasing by \$90K for a Tourism strategy, application development, and a cycling survey. As well, this increase is a result of reopening schedules which includes increases to staff training, meetings and conferences, as well as office specifics such as office supplies.

Facilities costs are projected to increase by \$6K.

Cost of Service Delivery is planned to decrease by \$287K. In 2021, as directed by Council, Tourism grant spending was carried forward from 2020 and therefore increased by \$300K. In 2022, grant spending will return to normal levels.

Transfer to Reserve will decrease by \$556K. In 2021, Transfer to Reserve was higher due to an accounting entry to transfer the H.T.A Tourism Reserve balance to the new Simcoe Tourism Reserve. There is an offsetting revenue increase in the Transfer from Reserve.

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

Communications: The increase primarily results from the addition of two FTE Public Relations Consultants that were Council directed additions mid-year and budgeted as permanent staff for a full year in 2022. As well, the increase includes standard salary and benefit increases.

Library: The increase is mainly due to standard salary and benefit increases, as well as small increases to various administration costs. These increases are offset slightly by a reduction in subscription and publication costs from the forecasted level.

Museum: The increase in expense is the result of standard salary and benefit increases, as well as staffing changes. Further offsets are due to salary gapping, resulting from not hiring seasonal staff as a result of programming restrictions related to the ongoing pandemic. In addition, there is a reduction to Cost of Service Delivery of \$65K as there are no new gallery updates scheduled.

Public Engagement: The decrease is substantially attributed to a reduction to salary and benefits associated to staffing changes. This decrease is partially offset by standard salary and benefit increases.

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Tourism: The decrease is the result of \$556K of Transfer to Reserves that was a one-time accounting entry to transfer the balance of the H.T.A. Tourism Reserve to the new Simcoe Tourism Reserve that will not be repeated in 2022. As well, the forecast includes an increase of \$300K in grant costs as the 2020 grants were carried forward to 2021 as directed by Council. Grant levels will return to normal levels in 2022. These decreases are offset by an increase in various administration costs of \$120K, which includes increases in consulting costs mainly dedicated to the creation of a new Tourism strategy.

Capital

The Department's 2022 Capital budget is \$1.1M. The details for each project are on the Request Form(s) included.

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Service Simcoe Staffing Change Request

Department	Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Museum	Organizational changes - staff adjustment	0.4	43	43
	Museum Operations Worker	1.0	77	77
Communications	Public Relations Consultants	2.0	215	215
	Public Relations Consultants (Temp)	(2.0)	(179)	(179)
Public Engagement	Customer Service Representative (Temp)	(2.0)	(158)	(158)
Total Service Simcoe		(0.6)	(3)	(3)

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Service Simcoe Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Boiler Replacement (Museum)	178	178	0	0	0	0	0	0	178
Grounds Tractor Replacement (Museum)	35	35	0	0	0	0	0	0	35
HVAC Replacement (Museum)	680	680	0	0	0	0	0	250	430
Roof Refurbishment (Museum)	243	243	0	0	0	0	0	0	243
Total Capital	1,136	1,136	0	0	0	0	0	250	886

* Canada Community Building Fund formerly known as Gas Tax

Communications Staffing

Expenditure Title: Public Relations Consultants
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

This request form is for the addition of two full-time Public Relations Consultants. These roles are currently filled with two contract staff, which started in Q2 of 2021 and are serving an 18-month contract.

The scope of this expenditure is to serve the growing public relations needs of the County of Simcoe, specifically requirements for County Council, Corporate Internal Communications. It also addresses growth of our communities in relation to promotion and issues management.

Justification for expenditure

The increase in staffing within Communications/Marketing has enabled the Service Simcoe team to address growing service needs for internal departments, Council, the Office of the Warden and CAO. This has allowed for better service to residents and communities through education initiatives. To maintain continuity in growing service request levels, these two positions are required on a permanent basis.

Budget

Category	2022 Budget
(\$000's)	
Salaries	215
Operating Expense	215
Net Expenditure	(215)

Museum Staffing

Expenditure Title: Museum Staffing Adjustments
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

As part of the Service Simcoe project implementation, the Museum has identified staffing adjustments required to increase efficiency in the museum operations and pursue additional revenue generating opportunities. Staffing changes will result in a net increase of 1.4 FTE, which includes one FTE Museum Operations Worker.

These changes will allow for improved flexibility and capacity in museum programming. It promotes stability in maintenance, facilities and exhibition projects. It supports better volunteer development and management. All these changes will benefit operations and increase the potential for revenue generation opportunities.

Justification for expenditure

The changes are anticipated to support and allow growth in volunteer programs and gift shop, and result in revenue generating opportunities.

The addition of a FT Operations Worker will reduce a deficit of 2,080 hours identified by the analysis done as part of the Maintenance Optimization Project.

Budget

Category	2022 Budget
(\$000's)	
Salaries	119
Operating Expense	119
Net Expenditure	(119)

Museum Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The main Museum building has two separate HVAC systems; one for the 1962-1985 galleries in the original building and a second that provides climate control for the 2005 building addition.

This project is required to replace two failing boilers and exhaust vents in the 2005 addition of the main museum building. The total cost of this project is \$178K.

Justification for expenditure

The boilers and exhaust vents need to be replaced to ensure that the Museum's HVAC systems operates effectively to maintain proper temperature and relative humidity, which is required for the care and preservation of Museum collections. It is also a requirement to have well controlled museum standard climate controls in place enabling the Museum to host travelling exhibits and artifacts from various lending institutions across Canada.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	178	0	178	0	0
Net Capital	(178)	0	(178)	0	0
Net Expenditure	(178)	0	(178)	0	0

Museum Tangible Capital Asset (TCA)

Expenditure Title: Grounds Tractor Replacement
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Museum maintenance lawn tractor was purchased in 2000 and for the past 21 years has been operating year round for various grounds keepings functions including: grass cutting, parking lot and sidewalk sweeping, snow removal and skate trail maintenance. This lawn maintenance tractor has surpassed its operational life cycle and is now incurring increased repair and maintenance cost to keep it in operational condition while unplanned breakdowns are becoming more frequent. A larger replacement grounds tractor will be acquired which will be more suitable to deal with the 15 acres of grounds to be maintained and will include the acquisition of a front mount snow blower, broom attachment and lawn mower deck.

Justification for expenditure

If this unit is not replaced, unit dependability will diminish while repair and maintenance cost will increase dramatically adversely affecting the ability to conduct ground maintenance functions.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	35	0	35	0	0
Net Capital	(35)	0	(35)	0	0
Net Expenditure	(35)	0	(35)	0	0

Museum Tangible Capital Asset (TCA)

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

Description and scope for expenditure

As part of the Asset Management Plan, the replacement of the HVAC system in the Museum's original galleries is due. There are a total of four air handler units in the old section of the Museum that were originally installed in 1985. In 2021, an engineering study recommended a system replacement. Work involves the replacement of the four original air handler units with an integrated system that will ensure American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards for Museum environmental controls are achieved.

Justification for expenditure

An engineering study completed in 2021 outlined the need for replacement of the original equipment to a new system. The existing units are 36 years old and have passed their life expectancy. Repairs are becoming more frequent with these units, with increased breakdowns impacting the efficiency of the system. A new system will ensure that proper climate control is maintained in the galleries and collections areas, and ensure the preservation of the Museum's collections.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	250	0	250	0	0
Capital Expense	680	0	680	0	0
Net Capital	(430)	0	(430)	0	0
Net Expenditure	(430)	0	(430)	0	0

Museum Tangible Capital Asset (TCA)

Expenditure Title: Roof Refurbishment
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Roof Sections on the Museum's 2005 addition are in fair condition. A roof audit shows moderate to severe degranulation of the surface membrane in some areas. Some soft spots were noted near the roof hatch area. The recommended course of action is a fluid applied restoration.

This work involves the application of a fluid applied membrane over the existing membrane. The existing roof remains in place, which allows for little disruption to the Museum. The new roof will carry a warranty of 20 years and a service life of approximately 25 years.

Justification for expenditure

Restoration could be eliminated in favour of a full roof replacement in approximately five years, at an estimated cost of \$353K. However, this option is more costly, much more disruptive to the museum, and there is a risk of delays and damage due to inclement weather.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	243	0	243	0	0
Net Capital	(243)	0	(243)	0	0
Net Expenditure	(243)	0	(243)	0	0

Corporate Performance



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change		
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%	
Operating Revenues										
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	189	182	194	159	135	(24)	(15.3)	(60)	(30.8)	
Miscellaneous Income	250	166	228	233	238	5	2.2	10	4.4	
Transfer from Reserve	0	0	50	50	37	(13)	(26.0)	(13)	(26.0)	
Total Revenues	439	348	472	441	409	(32)	(7.3)	(63)	(13.3)	
Operating Expenses										
Client Benefit	0	0	0	0	0	0	0.0	0	0.0	
Salaries and Benefits	13,204	13,322	14,616	14,704	15,112	409	2.8	497	3.4	
Administration	2,353	2,020	2,373	2,519	2,546	26	1.0	173	7.3	
Facilities	1,477	1,581	1,400	1,407	1,498	90	6.4	98	7.0	
Cost of Service Delivery	3,425	3,728	3,691	3,720	4,578	859	23.1	887	24.0	
Transfer to Reserve	150	150	150	150	150	0	0.0	0	0.0	
Total Expenses	20,610	20,801	22,229	22,500	23,884	1,384	6.2	1,654	7.4	
Total Operating Balance	(20,170)	(20,453)	(21,758)	(22,059)	(23,475)	(1,416)	6.4	(1,717)	7.9	
Capital										
Capital Revenue	1,180	781	120	783	35	(748)	(95.5)	(85)	(70.8)	
Capital Expenses	3,200	2,771	3,605	4,268	3,832	(436)	(10.2)	227	6.3	
Net Capital	(2,019)	(1,990)	(3,485)	(3,485)	(3,797)	(312)	9.0	(312)	9.0	
Net Department	(22,190)	(22,443)	(25,243)	(25,544)	(27,272)	(1,728)	6.8	(2,029)	8.0	

2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Revenue	439	348	472	441	409	(32)	(7.3)	(63)	(13.3)
Expenses	20,610	20,801	22,229	22,500	23,884	1,384	6.2	1,654	7.4
Total Operating Balance	(20,170)	(20,453)	(21,758)	(22,059)	(23,475)	(1,416)	6.4	(1,717)	7.9
Department Operating									
Finance	3,636	3,730	3,876	3,956	3,964	9	0.2	88	2.3
Human Resources	3,393	3,486	3,864	3,854	4,041	187	4.9	178	4.6
Information Technology	7,993	7,894	8,466	8,645	9,728	1,083	12.5	1,262	14.9
Legal	794	736	704	903	729	(174)	(19.3)	25	3.5
Procurement, Fleet and Property	4,793	4,956	5,320	5,142	5,421	279	5.4	101	1.9
Total Operating Expenses	20,610	20,801	22,229	22,500	23,884	1,384	6.2	1,654	7.4
Total Capital Expenses	3,200	2,771	3,605	4,268	3,832	(436)	(10.2)	227	6.3

Corporate Performance 2022 Budget vs. 2021 Budget Change

The 2022 Corporate Performance budget includes a net department requirement (total operating and capital) of \$27.3M, compared to \$25.2M in 2021, an increase of \$2.0M.

Operating

The Corporate Performance operating budget includes a total operating balance of \$23.5M, compared to \$21.8M in 2021, an increase of \$1.7M.

User Fees are to decrease by \$60K. The decrease is associated with lower rental income. A long-term tenant downsized their space requirement by 50 percent. In addition, less space is required for physical file storage through digitization and transition to electronic filing.

Miscellaneous Income is to increase by \$10K. Legal revenue relating to home ownership program purchases, sales and refinancing activity is trending higher.

Transfer from Reserve will decrease by \$13K. This is due to funding of \$50K for the Development Charges study included in 2021 budget and not required in 2022 budget. This decrease is partially offset by a transfer from reserve to fund expenses related to building repair costs required in 2022.

Salaries and Benefits are anticipated to increase by \$497K. This includes the transition of two temporary positions to permanent status: HR Employee Experience Partner and Procurement Professional. These positions were approved in 2020 to support COVID-19 pandemic related activity; however, the workload and operational demands have not decreased. The budget also includes the proposal for two Accounting Supervisors to support the increased number of new programs and services, capital projects and reporting requirements. These positions will be partially funded from capital sources. The Maintenance & Facilities team is requesting a Maintenance Technician position to implement operational efficiencies and costs savings across the County facilities. The cost associated with this position is fully offset by a reduction in operating expenditures. The Information Technology department is requesting a new Desktop System Technologist to meet the increasing demand and maintain operational response time related to security threats, projects delivery, and software deployment. Excluding these additions, salaries and benefits would have increased by 1.7%, which includes changes relating to collective agreements and standard salary and benefits increases.

2022 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$173K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences as well as office specifics such as office supplies. Consulting fees are slightly higher and a new mobile wellness platform for employees is proposed. These increases are partially offset by lower postage expenses.

Facilities costs are projected to increase by \$98K. Higher one-time building repair costs are partially funded by a transfer from the Administration Building reserve.

Cost of Service Delivery is planned to increase by \$887K. This is mainly due to increases in existing software costs as well as new requirements to improve security for remote access and hybrid work environment. The migration of Office 365 to a centralized Microsoft Suite of products will provide advanced threat protection and reduce staff time commitment to manage security in multiple platforms. It will also improve teamwork, communication, and collaboration tools. The cost of this transformation will be considered for Safe Restart Funding. There is also an addition of a five-year contract to obtain comprehensive digital orthophotography mapping for permanent use on the County systems.

Transfer to Reserve will not change in 2022.

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

Finance: The increased expenses of \$88K include standard salaries and benefits increases and 50% of the costs related to the new Accounting Supervisor positions. The remaining costs of these positions will be offset by capital sources of revenue. Administrative expenses are expected to be lower as the Development Charges study was completed in the 2021 budget and is not required in 2022.

Human Resources: Higher expenses of \$178K are related to standard salaries and benefits increases including the reclassification of the Employee Experience Recruitment Partner to a permanent status to meet increasing recruitment demands. Higher administrative expenses include a new employee wellness platform and increased costs related to reopening schedules.

Information Technology: An expense increase of \$1.3M reflects higher software and support contracts costs. This includes a project to migrate from Office 365 to centralized Microsoft Suite of products, which will improve security and efficiencies in a new hybrid work environment. Renewal of aerial imagery for permanent future use on the County systems, and higher ongoing cost to support cloud solutions are also included. Salaries and Benefits costs include a request for a new Desktop Systems Technologist to provide senior level

2022 DEPARTMENT BUDGETS



technical support and maintain service levels within the County.

Legal: An increase in expenses of \$25K reflects regular salaries and benefits increases.

Procurement, Fleet & Property: The increased expenses of \$101K include requests for a permanent Procurement Professional, and a Maintenance Technician. The addition of the Maintenance Technician will increase overall efficiencies within the Maintenance and Facilities Team and create savings through an internal service delivery model. The cost of this position is offset by a

reduction in ongoing security and building maintenance costs within the corporation. Higher building repairs costs included in the 2022 budget are partially funded by a transfer from the Administration Building Reserve. The budget also reflects a \$50K reduction in postage expenses.

Capital

The Department's Capital budget is \$3.8M. The details for each project are on the Request Form(s) included.

Corporate Performance 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Corporate Performance includes a net department requirement (total operating and capital) of \$27.3M, compared to \$25.5M in the 2021 forecast, an increase of \$1.7M.

Operating

The Corporate Performance operating budget includes a total operating balance of \$23.5M, compared to \$22.1M in the 2021 forecast, an increase of \$1.4M.

User Fees are to decrease by \$24K. The decrease is associated with lower rental income. A long-term tenant downsized their space requirement by 50 percent. In addition, less space is required for physical file storage through digitization and transition to electronic filing.

Miscellaneous Income is to increase by \$5K. Legal revenue relating to home ownership program purchases, sales and refinancing activity is trending higher.

Transfer from Reserve will decrease by \$13K. This is due to funding of \$50K for the Development Charges study included in 2021 budget and not required in 2022 budget. This decrease is partially offset by a transfer from reserve to fund expenses related to building repair costs required in 2022.

Salaries and Benefits are anticipated to increase by \$409K. This includes the transition of two temporary positions to permanent status: HR Employee Experience Partner and Procurement Professional. These positions were approved in 2020 to support COVID-19 pandemic related activity; however, the workload and operational demands have not decreased. The budget also includes the proposal for two Accounting Supervisors to support increased number of new programs and services, capital projects and reporting requirements. These positions will be partially funded from capital sources. The Maintenance & Facilities team is requesting a Maintenance Technician position to implement operational efficiencies and costs savings across the County facilities. The cost associated with this position is fully offset by a reduction in operating expenditures. The Information Technology department is requesting a new Desktop System Technologist to meet the increasing demands and maintaining operational response time related to security threats, projects delivery, and software deployment. Excluding these additions, salaries and benefits would have increased by 1.7%, which includes changes relating to collective agreements and standard salary and benefits increases.

Administration costs are expected to increase by \$26K. This increase is a result of 2022 budget including higher cost relating to reopening schedules. Cost increases includes staff training, meetings and conferences as well as office specifics such as office supplies. Consulting fees are slightly higher and a new wellness platform for employees is proposed. These increases are partially offset by lower postage expenses. In addition, the 2021 forecast includes an increase in legal expenses related to an appeal hearing.

Facilities costs are projected to increase by \$90K. Higher one-time building repair costs are partially funded by a transfer from the Administration Building reserve.

Cost of Service Delivery is planned to increase by \$859K. This is mainly due to increases in existing software costs as well as new requirements to improve security for remote access and hybrid work environment. The migration of Office 365 to a centralized Microsoft Suite of products will provide advanced threat protection and reduce staff time commitment to manage security in multiple platforms. It will also improve teamwork, communication, and collaboration tools. The cost of this transformation will be considered for Safe Restart Funding. There is also an addition of a five-year contract to obtain comprehensive digital orthophotography mapping for permanent use on the County systems.

Transfer to Reserve will not change in 2022.

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

Finance: The overall increase in expenses of \$9K is a combination of slightly higher salaries and benefits and lower administrative expenses. Salaries and benefits include 50% of costs related to a new Accounting Supervisor position and other standard salaries and benefits increases. Administrative expenses are lower due to the Development Charges study completed in 2021 and not required in 2022 budget.

Human Resources: Higher expenses of \$187K are related to standard salaries and benefits increases and include the Employee Experience Recruitment Partner extended to permanent status to meet higher recruitment demands. Higher administrative expenses include the new employee wellness platform and increased costs related to reopening schedules.

Information Technology: An expense increase of \$1.1M reflects higher software and support contracts. This includes a project to migrate from Office 365 to centralized Microsoft Suite of products which will improve security and efficiencies in a new hybrid work environment. Renewal of aerial imagery for permanent future use on the County systems, and higher ongoing cost to support cloud solutions are also included.

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Salaries and Benefits costs include a request for a new Desktop Systems Technologist to provide senior lever technical support and maintain service levels within the County.

Legal: A decrease in expenses of \$174K reflects higher 2021 forecast for legal expenses related to an expected appeal hearing.

Procurement, Fleet & Property: The increased expenses of \$279K include requests for permanent Procurement Professional, and a Maintenance Technician. The addition of the Maintenance Technician will increase overall efficiencies within the Maintenance and Facilities Team and create savings through internal service

delivery model. The cost of this position is offset by reduction in ongoing security and building maintenance costs within the corporation. Higher building repairs costs included in the 2022 budget are partially funded by a transfer from the Administration Building Reserve. The budget also reflects a \$50K reduction in postage expenses.

Capital

The Department's 2022 Capital budget is \$3.8M. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



Corporate Performance Staffing Change Requests

Department	Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Finance	Accounting Supervisor - EPE	1.0	121	0
	Accounting Supervisor - HES	1.0	121	61
Human Resources	Employee Experience Recruitment Partner (Temp)	(1.0)	(63)	(63)
	Employee Experience Recruitment Partner	1.0	94	94
Information Technology	Desktop Systems Technologist	1.0	98	98
PFP	Maintenance Systems Technician	1.0	96	0
	Procurement Professional (Temp)	(1.0)	(82)	(82)
	Procurement Professional	1.0	115	115
Total Corporate Performance		4.0	500	222

2022 DEPARTMENT BUDGETS



Corporate Performance Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Asset Management Regulatory Requirements (FIN)	500	250	0	0	0	0	0	0	250
Systems Automation (HR)	80	80	0	0	0	0	0	0	80
Infrastructure Improvements (IT)	782	782	0	0	0	0	0	0	782
SAP Upgrade (IT)	6,000	1,500	0	0	0	0	0	0	1,500
Admin Building Components (PFP)	500	500	0	0	0	0	0	0	500
Building Security Access Upgrades (PFP)	250	125	0	0	0	0	0	0	125
Upper East Wing Renovation (PFP)	475	475	0	0	0	0	0	0	475
Vehicle Additions (PFP)	120	120	0	0	0	0	0	35	85
Total Capital	8,707	3,832	0	0	0	0	0	35	3,797

* Canada Community Building Fund formerly known as Gas Tax

Finance Staffing

Expenditure Title: Finance Supervisor - EPE
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

This request is for an Accounting Supervisor that will be responsible for the Engineering Planning and Environment (EPE) division. EPE has expanded over the last four years to include LINX Transit and most recently the Lake Simcoe Regional Airport. In addition, the Solid Waste Management (SWM) department has seen a significant increase in service and growth resulting in increased support needs from Finance. Both the volume and complexity around new programs and planned projects have been trending upwards throughout EPE. This position will be responsible for the supervision of selected areas of operations within EPE. By increasing the staff complement from one to two supervisors, workloads can be shifted to create areas of focus that will allow staff to leverage efficiencies created via this approach. This approach also creates an opportunity for capital project responsibilities to be centralized to a dedicated supervisor.

Justification for expenditure

With the addition of two new departments and growth in the needs associated with SWM, this role will support ongoing financial oversight and ensure internal service level requirements are met. This supervisor will also provide the necessary expertise to manage an increasing volume and complexity of capital projects and related funding as well as support both the County's Asset Management Plan and DC Bylaw.

Budget

Category	2022 Budget
(\$000's)	
Salaries	121
Operating Expense	121
Capital Revenue	121
Net Capital	121
Net Expenditure	0

Finance Staffing

Expenditure Title: Finance Supervisor - HES
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

This request is to hire an Accounting Supervisor that will be responsible for Health & Emergency Services (H&ES) division. This team member will be responsible for the supervision of selected areas of operations within the H&ES division. This role will assist with the key financial functions related to the redevelopment of Simcoe Village and more complex and time-consuming Ministry reports that require a thorough understanding of statistical and financial requirements. With the development underway, this position will begin to monitor and track the capital expense budget for the redevelopment as well as the various funding aspects including development charges, the City’s of Barrie and Orillia, fundraising, Ministry of Long Term Care, sale of Life Lease units and Ministry of Municipal Affairs and Housing. The Accounting Supervisor will also be involved in the creation of the annual operating and capital budgets as we head into full operations.

Justification for expenditure

With new programs, project specific funding, operational & capital projects, increased reporting and process/system changes, this role is required to support ongoing financial oversight. The addition of the new Simcoe Village to the H&ES area will make it necessary to increase staffing in this area and enhance the financial services currently being provided to H&ES overall.

Budget

Category	2022 Budget
(\$000's)	
Salaries	121
Operating Expense	121
Capital Revenue	61
Net Capital	61
Net Expenditure	(61)

Finance Tangible Capital Asset (TCA)

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

Description and scope for expenditure

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

Through operationalizing the asset management policy, the corporate asset management team is working towards establishing an asset management governance structure, as well as updating and developing the necessary asset management policies and processes. This approach will enhance the County’s asset management maturity as well as leading the continued implementation of the asset management software system and training of the remaining asset categories.

Justification for expenditure

Prompted by asset regulation enhancements including Ontario Regulation 588/17 the County has taken a number of steps to improve its asset management program and maturity. The County sourced and continues to implement an asset management software system. This implementation is resulting in improved data integrity through data gap analysis and the alignment of existing systems, becoming the source and strategic tool of asset data analysis and support for decision making. If this work is not completed the new system will not be used to its full capacity and compliance with Ontario Regulation 588/17 will not be achieved.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	500	250	250	0	0
Net Capital	(500)	(250)	(250)	0	0
Net Expenditure	(500)	(250)	(250)	0	0

Human Resources Staffing

Expenditure Title: Employee Experience Recruitment Partner
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Human Resources received approval to fill an 18-month position up to August 2022 to handle increased recruitment demands, mainly in Long Term Care (LTC) and Senior Services. New hires in LTC have increased 230% in three years. County-wide new hires are up 41% in 2021 over 2020. As recruitment needs for LTC and other areas such as Solid Waste Management and Paramedic Services continue to grow, this budget request is to make the position permanent, allowing Human Resources to continue to source good candidates and assist departments in making excellent hiring decisions.

Currently, staff resources cannot be spared for important initiatives such as diversity, equity and inclusion, engagement and retention, succession planning, and increasing the County's social media presence as a top employer. Making this position permanent would allow some redistribution of work, freeing up staff to begin to support these critical new activities.

Justification for expenditure

Vacancies must be filled in a timely manner so operations are not affected. Positions left vacant too long can have a negative impact on resident care, customer service, morale, engagement, sick time usage, injuries at work and grievances. Key programs such as Community Paramedicine and the Simcoe Village expansion may also be negatively affected. The County cannot remain current and competitive or attract and retain a qualified workforce without undertaking the initiatives mentioned above.

Budget

Category	2022 Budget
(\$000's)	
Salaries	31
Operating Expense	31
Net Expenditure	(31)

Human Resources Tangible Capital Asset (TCA)

Expenditure Title: Systems Automation
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Tracking and reporting of unpaid vacation quota is an on-going manual process, which requires several hours of dedicated work. This manual work includes:

- Generating unpaid vacation quota data from the payroll system.
- Extracting information from the payroll system generated data.

A spreadsheet is created to capture:

- Hours per week
- Time type value (hours worked up to certain date)
- Calculation of years of service, number of weeks and capitalization (CUL) for each employee and
- Three week qualification factor as stipulated by the Employee Standard Act (ESA).

Justification for expenditure

Automation of this quota generation practice will allow the standardization of the current processes and create more efficiencies. Due to the varying nature of the collective agreements language, managing unpaid vacation manually is time consuming and can be prone to errors due to the multiple manual interventions.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	80	0	80	0	0
Net Capital	(80)	0	(80)	0	0
Net Expenditure	(80)	0	(80)	0	0

Information Technology Staffing

Expenditure Title: Desktop Systems Technologist
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Currently the Desktop Systems Technologist supports the organization by providing senior level technical support, enterprise automation of security patching, building custom utilities to reduce software expenses, and development of custom software deployment packages. Significant technology change and the introduction and need to support and grow virtual connections and work environments has increased the workload. Many new processes and tools are required to ensure our desktops are updated, protected and connect securely from remote locations. A second Desktop Systems Technologist is requested to compliment the existing role in the Infrastructure and Operations Team.

Justification for expenditure

The impact of not proceeding will result in reduced response times for security related vulnerability threat remediation, increased delivery time for various projects, and degraded operational response times.

Budget

Category	2022 Budget
(\$000's)	
Salaries	98
Operating Expense	98
Net Expenditure	(98)

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 2022 include:

- Network router and switch replacement for Social housing sites - \$50K
- Nurse call server replacements for Trillium Manor and Georgian Village - \$25K
- Lifecycle replacement of business continuity infrastructure - \$164K
- Virtual Server host lifecycle replacement - \$273K
- Active Directory migration - \$20K
- Security Enhancement Network Detection and Response - \$250K

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 (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	782	0	782	0	0
Net Capital	(782)	0	(782)	0	0
Net Expenditure	(782)	0	(782)	0	0

Information Technology Tangible Capital Asset (TCA)

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

Description and scope for expenditure

In 2008, the County started the initial implementation of SAP software solution as its core Enterprise Resource Planning (ERP) system. Since the initial implementation, SAP has improved its core technology, to simplify user interactions and automate business functions through Artificial Intelligence (AI) and Machine Learning (ML). The County’s current SAP version and support is coming to an end and needs to transition to the new version SAP S/4HANA. The multi-year phased in transition began in 2021 and will continue for the next three years.

Years 2 and 3 include the following initiatives:

- Continue roll out process improvement changes across the Corporation
- Enhance the core HR/HRIS functionality
- Increase Analytics, ML and AI capabilities
- Implementation of activities including training of resources across departments and change management activities to transition and adopt the SAP S/4HANA environment

Justification for expenditure

Major SAP upgrades are planned every five years. The current SAP version will reach the end of support in 2025 and all lines of business will need to migrate over before that time. These migrations can only be scheduled after the platform has been upgraded. The transition process started in 2021 and needs to continue to ensure the ERP system will be supported after 2025.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	6,000	2,500	1,500	1,000	1,000
Net Capital	(6,000)	(2,500)	(1,500)	(1,000)	(1,000)
Net Expenditure	(6,000)	(2,500)	(1,500)	(1,000)	(1,000)

Procurement, Fleet and Property Staffing

Expenditure Title: Procurement Professional
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

This position is requested to support the new and increasing procurement workload coming online since the expansion of new services from the Lake Simcoe Regional Airport, LINX Transit, and Planning and Economic Development departments. As well, there is a more complex and time consuming procurement landscape staff are navigating due to the requirements of Trade Agreements, the Construction Act, a more litigious environment with frequent award challenges, contract and project support, supplier performance management and dispute resolution. There is currently a two-year temporary Procurement Professional contract position in place to support PPE procurement ending in September 2022. This request proposes that the temporary contract ends effective January 2022 and that 9 months of the funds allocated are utilized towards the permanent position in 2022, with the remaining 3 months being the new funds required in 2022.

Justification for expenditure

If the position is not approved the oversight of procurement activities will not be at levels staff feel are necessary to provide proper high quality support. Risk of litigation and challenges will increase.

Budget

Category	2022 Budget
(\$000's)	
Salaries	33
Operating Expense	33
Net Expenditure	(33)

Procurement, Fleet and Property Tangible Capital Asset (TCA)

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

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 Plan and building condition assessment that is reviewed annually making component replacement and repair recommendations while seeking out work plan efficiencies where possible. In addition, with the existing tenant in the upper east reducing their space by 50%, a demising wall must be added and fire doors must be modified to ensure Fire Regulations are met.

Items proposed in the 2022 building components budget include:

- Building Envelope - Lower East Wing North Side Window replacement and repair the affected area \$195K
- Front building cladding replacement \$40K
- Out Building Coated \$50K
- Lower North Light Upgrade \$70K
- Upper East modifications to ensure Life Safety and Fire regulations are met \$145K

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. If the changes are not made in the tenant space, fire regulations will not be met.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	500	0	500	0	0
Net Capital	(500)	0	(500)	0	0
Net Expenditure	(500)	0	(500)	0	0

Procurement, Fleet and Property Tangible Capital Asset (TCA)

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

Description and scope for expenditure

PF&P Maintenance staff maintain the cross corporate door security system utilizing a comprehensive maintenance plan since 2001. 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 be 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.

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	250	0	125	125	0
Net Capital	(250)	0	(125)	(125)	0
Net Expenditure	(250)	0	(125)	(125)	0

Procurement, Fleet and Property TCA with new Staffing

Expenditure Title: Maintenance and Facilities Systems Technician
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Maintenance Optimization Project has been ongoing since 2018 with a goal to seek out efficiencies and cost savings related to the care of County facilities. A significant cost saving opportunity has been identified that transfers building security systems work from external vendors to an internal County staff position. Work includes the installation, maintenance and emergency response for door security and camera surveillance systems, paramedic facility "smart" garage door systems, narcotics locker security, barrier free door operators, as well as data wiring and electrical work. This work is currently completed at an average rate of \$115 per hour amounting to approximately \$239K annually in vendor labour charges. The same work can be done by an internal staff for \$46 per hour or \$96K annually for a yearly savings of \$143K. A service van will be required to enable these duties to be conducted at the various sites at an amortized cost of \$6K per year generating an overall savings of \$137K per year. Additional savings on parts and material will be achieved through direct purchase and elimination of vendor markup.

Justification for expenditure

The cost of this work if done by vendors is projected to increase to \$239K annually, resulting in an ongoing annual savings of \$137K. If the position is not approved the cost savings will not be realized. Knowledge of and access to the County's complex security systems will remain with third party vendors increasing risk to the County and our facilities.

Budget

Category	Total (\$000's)	2021 & Prior Budget	2022	2023 Plan	2024 +
Salaries	96	0	96	0	0
Cost of Service Delivery	0	0	(96)	0	0
Operating Expense	96	0	0	0	0
Capital Expense	60	0	60	0	0
Net Capital	(60)	0	(60)	0	0
Net Expenditure	(156)	0	(60)	0	0

Procurement, Fleet and Property Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The County successfully test piloted one electric vehicle (EV), a Hyundai Kona SUV, in 2020 and 2021. The vehicle is utilized within the PF&P department by the Fleet Supervisor who travels regularly between all County garages and visits vendors to inspect work being done. The vehicle performed flawlessly, is virtually maintenance free and costs a few dollars per week. This request is to increase the County's fleet by one additional electric vehicle to be used by maintenance staff who provide service across the County. Presently, five maintenance staff are using four vehicles to conduct their work and as such, staff must often delay their work due to vehicle shortages. The addition of this vehicle will resolve this shortage. Costs include vehicle branding that highlights the County's Electric Powered Green Vehicle Fleet. This vehicle will also contribute to lowering the County's Green House Gas (GHG) footprint as part of the Partners for Climate Protection (PCP) program.

Justification for expenditure

If this vehicle is not purchased the maintenance staff's service levels will continue to be restricted due to a vehicle shortage. Funds previously allocated to a Compressed Natural Gas (CNG) station at a second County transportation garage will be reallocated to offset EV costs as CNG is no longer a leading technology.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	35	0	35	0	0
Capital Expense	60	0	60	0	0
Net Capital	(25)	0	(25)	0	0
Net Expenditure	(25)	0	(25)	0	0

Procurement, Fleet and Property Tangible Capital Asset (TCA)

Expenditure Title: Upper East Wing Renovation
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The tenant that has occupied the space in the upper east wing of the administration centre for many years has requested that their space be downsized by 50 percent. The remaining space will be vacated and it is requested that Council approve renovations to the area to become a flexible workspace where staff who are in a flexible work arrangement will come to work in bookable workstations, attend team meetings and interact with colleagues. The scope of work includes the replacement of aged finishes and floor coverings, retrofit of the boardroom with audio and video to support virtual meetings, furnishings, paint and lighting. The total cost for this renovation will be \$475K.

Justification for expenditure

The upgrades to the space will create a more productive space for staff that will be utilizing it.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	475	0	475	0	0
Net Capital	(475)	0	(475)	0	0
Net Expenditure	(475)	0	(475)	0	0

General Municipal Services



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	1,128	2,030	0	17,072	0	(17,072)	(100.0)	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
County Levy	172,125	178,873	184,635	184,635	192,206	7,571	4.1	7,571	4.1
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	5,317	3,201	1,613	5,609	1,662	(3,947)	(70.4)	49	3.0
Transfer from Reserve	5,453	7,637	4,576	4,477	11,116	6,638	148.3	6,540	142.9
Total Revenues	184,024	191,741	190,825	211,793	204,984	(6,809)	(3.2)	14,159	7.4
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	0	0	0	0	0	0	0.0	0	0.0
Administration	8,089	7,417	6,861	7,584	7,349	(235)	(3.1)	488	7.1
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	12,480	13,482	13,568	13,479	13,922	443	3.3	354	2.6
Transfer to Reserve	11,712	12,725	6,055	25,478	7,629	(17,849)	(70.1)	1,575	26.0
Total Expenses	32,282	33,624	26,484	46,541	28,900	(17,641)	(37.9)	2,416	9.1
Total Operating Balance	151,742	158,116	164,341	165,253	176,084	10,831	6.6	11,743	7.1
Capital									
Capital Revenue	0	4,252	0	0	0	0	0.0	0	0.0
Capital Expenses	0	4,252	0	0	0	0	0.0	0	0.0
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	151,742	158,116	164,341	165,253	176,084	10,831	6.6	11,743	7.1

General Municipal Services 2022 Budget vs. 2021 Budget Change

The 2022 General Municipal Services budget includes a net department requirement (total operating and capital) of (\$176.1M), compared to (\$164.3M) in 2021, an increase of \$11.7M.

Operating

The General Municipal Services operating budget includes a total operating balance of (\$176.1M), compared to (\$164.3M) in 2021, an increase of \$11.7M.

The County Levy is estimated to increase by \$7.6M to \$192.2M from \$184.6M in 2021. This increase is due to growth from property asset/additions and supplementary taxes, estimated using the 5 year average, which do not increase taxes for current taxpayers. The property tax rate increase for current taxpayers is set at 2%.

Miscellaneous Income is to increase by \$49K. Various rebates and recoveries are expected to be slightly higher in 2022.

Transfer from Reserve will increase by \$6.5M. The 2022 budget includes \$5.2M transfer from General Contingency Reserve to fund various COVID-19 and operational pressures and a \$1.3M transfer to offset current commitment for post secondary grant. The

remaining transfers are consistent with the 2021 budget and include \$500K funding for YMCA and \$1.1M transfer towards a higher Simcoe Muskoka District Health Unit (SMDHU) fee.

Administration costs are expected to increase by \$488K. This includes cost increases in various accounts resulting from reopening schedules. Other increases include Tax Write Offs based on a 5-year average and 1% increase in MPAC costs.

Cost of Service Delivery is planned to increase by \$354K. The increase is associated mainly with higher contribution for Lake Simcoe Regional Airport operating costs.

Transfer to Reserve will increase by \$1.6M. This includes a contribution of \$1.5M towards current and future needs for post secondary education, which was previously included in grants. Other commitments include Age Friendly Grants \$550K, Hospice funding \$500K, and 1% of Levy for strategic land purchases \$1.9M

Capital

There are no Capital Projects in 2022 for this Department.

General Municipal Services 2022 Budget vs. 2021 Forecast Change

The 2022 budget for General Municipal Services includes a net department requirement (total operating and capital) of (\$176.1M), compared to (\$165.3M) in the 2021 forecast, an increase of \$10.8M.

Operating

The General Municipal Services operating budget includes a total operating balance of (\$176.1M), compared to (\$165.3M) in the 2021 forecast, an increase of \$10.8M.

Subsidies are to decrease by \$17.1M. The 2021 forecast includes provincial Safe Restart Agreement funding to offset Covid-19 related expenses.

The County Levy is estimated to increase by \$7.6M to \$192.2M from \$184.6M in 2021. This increase is due to growth from property asset/additions and supplementary taxes, estimated using the 5-year average, which do not increase taxes for current taxpayers. The property tax rate increase for current taxpayers is set at 2%.

Miscellaneous Income is to decrease by \$3.9M. The 2021 forecast includes prior year surplus offset by a corresponding transfer to reserve as directed by Council.

Transfer from Reserve will increase by \$6.6M. The 2022 budget includes \$5.2M transfer from General Contingency Reserve to fund various operational and COVID-19 pressures and a \$1.3 M transfer to offset current commitment for higher education grant. The remaining transfers are consistent with 2021 budget and include \$500K funding for YMCA and \$1.1M transfer towards a higher SMDHU fee.

Administration costs are expected to decrease by \$235K. The 2022 budget includes lower costs related to reopening schedules compare to the 2021 forecast. This variance is partially offset by increases in Tax Write Offs based on 5-year average and 1% increase in MPAC costs.

Cost of Service Delivery is planned to increase by \$443K. The increase is associated mainly with higher contribution for Lake Simcoe Regional Airport operating costs.

2022 DEPARTMENT BUDGETS



Transfer to Reserve will decrease by \$17.8M. This results from a higher 2021 forecast, which includes transfer of the prior year surplus of \$3.9M and \$15.4M COVID-19 funding. The 2022 budget includes new contribution of \$1.5M towards current and future higher education needs. Other commitments included in 2022 budget are Age Friendly Grants \$550K, Hospice funding \$500K and 1% of Levy for strategic land purchases \$1.9M.

Capital

There are no Capital Projects in 2022 for this Department.

2022 DEPARTMENT BUDGETS



2022 Levy Budget		
Component	(\$000's)	Description
2021 Levy Budget	180,462	The County levy estimate included in the 2021 budget.
2021 Property Asset/Additions Adjustment	(1,094)	Adjustments made to reflect the actual 2021 returned roll property changes (asset/additions and deletions). This amount does not increase the taxes for the current taxpayer.
2021 Levy adjusted for the 2021 returned roll property changes - assets/additions	179,368	This reconciles the 2021 budget to the 2021 tax ratios and tax rate by-law levy estimate.
2022 Property Asset/Additions Estimate	4,861	Estimated at 2.7% growth, the property asset/additions is 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.
2022 Property Tax Increase	3,685	2022 property tax rate increase is set at 2% as directed by Council.
2022 Annual Levy Base	187,914	Used for the 2022 tax rate by-law levy estimate.
2022 Supplementary Taxes	4,195	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.
2022 Heads & Beds and Linear Acreage	97	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.
2022 County Levy Budget	192,206	



Health and Emergency Services





Paramedic Services



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	26,236	30,275	28,720	33,835	31,105	(2,730)	(8.1)	2,385	8.3
Service Partners	7,889	7,657	7,935	7,609	8,437	828	10.9	502	6.3
User Fees	75	43	45	45	45	0	0.0	0	0.0
Miscellaneous Income	386	132	62	62	80	18	28.3	19	30.3
Transfer from Reserve	101	206	10	25	10	(15)	(59.7)	0	0.0
Total Revenues	34,686	38,313	36,772	41,576	39,677	(1,899)	(4.6)	2,906	7.9
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	43,037	44,967	43,611	47,566	47,553	(13)	0.0	3,942	9.0
Administration	1,428	1,419	1,263	1,170	1,535	366	31.3	272	21.5
Facilities	1,203	2,012	1,673	1,846	1,767	(79)	(4.3)	94	5.6
Cost of Service Delivery	2,887	5,657	6,268	6,262	5,676	(586)	(9.4)	(593)	(9.5)
Transfer to Reserve	400	305	399	399	413	14	3.5	14	3.5
Total Expenses	48,955	54,360	53,214	57,242	56,943	(299)	(0.5)	3,729	7.0
Total Operating Balance	(14,269)	(16,047)	(16,443)	(15,666)	(17,266)	(1,600)	10.2	(823)	5.0
Capital									
Capital Revenue	18,882	3,558	1,410	2,363	5,200	2,838	120.1	3,790	268.9
Capital Expenses	20,944	6,562	3,082	4,034	7,398	3,363	83.4	4,316	140.1
Net Capital	(2,062)	(3,005)	(1,672)	(1,672)	(2,198)	(526)	31.4	(526)	31.4
Net Department	(16,331)	(19,052)	(18,115)	(17,338)	(19,464)	(2,126)	12.3	(1,349)	7.4

Paramedic Services 2022 Budget vs. 2021 Budget Change

The 2022 Paramedic Services budget includes a net department requirement (total operating and capital) of \$19.5M, compared to \$18.1M in 2021, an increase of \$1.3M.

The City of Barrie portion is \$8.9M, an increase of \$1.5M from 2021. The City of Orillia portion is \$1.8M, an increase of \$309K from 2021. The total Municipal requirement in 2022 is \$30.2M compared to \$27.0M in 2021, an increase of \$3.2M.

Operating

The Paramedic Services operating budget includes a total operating balance of \$17.3M, compared to \$16.4M in 2021, an increase of \$823K.

Subsidies are to increase by \$2.4M. The 2022 Ministry subsidy includes four funding envelopes. The base funding envelope is expected to increase by \$116K providing a 2022 estimated subsidy of \$27.8M. This calculation is based on the Ministry guidelines providing 50% funding of the County's approved 2021 budget, without an incremental increase. The 2022 increase is less than the 2021 increase as the 2021 costs decreased due to lower workers compensation costs.

Two of the remaining three funding envelopes are related to the Dedicated Nurse program funding and base Community Paramedicine funding, totalling \$399K, with no change from 2021. The final funding envelope is related to the new Community Paramedicine for Long Term Care program which is 100% funded and amounts to \$2.3M.

The 2022 Ministry funding represents 46.7% of the qualifying 2022 expenses, a shortfall of \$2.0M from 50/50 funding. The 2022 budget does not include any COVID-19 revenue.

Service Partner operating contributions are based on the current shared service agreement using the 2021 weighted taxable assessment calculation.

User Fees are the same as in 2021.

Miscellaneous Income is to increase by \$19K. Miscellaneous Income includes revenue from the sale of defibrillators, sponsorships and miscellaneous recoveries from the Public Access Defibrillator program.

2022 DEPARTMENT BUDGETS



Transfer from Reserve will be the same as in 2021. The Transfer from Reserve remains unchanged from 2021 inclusive of the \$10K transfer from reserve in support of mental health related initiatives. A \$100K donation was received for this purpose in 2019.

Salaries and Benefits are anticipated to increase by \$3.9M. The increased salaries and benefits include the addition of two new Advanced Care Paramedics, four new Primary Care Paramedics, four temporary COVID-19 Assistance Strike Team Paramedics, an additional educator position and a Manager of Health Systems Planning & Integration shared with Long Term Care & Seniors Services. Request forms detailing the increases follow below. The budget also includes changes in compensation related to the current collective agreement.

Administration costs are expected to increase by \$272K. The largest increase in the Administration area is the rising costs of insurance; \$168K. There are also increased costs related to reopening schedules. Costs include staff training, meetings and conferences which were reduced in 2021 due to COVID-19.

Facilities costs are projected to increase by \$94K. Facility costs include increased building maintenance as projects change year over year as well as increased costs associated with grounds maintenance based on actual trending.

Cost of Service Delivery is planned to decrease by \$593K. The 2021 budget included \$1.1M in costs associated with COVID-19 personal protective equipment and supplies. These costs have been removed in 2022. Increased costs have been included for base medical supplies, vehicle repair and maintenance and fuel.

Transfer to Reserve will increase by \$14K. Each year, funds are set aside to offset the larger future costs of replacing power stretchers, defibrillators and stair chairs. Expected future costs have been increased in order to maintain sufficient funding to offset part of the replacement, an additional \$14K has been added in 2022.

Capital

The Department's Capital budget is \$7.4M. The details for each project are on the Request Form(s) included.

Facility Development

The 2022 budget includes \$3.9M associated with the land purchases and construction for the Waubaushene, Bradford and Severn stations as well as the Springwater South post. Projects align with the ORH consulting report placing Paramedic Services in areas to minimize response time in relation to population growth taking into consideration the large geographic area requiring coverage.

Powered Lift Assist Device (LAD)

In 2022, Paramedic Services is requesting the addition of \$700K, 1/2 of the cost to add power lift assist devices to be added to the fleet of ambulances. The balance will be requested within the 2023 budget. Power lift assist devices are becoming a standard safety measure across the province with 87% of services currently utilizing the lift systems. The device minimizes the risk for injury to staff, protects patients from accidental stretcher drops and has proven to secure the stretchers in the event of a motor vehicle collision.

Asset Management

An additional \$2.7M in costs consist of the replacement of ambulances, rapid response units and power stretchers.

Paramedic Services 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Paramedic Services includes a net department requirement (total operating and capital) of \$19.5M, compared to \$17.3M in the 2021 Forecast, an increase of \$2.1M.

The City of Barrie portion is \$8.9M, an increase of \$1.8M from 2021 forecast. The City of Orillia portion is \$1.8M, an increase of \$361K from 2021 forecast. The total Municipal requirement in 2022 budget is \$30.2M compared to \$25.9M in 2021 forecast, an increase of \$4.3M.

Operating

The Paramedic Services operating budget includes a total operating balance of \$17.3M, compared to \$15.7M in the 2021 Forecast, an increase of \$1.6M.

Subsidies are to decrease by \$2.7M. The 2021 forecast includes Ministry of Health one time subsidies covering the qualifying COVID-19 expenses. This is not repeated in the 2022 budget.

Service Partners operating contributions are based on the current shared service agreement using the 2021 weighted taxable assessment calculation.

User Fees are the same as in 2021.
2022 Final Department Budget

Miscellaneous Income is to increase by \$18K.

Miscellaneous income includes revenue from the sale of defibrillators, sponsorships and miscellaneous recoveries from the Public Access Defibrillator program. Increased income from 2021 is being carried into 2022 for this self funded program.

Transfer from Reserve will decrease by \$15K. The 2021 reserve transfer was related to the carry over funding related to the ORH report. This project is not expected to have costs in 2022 and therefore no reserve transfer is required.

Salaries and Benefits are anticipated to decrease by \$13K. Salaries and benefits in 2021 included increased service levels due to COVID-19. The level of COVID-19 expected service in 2022 has been removed with the exception of the COVID-19 Assistance Strike Team. Offsetting the reduction in wages in 2022 from the removal of the COVID-19 expenses are the requested staff increases as noted in the Request forms in the following pages.

2022 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$366K. The 2022 budget includes \$58K in consulting fees related to the new Community Paramedicine for Long Term Care Program, increased insurance costs of \$165K and \$75K related to reopening schedules with gradual increases in staff training, meetings and conferences and mileage. These expenses were reduced in 2021.

Facilities costs are projected to decrease by \$79K. The decrease in the costs from the 2021 forecast as compared to the 2022 budget relate to building and equipment costs decreasing year over year. Most costs in these areas are related to specific projects which change from year to year.

Cost of Service Delivery is planned to decrease by \$586K. The Cost of Service Delivery in 2022 is decreasing due to the reduced requirement of personal

protective equipment and other COVID-19 related costs. The decrease is being offset by an increase in fuel costs, an increase in the uniform contract and medical supplies related to Community Paramedicine programs.

Transfer to Reserve will increase by \$14K. Each year, funds are set aside to offset the larger costs of replacing power stretchers, defibrillators and stair chairs. Expected future costs have been increased in order to maintain sufficient funding to offset part of the replacement, an additional \$14K has been added in 2022.

Capital

The Department's 2022 Capital budget is \$7.4M. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



Paramedic Services Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
COVID-19 Assistance Strike Team (CAST)	4.0	470	325
Logistics Technician	0.8	42	29
Manager, Health Systems Planning & Implementation	0.5	62	43
PAD Program Administrative Assistant	0.5	22	0
Paramedic Services Education Coordinator	1.0	105	63
Primary Care Paramedics	4.0	490	340
Advanced Care Paramedics	2.0	237	164
Logistics Technician	1.0	67	46
Total Paramedic Services	13.8	1,494	1,010

2022 DEPARTMENT BUDGETS



Paramedic Services Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget CCBF* Expense	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact	
Ambulance Addition	285	285	0	198	0	73	15	0	
Bradford Station	5,739	2,360	0	1,532	0	596	116	0	
Drone Program	100	100	0	0	0	25	5	0	
Logistic Tech Vehicle Addition	40	40	0	0	0	10	2	0	
Power Assist Lift Equipment	1,421	703	0	0	0	179	37	0	
Power Stretcher Replacement	1,142	704	0	0	0	179	37	150	
Severn Station	4,004	525	0	240	0	134	28	0	
Springwater South Post	2,439	874	0	768	0	220	45	0	
Vehicle Replacement	1,687	1,687	0	0	0	430	89	0	
Waubashene Station	3,073	120	0	55	0	31	6	0	
Total Capital	19,929	7,398	0	2,792	0	1,877	380	150	2,198

* Canada Community Building Fund formerly known as Gas Tax

Paramedic Services Staffing

Expenditure Title: COVID-19 Assistance Strike Team (CAST)
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Paramedic Services requests four temporary Primary Care Paramedic (PCP) FTEs to continue various duties in support of the community to address adhoc emerging needs related to pandemic response and recovery. These duties include COVID-19 testing and home bound vaccinations in partnership with hospitals and the Simcoe Muskoka District Health Unit (SMDHU) as well as support of homeless population through wellness checks and health system navigation in partnership with Social and Community Services.

The requested four FTEs represents a reduction from the current 10 FTEs in staffing which was put in place for this purpose.

Justification for expenditure

Paramedic Services supports various initiatives to meet the needs of typically high risk and elderly patients in the community. There is a need to plan resources for this ongoing support to avoid negatively affecting available resources of core operations of emergency response and treatment of patients. Failure to resource this may result in an inability to support these initiatives and vulnerable patients.

Budget

Category	2022 Budget
(\$000's)	
Salaries	470
Operating Expense	470
Service Partners	144
Operating Revenue	144
Net Expenditure	(325)

Paramedic Services Staffing

Expenditure Title: Logistics Technician
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

Paramedic Services recommends the addition of a Logistics Technician responsible for mask fit testing, deep cleaning ambulances and the delivery of LTC PPE to County Homes. With COVID-19, cleaning and sanitizing ambulances and equipment has become more structured and frequent. Increasing paramedic workload has affected their ability to do this important task that must be completed for the safety of staff and patients. Since late 2020, Paramedic Logistics staff have worked closely with LTC partners to maintain and deliver PPE equipment. The technicians who were doing these tasks are now assigned to the hub as it is operational. This requested Technician will continue to support LTC PPE supply in receiving, picking and delivering supplies. This position will undertake required mask fit tests on paramedics, submit documentation and provide a consistent application of testing procedures to ensure staff are properly fitted to N95 masks.

Justification for expenditure

COVID-19 has reinforced the importance of consistent application of cleaning and fit testing procedures. Increased workload of Paramedics leaves little to no opportunity for systematic deep cleaning of ambulances by paramedics. Dedicated staff to this process is critical for patient and staff safety. Logistics staff currently assisting LTC with PPE supplies will be moved back to hub operations in the coming months with no availability for LTC support.

Budget

Category	2022 Budget
(\$000's)	
Salaries	56
Operating Expense	56
Service Partners	16
Operating Revenue	16
Net Expenditure	(40)

Paramedic Services Staffing

Expenditure Title: Manager, Health System Planning & Implementation
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

This position is one FTE Manager, Planning & Integration who will be in a leadership role supporting the HES Division through the Director, Performance Quality & Development with the building of relationships within and across the sub-region and regional Ontario Health Team (OHT) planning tables. The Manager will be responsible to support the HES division operational departments in the identification, creation and reporting of growth and development plans and outcomes for sub/regional health service delivery enhancements and potential program funding opportunities. The Manager will also collaborate with Ontario Health and Home & Community Care Support Services leads and Social & Community Services division staff to ensure County and health system alignment.

Justification for expenditure

There are six OHT's within the County of Simcoe; four fully approved and two at various stages of approval. Each OHT has a planning table and working groups primarily focusing on digital and senior's health, integrated care and performance. The HES division needs to provide representation at these tables to ensure inclusion in integrated healthcare system planning, development and implementation of solutions that will affect the residents of the County and impact the services we provide.

Budget

Category	2022 Budget
(\$000's)	
Salaries	123
Operating Expense	123
Service Partners	33
Operating Revenue	33
Net Expenditure	(90)

Paramedic Services Staffing

Expenditure Title: PAD Program Administrative Assistant (0.5 FTE)
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

Addition of hours to the existing 0.5 FTE Public Access Defibrillation (PAD) Administration Assistant position to make it a full-time position. With the return of public events, training, volunteer requests, additional administrative work to track and register the increasing call for defibrillators, the workload will also increase. Furthermore, the introduction of Bill 141, Defibrillator Registration and Public Access Act 2020 will add extra administrative load to this important program. Additional costs will be paid through the existing PAD budget and will not impact levy.

Justification for expenditure

Without the funds, PAD administrative processes such as contract renewals, communications, consumable renewals, billing and volunteer support will fall behind due to increasing workload. Customer service to those organizations, who are currently supporting our community through PAD, will experience reduced support from the County.

Budget

Category	2022 Budget
(\$000's)	
Salaries	22
Operating Expense	22
Transfer from Reserve	22
Operating Revenue	22
Net Expenditure	0

Paramedic Services Staffing

Expenditure Title: Paramedic Services Education Coordinator
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Performance, Quality & Development department is recommending the addition of a Paramedic Services Education Coordinator. This position will be a certified Advanced Care Paramedic. The need for this position is primarily due to the expansion of the County of Simcoe Quality Care Program (QCP) since its inception in 2016.

The program started with three local fire departments and has grown to include 11 in 2021 including one from a separated city requiring additional hours for instruction and auditing. Oversight of the QCP includes administration, clinical oversight, education development and delivery and quality assurance auditing. This recommended Education Coordinator will take on development and delivery of the increased Return to Practice (RTP) educational activity and support oversight of the PS learning management system associated with the funded CPLTC program allowing the existing QCP Coordinator to focus on supporting the significant program expansion.

Justification for expenditure

Additional QCP effort is approximately 0.4 FTE. Another 0.4 FTE is needed for RTP support due to more Paramedic Services staff requiring these services with varied complexity of their needs due to occupational stress injuries. Learning Management System (LMS) support is due to the development and delivery of the new Community Paramedicine Long-Term Care (CPLTC) funded program equating to a 0.2 FTE.

Budget

Category	2022 Budget
(\$000's)	
Salaries	105
Operating Expense	105
Service Partners	26
Subsidies	17
Operating Revenue	43
Net Expenditure	(63)

Paramedic Services TCA with new Staffing

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

Description and scope for expenditure

Paramedic Services recommends the addition of six (four Primary Care and two Advanced Care) FTE Paramedics to address increases in workload and rising response times. Paramedic Services saw a 6.1% increase in call volume leading up to the COVID-19 pandemic. Though a lower than predicted 2021 call volume was observed, there were higher numbers of patient transports than ever before with increased wait times in hospitals reducing daily available paramedic time in the community by approximately 18 hours. Call volume is expected to increase due to the principle drivers of increasing population, age demographics and exacerbation of health issues related to the pandemic, homelessness, and mental health impacts. If approved, the six requested FTEs will be used in combination with existing flex staffing hours to deploy two 12-hour transport ambulances seven days per week from the Barrie Simcoe Emergency Services Campus, and from the Innisfil station located in Stroud.

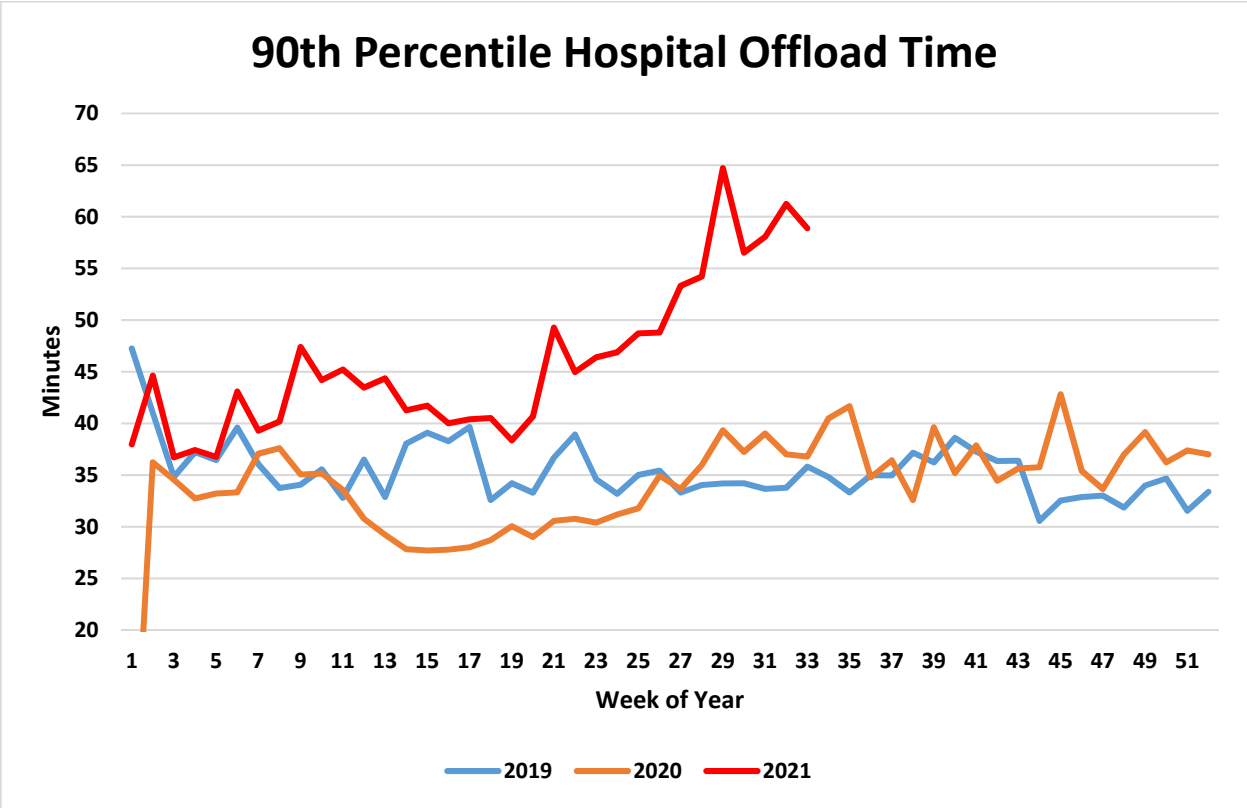
Justification for expenditure

Impacts of not proceeding include increased community risk with rising emergency response times, longer time to patient treatment / transport; increased need for emergency staffing and overtime; periods of low coverage; vehicles travelling long distances to maintain emergency coverage. The COVID-19 pandemic has lead to staff fatigue, absence & increased workload as call acuity is higher with patient transports increasing. Not proceeding will add costs in future to address larger needs.

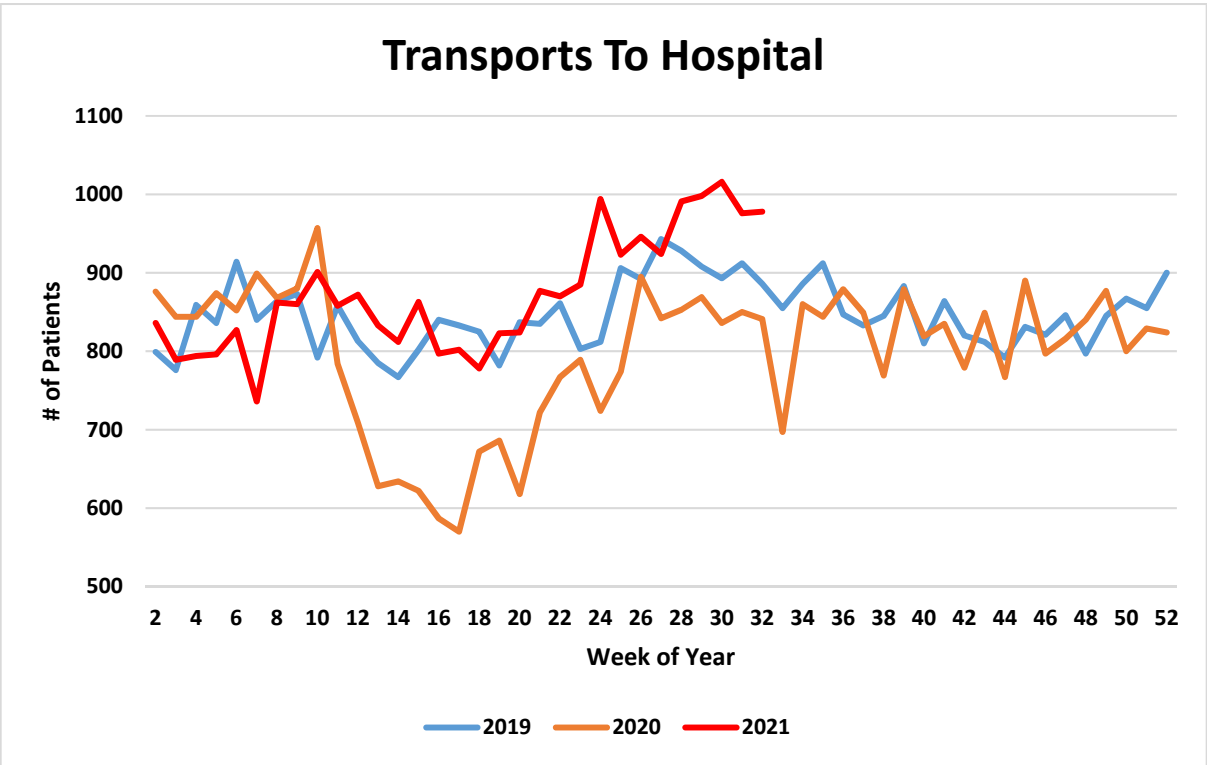
Budget

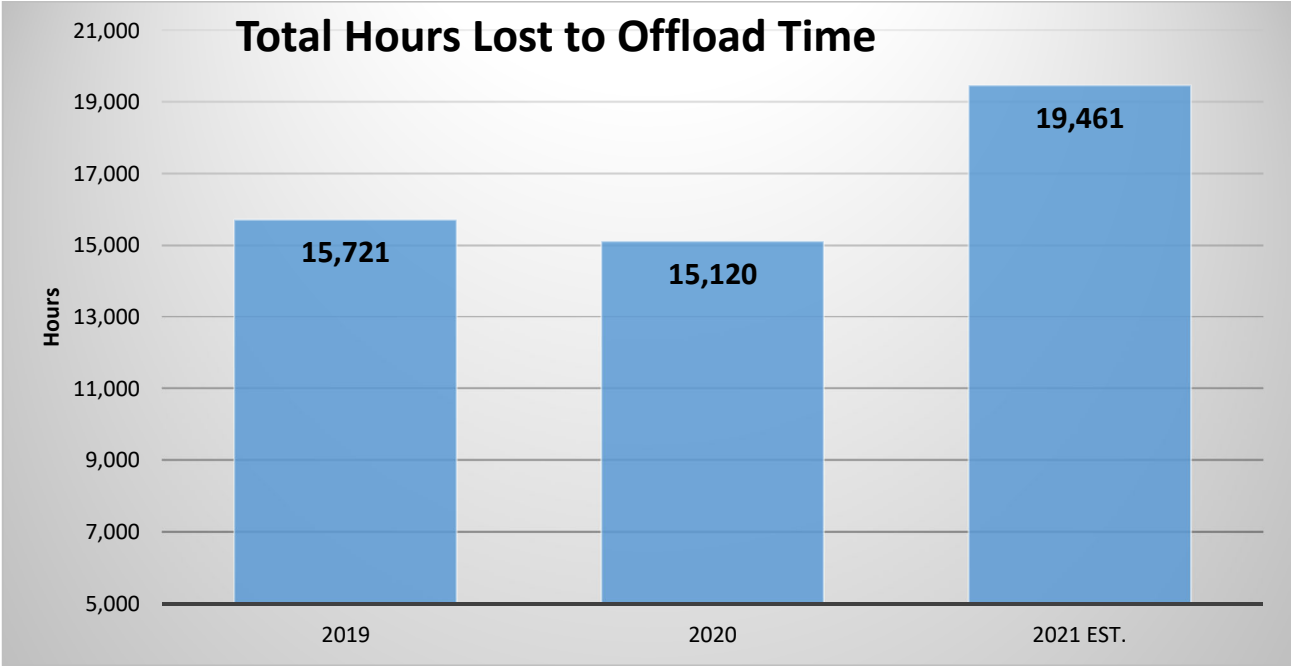
Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Salaries	727	0	727	0	0
Operating Expense	727	0	727	0	0
Service Partners	224	0	224	0	0
Operating Revenue	224	0	224	0	0
Capital Revenue	285	0	285	0	0
Capital Expense	285	0	285	0	0
Net Expenditure	(504)	0	(504)	0	0

2022 DEPARTMENT BUDGETS



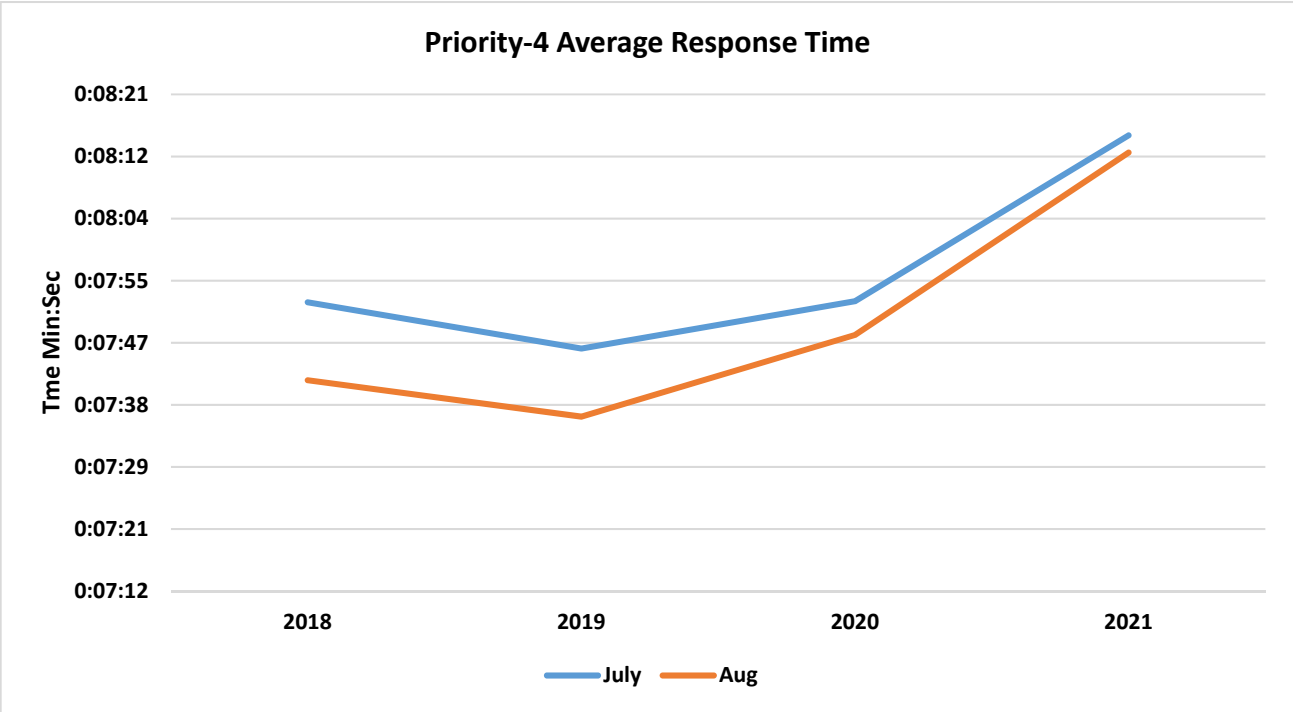
2022 DEPARTMENT BUDGETS





Note - the 2021 value represents approx. 53 hours per day. This is a function of both increased transports and increased offload time per patient. In comparison to 2019 (pre-pandemic) numbers with our 2021 estimate, we are losing 12 more ambulance hours per day in the hospital this year.

2022 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

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

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

Justification for expenditure

Not proceeding with the requested funding in 2022 may result in increased costs due to higher inflation of construction costs and development expenses. Furthermore, there will continue to be an ongoing requirement to invest funds into a leased structure, which is poorly located to service emergency medical response to patients in the area and cannot meet operational needs.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	4,387	2,143	2,244	0	0
Capital Expense	5,739	3,379	2,360	0	0
Net Capital	(1,351)	(1,236)	(115)	0	0
Net Expenditure	(1,351)	(1,236)	(115)	0	0

Paramedic Services Tangible Capital Asset (TCA)

Expenditure Title: Drone Program
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Paramedic Services is requesting funds to establish an initial operational drone pilot program designed to reduce the time required to deliver a defibrillator or other life saving medical intervention such as an epipen or naloxone to a person in need. The requested funds will be used to procure a drone aircraft, a nesting station to house it for remote launch and operational support in automated flight, navigation and payload delivery.

Justification for expenditure

Cardiac arrest and life threatening allergic reactions can result in death should delays to treatment occur. With cardiac arrest, each passing minute without CPR or defibrillation can reduce survival by 7%-10%. There are areas of the County that are more difficult to reach and have historically received longer cardiac arrest responses in consideration of tiered response. Moving forward with the drone technology will enable delivery of life saving equipment and supplies in advance of responders.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	31	0	31	0	0
Capital Expense	100	0	100	0	0
Net Capital	(69)	0	(69)	0	0
Net Expenditure	(69)	0	(69)	0	0

Paramedic Services TCA with new Staffing

Expenditure Title: Logistics Technician & Equipment
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Logistics Technician will be dedicated to the cleaning and sanitizing of Paramedic stations and posts. Working with Paramedic Operations, Paramedic Logistics and County Facility staff, the Logistics Technician will be responsible for heavy cleaning of Paramedic facilities. The duties will include sanitizing the facility, general cleaning, floor maintenance and garage floor cleaning to reduce the requirement for pumping drains. The request also outlines the requirement for a dedicated vehicle, cleaning equipment, uniform, and supplies.

Justification for expenditure

The need for standard cleaning and sanitizing of facilities has become more important for the health and well-being of Paramedic staff. Depending on Paramedics to clean and sanitize facilities is problematic as their workload is increasing, leaving less opportunity to properly clean the facility. Costs for in-house operations will result in an average annual savings of \$170K over contracted services.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Salaries	67	0	67	0	0
Cost of Service Delivery	16	0	16	0	0
Operating Expense	83	0	83	0	0
Service Partners	25	0	25	0	0
Operating Revenue	25	0	25	0	0
Capital Revenue	12	0	12	0	0
Capital Expense	40	0	40	0	0
Net Capital	(28)	0	(28)	0	0
Net Expenditure	(85)	0	(85)	0	0

Paramedic Services Tangible Capital Asset (TCA)

Expenditure Title: Power Lift Assist System
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Paramedic Services requests funds split over two years for the purchase of a powered Lift Assist Device (LAD) for ambulances. The device has become a standard safety item across the province with 87% of Ontario Paramedic Services using a powered LAD, many of whom have done so for many years. Research has shown lift assist devices minimizes the opportunity for injury to staff. The device also protects patients from accidental stretcher drops and has been tested and proven more secure in the event of a motor vehicle collision involving the ambulance. Frequently lifting the weight of patients, the stretcher and equipment, along with adverse working conditions of lifting in unpredictable locations, grades and in all weather puts staff and patients at risk of injury.

Justification for expenditure

The addition of a LAD improves protection for staff and patients and decreases liability to the County. The LAD will decrease physical strain on the body and help minimize injuries. The advantages of the LAD, include a reduced need for additional staff for lift assists and the ability to load patients quickly and safely in an unpredictable environment. This system has been shown to improve recruitment, retention and avoid costly injuries.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	437	0	216	221	0
Capital Expense	1,421	0	703	717	0
Net Capital	(984)	0	(487)	(497)	0
Net Expenditure	(984)	0	(487)	(497)	0

Paramedic Services Tangible Capital Asset (TCA)

Expenditure Title: Power Stretcher Replacement
Strategic Direction: F - Responsive and Effective Governance

Description and scope for expenditure

The purchase and install of 29 power stretchers is requested for approximately half of the ambulance fleet. The expected life of a power stretcher is seven years. The existing units were deployed in 2015 and will be in need of replacement in 2022.

The 2021 budget included 1/2 of the cost of replacement with the balance of the funds requested in 2022. This equipment reduces the physical exertion and related injuries of Paramedics and as such has become a normal part of ambulance equipment in Ontario.

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

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 (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	651	284	366	0	0
Capital Expense	1,142	438	704	0	0
Net Capital	(491)	(154)	(337)	0	0
Net Expenditure	(491)	(154)	(337)	0	0

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 funds for the development of a 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. The station is planned to begin construction in 2023 with completion in 2024.

Justification for expenditure

Not proceeding with the requested funding in 2022 may jeopardize land procurement for the facility and increase the funds required in 2023 in order to provide this 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	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	3,061	0	401	2,660	0
Capital Expense	4,004	0	525	3,479	0
Net Capital	(943)	0	(124)	(819)	0
Net Expenditure	(943)	0	(124)	(819)	0

Paramedic Services Tangible Capital Asset (TCA)

Expenditure Title: Springwater South Paramedic Post
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

Paramedic Services requests funds for the development of a Springwater South Paramedic Post. This small operational facility does not require a large footprint. It will provide necessities for Paramedics to carry out their administrative duties when not on calls, remaining in a location identified to optimize emergency response coverage to the community. This post represents the spoke in the hub and spoke model outlined in the Strategic Facility Plan.

Justification for expenditure

By not proceeding with the request in 2022, costs may increase due to price escalation should construction be completed later. Furthermore, there will be a continued requirement to invest further funds into a larger than needed leased structure that does not meet the approved operational plan.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	1,865	832	1,033	0	0
Capital Expense	2,439	1,565	874	0	0
Net Capital	(574)	(733)	159	0	0
Net Expenditure	(574)	(733)	159	0	0

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. Replacement of eight ambulances and three rapid response units are requested based on the County's Asset Management Plan. 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 2022, the cyclical process of replacing vehicles will require increased purchases in 2023 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed of at public auction and are expected to sell for approx. \$5K each. The replacement vehicles will have improved fuel consumption, which will lower the County's carbon footprint.

Budget

Category	(\$000's)	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
Capital Revenue		519	0	519	0	0
Capital Expense		1,687	0	1,687	0	0
Net Capital		(1,168)	0	(1,168)	0	0
Net Expenditure		(1,168)	0	(1,168)	0	0

2022 DEPARTMENT BUDGETS



Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
3508-16	2016	345000	27000	6
3524-16	2016	275000	17100	6
3519-17	2017	361000	15000	6
3535-17	2017	297000	47900	6
3537-17	2017	332000	17220	6
3538-17	2017	335500	40853	6
3539-17	2017	271500	27723	6
3541-17	2017	285000	30300	6
3328-16	2016	205000	27000	6
3331-16	2016	166000	17100	6
3398-16	2016	185000	14700	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2022 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
18.6	15	35.9
16.7	14	23.1

*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.

Paramedic Services Tangible Capital Asset (TCA)

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

Description and scope for expenditure

Paramedic Services requests funds for the construction of a new Waubaushene Paramedic Station. ORH Consultants have indicated the current leased location in Coldwater is not optimal for emergency response to the area and recommends locating paramedics in Wabaushene. Furthermore, the Coldwater facility is not large enough for current or future operations. The recommended Waubaushene station is planned to begin construction in 2023 with completion in 2024.

Justification for expenditure

Not proceeding with the requested funding in 2022 may jeopardize land procurement for the facility and increase the funds required in 2023 in order to provide this facility as recommended by ORH to service the community as planned.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	2,349	0	92	2,258	0
Capital Expense	3,073	0	120	2,953	0
Net Capital	(724)	0	(28)	(695)	0
Net Expenditure	(724)	0	(28)	(695)	0



Emergency Management



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
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	136	140	136	136	136	0	0.0	0	0.0
Transfer from Reserve	7	0	0	0	0	0	0.0	0	0.0
Total Revenues	143	140	136	136	136	0	0.0	0	0.0
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	260	275	301	240	301	61	25.6	0	(0.1)
Administration	91	65	46	51	89	38	75.7	43	94.8
Facilities	33	67	10	5	9	4	80.0	(1)	(10.0)
Cost of Service Delivery	139	151	164	167	171	4	2.6	7	4.3
Transfer to Reserve	15	10	10	10	10	0	0.0	0	0.0
Total Expenses	538	567	532	473	581	108	22.9	49	9.2
Total Operating Balance	(394)	(427)	(396)	(336)	(445)	(108)	32.1	(49)	12.4
Capital									
Capital Revenue	0	0	0	0	0	0	0.0	0	0.0
Capital Expenses	45	0	0	0	0	0	0.0	0	0.0
Net Capital	(45)	0	0	0	0	0	0.0	0	0.0
Net Department	(439)	(427)	(396)	(336)	(445)	(108)	32.1	(49)	12.4

Emergency Management 2022 Budget vs. 2021 Budget Change

The 2022 Emergency Management budget includes a net department requirement (total operating and capital) of \$445K, compared to \$396K in 2021, an increase of \$49K.

Operating

The Emergency Management operating budget includes a total operating balance of \$445K, compared to \$396K in 2021, an increase of \$49K.

Miscellaneous Income is the same as in 2021.

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

Salaries and Benefits will not change in 2022. The 2022 Salaries and benefits have been budgeted based on the County of Simcoe guidelines and collective agreements related to the positions within this area.

Administration costs are expected to increase by \$43K. The 2022 budget includes consulting costs related to the Community Safety and Well-being Plan development.

Facilities costs are projected to decrease by \$1K. Facility costs include the cost of small equipment purchases. The estimated cost to replace the County of Simcoe's Chemical, Biological, Radiological and Nuclear equipment in 2022 has been reduced by \$1K.

Cost of Service Delivery is planned to increase by \$7K. The 2022 expenses includes \$7K related to the full load test to be completed on the three portable generators. This expense occurs every other year and was last completed in 2020.

Transfer to Reserve will not change in 2022. 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 2022 for this Department.

Emergency Management 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Emergency Management includes a net department requirement (total operating and capital) of \$445K, compared to \$336K in the 2021 Forecast, an increase of \$108K.

Operating

The Emergency Management operating budget includes a total operating balance of \$445K, compared to \$336K in the 2021 Forecast, an increase of \$108K.

Miscellaneous Income is the same as in 2021.

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. There is no change from the 2021 Forecast and the 2022 operating budget in this area.

Salaries and Benefits are anticipated to increase by \$61K. Staff in Emergency Management department have been redeployed to Trillium Manor during the pandemic. The 2021 forecast for wages and benefits is lower in 2021 as wages have been redirected to Trillium Manor. In 2022 it is anticipated the Emergency Management staff

will return to the department, increasing the overall wages back to a normal level.

Administration costs are expected to increase by \$38K. The 2022 administration costs are higher than the 2021 forecast. This increase is a result of reopening schedules. Costs increases include staff training, meetings and conferences as well as advertising and promotional costs related to annual emergency preparedness.

Facilities costs are projected to increase by \$4K. In 2021, there were no Chemical, Biological, Radiological and Nuclear (CBRN) equipment replacement costs forecasted. The 2022 budget will continue to budget for replacement of this equipment, less the \$1K reduction from the 2021 budget.

Cost of Service Delivery is planned to increase by \$4K. The 2021 forecast includes one time higher costs of \$3K related to maintenance on the three generators and related diesel fuel and are not included in the 2022 budget. The increase of \$7K related to the full load test on the three portable generators is offset by not continuing with the \$3K forecasted increase in expenses, the Cost of Service Delivery is increasing only by \$4K.

2022 DEPARTMENT BUDGETS



Transfer to Reserve will not change in 2022. 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 2022 for this Department.



LTC - Homes



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F		2022B vs. 2021B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$		\$	
Operating Revenues									
Subsidies	28,998	42,904	29,117	45,157	31,418	(13,739)	(30.4)	2,301	7.9
Service Partners	2,025	2,319	3,756	2,737	3,206	469	17.1	(550)	(14.7)
User Fees	14,251	14,069	14,238	14,111	14,176	65	0.5	(62)	(0.4)
Miscellaneous Income	156	148	140	141	60	(81)	(57.5)	(80)	(57.1)
Transfer from Reserve	168	144	80	710	4,427	3,716	523.2	4,347	-
Total Revenues	45,597	59,584	47,331	62,856	53,286	(9,570)	(15.2)	5,955	12.6
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	41,015	52,226	47,643	58,402	51,281	(7,122)	(12.2)	3,638	7.6
Administration	672	1,172	629	1,027	702	(326)	(31.7)	73	11.5
Facilities	2,188	2,542	2,371	2,813	2,718	(95)	(3.4)	347	14.7
Cost of Service Delivery	4,334	7,358	5,046	7,392	4,751	(2,641)	(35.7)	(295)	(5.8)
Transfer to Reserve	968	399	416	416	1,253	837	201.3	837	201.3
Total Expenses	49,177	63,698	56,105	70,050	60,705	(9,345)	(13.3)	4,600	8.2
Total Operating Balance	(3,581)	(4,114)	(8,774)	(7,194)	(7,419)	(225)	3.1	1,356	(15.4)
Capital									
Capital Revenue	950	8,731	2,378	2,413	10,308	7,894	327.1	7,929	333.4
Capital Expenses	2,345	10,439	10,961	10,996	32,865	21,869	198.9	21,904	199.8
Net Capital	(1,395)	(1,708)	(8,583)	(8,583)	(22,557)	(13,974)	162.8	(13,974)	162.8
Net Department	(4,976)	(5,822)	(17,357)	(15,777)	(29,976)	(14,200)	90.0	(12,619)	72.7

LTC - Homes 2022 Budget vs. 2021 Budget Change

The 2022 LTC - Homes budget includes a net department requirement (total operating and capital) of \$30.0M, compared to \$17.4M in 2021, an increase of \$12.6M.

The City of Barrie portion is \$3.9M, an increase of \$1.2M from 2021. The City of Orillia portion is \$3.3M, an increase of \$634K from 2021. The total Municipal requirement in 2022 is \$37.2M compared to \$22.7M in 2021, an increase of \$14.5M.

The increase Municipal requirement consists of an increase in Capital of \$16.4M offset by a decrease in operations of \$1.9M. The majority of the increase in capital is related to the redevelopment of Simcoe Manor.

Operating

The LTC - Homes operating budget includes a total operating balance of \$7.4M, compared to \$8.8M in 2021, a decrease of \$1.4M.

Subsidies are to increase by \$2.3M. Standard Ministry subsidies are increasing \$883K. This includes per diem funding, case mix index increase and offset changes to subsidized resident co-payment.

In 2020 the Ministry announced a new model of funding related to minor capital funding. This funding was
2022 Final Department Budget

previously referred to as Structural Compliance funding and provided the County of Simcoe with \$533K related to overall building maintenance. The new model will provide \$248K in 2022. A reduction from 2021 of \$106K.

The Ministry had extended the cancellation of the High Wage funding during the pandemic to March 31, 2021 only. The High Wage funding was introduced in 1996 as a three year temporary transition to assist maintain equitable service levels while higher than average wage costs were addressed. It was to end December 2020. The reduction in this funding for 2022 is \$126K.

The latest notice from the Ministry of Long Term Care advised the there would be no further funding beyond March of 2022 for COVID-19 prevention and containment efforts. The amount included in the 2022 budget for this period is \$365K.

In addition to the above, in 2021, the Ministry of Long Term Care had provided partial funding towards the hiring of Infection Prevention and Containment staff. It is anticipated the Ministry will announce 2022 funding towards the new staff approved by Council in 2021. The amount included in the 2022 budget is \$442K.

Lastly, the Ministry of Long Term Care has implemented the guidelines for the gradual increase to four hours of direct personal care per resident per day. The first year of the phase-in is in 2022 where the expectation is to have a total of three hours of direct care per resident. There currently are two Homes that are below this level of care. The 2022 budget has assumed the Ministry will fund these costs estimated at \$843K.

User Fees are to decrease by \$62K. User Fees consist of the resident co-payments in the Homes. Should a resident not be able to afford the basic room stay rate, the Ministry subsidizes the County of Simcoe for the difference between what the resident is able to afford and the basic room rate. This reduction has been offset with additional Ministry subsidies above.

Miscellaneous Income is to decrease by \$80K. Miscellaneous income includes expected donation revenue. In 2021, funds were included to support the bus replacement at Georgian Manor and have not been repeated in 2022.

Transfer from Reserve will increase by \$4.3M. Transfers from the Homes Contingency Reserve fund building maintenance and equipment repair/maintenance costs for items that do not meet the County of Simcoe's fixed asset policy as capital related costs. The projects change each year and the funding requirement changes along with it. The 2022 projects will require an increase of the 2022

level by \$213K. In addition, in 2022 a transfer from the County Contingency Reserve of \$4.1M is included to offset COVID-19 expenses.

Salaries and Benefits are anticipated to increase by \$3.6M. During the pandemic, the Long Term Care Homes created temporary Home Service Assistant (HSA) positions to assist with additional duties throughout the Homes. Duties included housekeeping, screening, testing, dietary and laundry support to the existing compliment. In addition and in order to meet the demands, a second schedule of hours was created above the existing base staffing model. The staff placed in those full time positions were part time and casual staff who offered to work full time for the County of Simcoe.

The 2022 Homes budget includes an increased temporary HSA complement at an estimated cost of \$856K.

The second schedule of hours for existing employees has also been continued at the same cost as provided in the 2021 budget. This amounts to \$4.1M and is fully funded by the transfer from the County Contingency Reserve - Safe Restart funding. The transfer from the reserve is shared with the City of Barrie and Orillia in order to offset the 2022 impact. Throughout 2022, these positions will be depleted by attrition and staff turnover. Additional staffing requirements, approved during 2021, include eight new Infection Prevention and Control positions, increased staffing related to the Case Mix

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Index increased funding and a reorganization of the environmental service area within the Homes. These positions account for \$1.2M increase over 2021. In line with the above noted increase in subsidies, the 2022 budget includes wage costs associated with increasing the direct care hours to three per resident per day for two of the four Long Term Care Homes. This amount is \$843K and has been fully funded in the 2022 budget.

Other increases include cost associated with the County of Simcoe compensation guidelines and current collective agreements.

The 2022 additional staffing requests are outlined in the Request forms (some shared with Paramedic Services) and amount to \$175K.

Administration costs are expected to increase by \$73K. The 2022 administration costs are higher than the 2021 budget. This increase is a result of reopening schedules. Costs increases include staff training, meetings and conferences as well as office specifics such as office supplies and accounts for \$51K of the overall increase. Other increases include an increase in insurance of \$25K, staff training, \$17K and meetings and conferences \$10K. Offsetting the increase is the removal of \$30K from 2021 related to the recruitment and retention plan.

Facilities costs are projected to increase by \$347K. The majority of the increase, \$274K, in this area comes from the replacement of equipment that is found on the Building Condition Assessment and equipment lists. These items do not qualify as assets based on the County's asset policy and are accounted for under operations. The items are fully funded by the Homes Contingency Reserve (Minor Capital) as noted in the increased revenue from the reserve above. Utility costs have been calculated based on the corporate guideline, increasing \$55K. Other increases are for grounds maintenance and disposal cost increases.

Cost of Service Delivery is planned to decrease by \$295K. Cost of Service Delivery is increased \$5K for Point Click Care program increases and Speedy Audit software for Nursing. Chaplin hours per day have increased to eight hrs per week with no increase in wage rate for an additional cost of \$21K, regular program expenses have increased \$9K, chemical supplies and incontinent product increased 2% adding \$10K. The uniform contract signed during COVID-19 does not expire until 2023, this cost will increase the budget by \$160K. The last increase is the annual increase in the cost of the Rogers contract at Georgian Manor which will increase \$4K. Offsetting these increases is an overall reduction in the cost of personal protective equipment as compared to 2021 by \$484K and an increase in recoveries from other service area's which produces a decrease in overall expense by \$19K.

Transfer to Reserve will increase by \$837K. A transfer to reserve of \$1M has been included in 2022 budget for future redevelopment. This amount was included in the capital summary in 2021. Offsetting this amount is a reduction in Minor Capital funding by \$83K resulting from lower subsidy from the Ministry and a reduced requirement for Georgian Manor donations from Miscellaneous Income above of \$109K. Lastly, as noted above in the donation revenue, \$30K has been added to the transfer to reserve for the specific donation funding for Simcoe, Sunset and Trillium Manors. i.e. Music & Melody, Montessori as they were only at \$5K and should have been at \$15K.

Capital

The Department's Capital budget is \$32.9M. The details for each project are on the Request form(s) included. Of the total capital requirement of \$32.9M, \$31.3M is Simcoe Manor Redevelopment. The balance of the gross expenses are related to the building and equipment list requirements that meet the County's asset policy.

Simcoe Village Redevelopment

The 2022 budget of \$31.3M is the third year of expenses towards the redevelopment of Simcoe Manor and Simcoe Village into a combined campus referred to as Simcoe Village. The total project cost, including land, is estimated at \$203.5M. The new campus-like setting will be similar to Georgian Village. Simcoe Village is planned to include a larger Long Term Care Home with 160 beds, supportive housing apartment units, seniors co-housing, affordable housing apartment units, life lease suites, life lease garden homes, retirement living, rental townhomes and a village centre with retail amenities. The site development will also include space for future growth, including parking.

LTC - Homes 2022 Budget vs. 2021 Forecast Change

The 2022 budget for LTC - Homes includes a net department requirement (total operating and capital) of \$30.0M, compared to \$15.8M in the 2021 Forecast, an increase of \$14.2M.

The City of Barrie portion is \$3.9M, an increase of \$1.7M from 2021 forecast. The City of Orillia portion is \$3.3M, an increase of \$1.1M from 2021 forecast. The total Municipal requirement in 2022 budget is \$37.2M compared to \$20.1M in 2021 forecast, an increase of \$17.1M.

The increased Municipal requirement consists of an increase in capital of \$16.4M and a decrease in operations of \$1.9M. The majority of the increase in capital is related to the redevelopment of Simcoe Manor.

Operating

The LTC - Homes operating budget includes a total operating balance of \$7.4M, compared to \$7.2M in the 2021 Forecast, an increase of \$225K.

Subsidies are to decrease by \$13.7M. A large portion of the subsidies in 2021 are related to COVID-19 funding received throughout the year to offset the increased expenses. This funding is all but been removed in 2022 with the exception of \$365K in approved COVID-19 2022

funding. The reduction has been offset by increased normal subsidies, plus anticipated COVID-19 funding related to Infection Prevention and Control staff and the increase to three hours per day of direct personal care to residents.

User Fees are to increase by \$65K. Forecasted User Fees in 2021 were reduced in relation to the Long Term Care Homes requirements for non-admission during outbreaks. The reductions have been removed in 2021.

Miscellaneous Income is to decrease by \$81K. Miscellaneous income includes expected donation revenue. In 2021, funds were included to support the bus replacement at Georgian Manor and have not been repeated in 2022.

Transfer from Reserve will increase by \$3.7M. Transfers from the Homes Contingency Reserve fund building maintenance and equipment repair/maintenance costs for items that do not meet the County of Simcoe's fixed asset policy as capital related costs. The projects change each year and the funding requirement changes along with it. The 2022 projects will require an increase of the 2022 level by \$213K. In addition, in 2022 a transfer from the

2022 DEPARTMENT BUDGETS



County Contingency Reserve of \$4.1M is included to offset COVID-19 expenses.

Salaries and Benefits are anticipated to decrease by \$7.1M. The 2021 operating forecast includes salaries and wages directly related to the COVID-19 pandemic staffing. The Ministry of Long Term Care provided funding to offset the increased wages related to containment and prevention measures put forward by homes across Ontario.

Administration costs are expected to decrease by \$326K. Administration costs in the 2021 forecast include costs associated with the consulting firm Work Force Edge (WFE). WFE assisted throughout the pandemic with creating schedules for the new staffing patterns and advise on the reorganization of the scheduling department for more effective operations. This represents \$252K of the overall reduction. In addition, COVID-19 related expenses are not being repeated under the Administration area, reducing the budget from forecast by \$105K. Offsetting the reduction are increases related to reopening expenses related to staff training and development, meetings and conferences and mileage.

Facilities costs are projected to decrease by \$95K. Facility costs in the forecast includes costs for building and equipment maintenance and small equipment purchases. Each year these projects change and therefore reflect a different cost.

Cost of Service Delivery is planned to decrease by \$2.6M. Cost of Service Delivery includes those expenses that are department specific. In Long Term Care, these costs include Chaplin fees, food cost and recovery, high intensity supplies and incontinent products to name a few. Next to salaries and benefits, this areas costs in 2021 included additional COVID-19 expenses. The majority of the costs were one time in nature and are therefore not repeated in 2022, the largest being personal protective equipment \$460K reduction followed by many expenses related to nursing, housekeeping, dietary and laundry.

Transfer to Reserve will increase by \$837K. A transfer to reserve of \$1M has been included in the 2022 budget for future redevelopment. This amount was included in the capital summary in 2021. The increase in the reserve transfer is offset with decreases in the reserve transfer related to the reduction in Minor Capital funding and the reduced requirement for Georgian Manor donations to be transferred to reserve from donation income for the bus purchase.

Capital

The Department's 2022 Capital budget is \$32.9M. The details for each project are on the Request Form(s) included.

LTC - Homes Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Laundry Aide	1.6	96	75
Logistics Technician	0.3	14	11
Manager, Health Systems Planning & Implementation	0.5	61	47
Personal Support Workers	10.9	843	0
Total LTC - Homes	13.3	1,015	133

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

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Building and Equipment	1,567	1,567	0	0	0	175	172	9	1,211
Simcoe Manor Redevelopment	203,469	31,298	0	6,437	(131)	2,132	1,513	0	21,347
Total Capital	205,036	32,865	0	6,437	(131)	2,308	1,685	9	22,557

* Canada Community Building Fund formerly known as Gas Tax

LTC - Homes Staffing

Expenditure Title: Laundry Aide
Strategic Direction: F - Responsive and Effective Governance

Description and scope for expenditure

Annual Case Mix Index (CMI) analysis provides the County of Simcoe with additional funding based on the acuity of level of the residents within the Homes. Recently the Homes have received increases in the CMI indicating the increasing needs of the residents. Higher acuity level of care could include incontinence, mobility and meal assistance. Each of the identified care needs has increased the demand within the laundry department for resident clothing and linens.

Justification for expenditure

There has been a consistent increase in resident acuity over the past several years that has lead to an increase in laundry loads. Enhanced cleaning protocols from an infection control perspective has also led to increased workload. Personal laundry is legislatively required to be returned to residents within 24 hours which has also become a challenge.

Budget

Category	2022 Budget
(\$000's)	
Salaries	96
Operating Expense	96
Service Partners	21
Operating Revenue	21
Net Expenditure	(75)

LTC - Homes Staffing

Expenditure Title: Personal Support Workers
Strategic Direction: F - Responsive and Effective Governance

Description and scope for expenditure

The Ministry of Long Term Care recently completed a study related to staffing within Long Term Care homes across the Province. The study indicated there is insufficient direct care hours provided to residents on a daily basis. The Ministry has acted on the finding from the study and is mandating a minimum of four hours of direct care per resident per day by 2025. The 2022 expectation is to move the hours of direct care up to three from the existing level. Post the increased staffing related to the 2021 CMI increase, two of the County homes are below the three hours. This request is to increase hours from the current amount up to three for each of the homes. The 2022 budget anticipates Ministry funding to cover this increased costs and therefore has been fully funded.

Justification for expenditure

This increase in direct care staffing hours will be required to remain compliant with Ministry guidelines, as well as meeting the objective of the Provincial study with positive outcomes for residents and staff of Long Term Care.

Budget

Category	2022 Budget
(\$000's)	
Salaries	843
Operating Expense	843
Subsidies	843
Operating Revenue	843
Net Expenditure	0

LTC - Homes Tangible Capital Asset (TCA)

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

Description and scope for expenditure

For the 2022 budget period, staff have reviewed and prioritized building components and equipment repair and replacement related expenses utilizing the building condition assessment and departmental equipment requirements. The building components and equipment identified for replacement are at the end of their useful life and have been identified in the Asset Management Plan. In order to maintain the County's Long Term Care Homes, continued investment in infrastructure and equipment is required.

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

Justification for expenditure

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

Budget

Category	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Facilities	299	0	299	0	0
Operating Expense	299	0	299	0	0
Service Partners	66	0	66	0	0
Transfer from Reserve	233	0	233	0	0
Operating Revenue	299	0	299	0	0
Capital Revenue	356	0	356	0	0
Capital Expense	1,567	0	1,567	0	0
Net Capital	(1,211)	0	(1,211)	0	0
Net Expenditure	(1,211)	0	(1,211)	0	0

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Homes Net Expenditure by Location

Category (\$000's)	2022 Budget	Georgian Manor	Simcoe Manor	Sunset Manor	Trillium Manor
Facilities	299	62	33	171	33
Operating Expense	299	62	33	171	33
Service Partners	66	14	7	38	7
Transfer from Reserve	233	48	26	133	26
Operating Revenue	299	62	33	171	33
Capital Revenue	356	51	54	117	134
Capital Expense	1,567	187	244	529	607
Net Capital	(1,211)	(136)	(190)	(412)	(473)
Net Expenditure	(1,211)	(136)	(190)	(412)	(473)

LTC - Homes Tangible Capital Asset (TCA)

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

Description and scope for expenditure

Simcoe Manor redevelopment will create a new campus for various seniors housing and a new Long-Term Care component comprised of 160 beds. The redevelopment costs remain unchanged from the most recent Business Case provided to Council.

Justification for expenditure

Without the redevelopment of Simcoe Manor, the capital maintenance and equipment costs related to the current Simcoe Manor and Simcoe Village will only increase. Redevelopment will provide seniors throughout Simcoe County, new forms of accommodation providing services necessary for daily living in an aging in place community setting.

Budget

Category (\$000's)	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
Capital Revenue	103,349	4,727	9,951	58,657	30,014
Capital Expense	203,469	16,450	31,298	92,404	63,318
Net Capital	(100,120)	(11,723)	(21,347)	(33,747)	(33,304)
Net Expenditure	(100,120)	(11,723)	(21,347)	(33,747)	(33,304)



Seniors Services



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	3,889	3,960	4,050	4,176	4,050	(126)	(3.0)	0	0.0
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	4,543	4,406	4,762	4,434	4,842	407	9.2	79	1.7
Miscellaneous Income	359	160	242	170	254	84	49.5	12	5.0
Transfer from Reserve	517	501	505	490	629	139	28.3	124	24.5
Total Revenues	9,307	9,026	9,560	9,270	9,775	505	5.4	215	2.3
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	5,200	6,186	6,079	6,020	6,123	103	1.7	44	0.7
Administration	237	207	194	231	247	16	7.0	53	27.4
Facilities	1,582	1,490	1,491	1,473	1,651	178	12.1	160	10.8
Cost of Service Delivery	1,372	1,098	1,312	1,450	1,304	(147)	(10.1)	(9)	(0.7)
Transfer to Reserve	957	974	662	910	810	(100)	(11.0)	149	22.4
Total Expenses	9,348	9,956	9,738	10,085	10,135	51	0.5	397	4.1
Total Operating Balance	(41)	(930)	(178)	(815)	(361)	454	(55.7)	(182)	102.2
Capital									
Capital Revenue	1,645	403	581	581	423	(158)	(27.2)	(158)	(27.2)
Capital Expenses	1,685	403	581	581	423	(158)	(27.2)	(158)	(27.2)
Net Capital	(40)	0	0	0	0	0	0.0	0	0.0
Net Department	(81)	(930)	(178)	(815)	(361)	454	(55.7)	(182)	102.2

Seniors Services 2022 Budget vs. 2021 Budget Change

The 2022 Seniors Services budget includes a net department requirement (total operating and capital) of \$361K, compared to \$178K in 2021, an increase of \$182K. The increase in net department requirement is due to the ongoing costs estimated for the prevention and protection against COVID-19, most significantly in the retirement and social housing living areas.

Operating

The Seniors Services operating budget includes a total operating balance of \$361K, compared to \$178K in 2021, an increase of \$182K.

Subsidies are the same as in 2021. Subsidies fund the Adult Day Programs, Simcoe Village Supportive Housing, the Digital Health Coordinator program and Behavioural Supports Ontario. No Ministry funding increases have been announced for programs under Seniors Services for 2022.

User Fees are to increase by \$79K. The County of Simcoe provides various levels of care and service to residents living in Seniors Services. Rental rates are increased in accordance with the guidelines established by the Province of Ontario and were increased 1.2% for 2022 at the resident's anniversary date. User Fees are

based on costs of care and residents purchase additional services on an as needed basis. On average, service fees have increased by 3%.

Miscellaneous Income is to increase by \$12K. The Rendezvous Bistro at Georgian Village has expanded services to better serve the surrounding community and as a result anticipate increased food and beverage sales revenue.

Transfer from Reserve will increase by \$124K. The need for reserve funds varies annually depending on the operating projects identified in the Building Condition Assessment and equipment repair and replacement. Projects prioritized by staff are funded by reserves as outlined in the Request Form.

The operating balance requirement of Georgian Village shared spaces is also supported by reserve. This operating balance requirement is offset by operating surpluses of the housing types in the Village via Transfer to Reserve.

Salaries and Benefits are anticipated to increase by \$44K. During the pandemic Seniors Services required the support of additional staff. This included more hours for existing roles and the introduction of the Home Service Assistants. This increased staffing has been included in the 2022 budget. Throughout 2022 and as the need decreases these positions will be depleted by attrition and staff turnover. Pandemic staffing has decreased by \$129K from 2021 estimates.

Staff are requesting the addition of a Program Support Services Supervisor and expansion of the Volunteer Coordinator role to support Seniors Services. These two positions represent an increase of \$109K, fully funded by existing operations. Request forms detail the roles these positions will play in the department.

Other increases include costs associated with the County of Simcoe compensation guidelines and current collective agreements.

Administration costs are expected to increase by \$53K. This increase is a result of the reopening schedules. Cost increases include meetings and conferences, mileage as well as office specifics such as office supplies and accounts for \$16K of the overall increase. Insurance costs have increased \$7K per the corporate allocation.

Staff training and development costs have increased \$28K in the Behavioural Supports Ontario program as a partnership has been coordinated with a service provider to offer training to LTCSS staff in this program and across the County. This expenses is funded through subsidy in the program.

Facilities costs are projected to increase by \$160K. Projects identified by staff and through the Building Condition Assessment increased by \$147K over 2021, all of which are funded by reserves for each location. The remaining increase represents contractual pricing increases for services provided to facilities by external vendors and utilities increases per corporate guidelines.

Cost of Service Delivery is planned to decrease by \$9K. General pricing increases are offset by a decrease in the annual cost of personal protective equipment required for staff and residents of Seniors Services.

Transfer to Reserve will increase by \$149K. As part of the 2022 budget preparations costs associated with COVID-19 for Seniors Services will be funded by Municipal funding, as available. If COVID-19 costs can be applied to subsidies received the general operating surplus earned in each building type will be transferred to reserve to support future capital needs. The 2021 budget did not anticipate the allocation of such Municipal funding to Seniors Services.

2022 DEPARTMENT BUDGETS



Capital

The Department's Capital budget is \$423K. The details for each project are on the Request Form(s) included.

Seniors Services 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Seniors Services includes a net department requirement (total operating and capital) of \$361K, compared to \$815K in the 2021 Forecast, a decrease of \$454K.

Operating

The Seniors Services operating budget includes a total operating balance of \$361K, compared to \$815K in the 2021 Forecast, a decrease of \$454K.

Subsidies are to decrease by \$126K. One-time funding of \$80K for COVID-19 related expenses has been received and included in the 2021 forecast. No such funding has been included in the 2022 budget as the County has not received funding notices from applicable Ministries.

User Fees are to increase by \$407K. The 2021 forecast includes decreases in User Fees related to the operations heavily impacted by COVID-19. The Adult Day Programs have been running with only one client per day until September, reducing fees by \$110K. The 2022 budget assumes full operations for the entire calendar year. New admissions across all housing types was also impacted by the pandemic. County procedure included more turnover time for cleaning between residents, however

Provincial lockdowns and isolation periods resulted in a slower uptake from seniors on the facilities waitlists. These longer turnovers impacted both rental income and fees for ancillary services. Based on safe reopening practices and current waitlists the 2022 budget assumes full occupancy across housing types, including appropriate increases in pricing.

Miscellaneous Income is to increase by \$84K. This increase is represented by the safe reopening of full operations of the Georgian Village Rendezvous Bistro, including the expanded food service methods adopted during the pandemic.

Transfer from Reserve will increase by \$139K. The need for reserve funds varies annually depending on the operating projects identified in the Building Condition Assessment and equipment repair and replacement. Projects prioritized by staff are funded by reserves as outlined in the Request forms.

Salaries and Benefits are anticipated to increase by \$103K. The increase includes the addition of the Program Support Services Supervisor and the Volunteer Coordinator in the amount of \$54K (see following Request Forms) and sharing in roles in the Performance,

2022 DEPARTMENT BUDGETS



Quality and Development department in the amount of \$60K.

Staffing relating to the COVID-19 efforts were stabilized in 2021 and therefore the 2022 budget does not significantly differ from the 2021 forecast. Program closures that resulted in reduced staffing costs in the 2021 forecast have been returned to normal operating levels in the 2022 budget.

Other increases include costs associated with the County of Simcoe compensation guidelines and current collective agreements.

Administration costs are expected to increase by \$16K. Staff training and development costs have increased \$28K in the Behavioural Supports Ontario program as a partnership has been coordinated with a service provider to offer training to LTCSS staff in this program and across the County. This expense is funded through subsidy in the program. Space rental fees for the storage of personal protective equipment has been included in the 2021 forecast, however other options are being explored and similar charges have not been included in the 2022 budget.

Facilities costs are projected to increase by \$178K. Projects identified by staff and through the Building Condition Assessment increased by \$147K over 2021

forecast, all of which are funded by reserves for each location. The remaining increase represents contractual pricing increases for services provided to facilities by external vendors and utilities increases per corporate guidelines.

Cost of Service Delivery is planned to decrease by \$147K. The decrease in this category is related to COVID-19 related expenses. The 2021 forecast has significant charges for expenses such as personal protective equipment, uniform rental charges and cleaning supplies. The 2022 budget has been based on a reduction from 2021 for COVID-19 related expenses.

The decrease discussed above is offset by standard contractual and inflationary increases on standard operating expenses.

Transfer to Reserve will decrease by \$100K. The balances in Transfer to Reserve result from the operating surpluses of each building type. The overall increase is a result of increased operating expenses, such as the addition of staffing as outlined in the Request forms.

Capital

The Department's 2022 Capital budget is \$423K. The details for each project are on the Request form(s) included.

2022 DEPARTMENT BUDGETS



Seniors Services Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Program Support Supervisor	1.0	93	0
Volunteer Co-ordinator	0.2	16	0
Total Seniors Services	1.2	109	0

2022 DEPARTMENT BUDGETS



Seniors Services Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Building and Equipment	383	383	0	0	0	0	0	383	0
Vehicle Replacement	40	40	0	0	0	0	0	40	0
Total Capital	423	423	0	0	0	0	0	423	0

* Canada Community Building Fund formerly known as Gas Tax

Seniors Services Staffing

Expenditure Title: Program Support Services Supervisor
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Program Support Services Supervisor, Seniors Services will be responsible for:

- Age Friendly Initiative Lead: look for opportunities, strengthen collaboration with County Municipalities and Community Partners;
- Recruitment and supervision of Recreation staff to ensure consistency across all locations;
- Coordinate and collaborate with Long-Term Care staff on events, fundraising and programming;
- Future growth of Simcoe Village with recruitment of Recreation staff, development of programs for all housing types prior to campus opening;
- Collaborate with the Volunteer Coordinator in recruitment, training and scheduling of volunteers for Seniors Services; and
- Promote the Adult Day Program, including enhanced Dementia and Bathing components and consider future opportunities such as weekend respite.

Justification for expenditure

In absence of a Supervisor, it will be challenging to achieve:

- Identifying funding opportunities and new collaborative relationships;
- Development of new and enhanced programming for Adult Day Program and resident programming;
- Full delivery of recreation programming in the absence of dedicated and focussed coordination;
- Development and preparedness for the opening and operations of the new Simcoe Village campus.

Budget

Category	2022 Budget
(\$000's)	
Salaries	93
Operating Expense	93
User Fees	93
Operating Revenue	93
Net Expenditure	0

Seniors Services Staffing

Expenditure Title: Volunteer Coordinator (0.2 FTE)
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

Long Term Care and Seniors Services Volunteer Coordinator:

- presently this position exists and is currently four days a week, six hours per day serving Long Term Care homes only.
- Volunteer recruitment and coordination occurs in Seniors Services homes and programs by the Supervisors of Seniors Services and recreation staff, which in turns removes staff from programing and regular tasks/duties.
- Proposing to extend Volunteer Coordinator to a 5th day a week also at six hours to serve Seniors Services.
- This 5th day will mean the position will move from Part Time status to Full Time (60hrs/pay)
- Budget shows increased benefit obligation on entire wage, not only the incremental.

Justification for expenditure

The Volunteer Coordinator will provide more consistent and integrated connection with the volunteers and recreation staff across the different Seniors Services sites i.e. Georgian Residences, Georgian Adult Day Program (Penetanguishene & Elmvale), Simcoe Village and Sunset Suites. This position will support the recruitment, training, scheduling and maintenance of our volunteers in Seniors Services

Budget

Category	2022 Budget
(\$000's)	
Salaries	16
Operating Expense	16
Service Partners	2
User Fees	14
Operating Revenue	16
Net Expenditure	0

LTC - Seniors Services Operating & TCA

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

Description and scope for expenditure

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

In order to maintain the County's LTC - Seniors Services Villages, continued investment in infrastructure and equipment is required. More significant projects include a parking lot redesign at Georgian Village and elevator upgrade maintenance at Sunset Village

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	Total (\$000's)	2021 & Prior Budget	2022	2023 Plan	2024 +
Facilities	167	0	167	0	0
Operating Expense	167	0	167	0	0
Transfer from Reserve	167	0	167	0	0
Operating Revenue	167	0	167	0	0
Capital Revenue	383	0	383	0	0
Capital Expense	383	0	383	0	0
Net Expenditure	0	0	0	0	0

2022 DEPARTMENT BUDGETS



Seniors Services Net Expenditure by Location

Category (\$000's)	2022 Budget	Georgian Village	Simcoe Village	Sunset Village
Facilities	167	144	12	11
Operating Expense	167	143	12	11
Transfer from Reserve	167	143	12	11
Operating Revenue	167	143	12	11
Capital Revenue	383	296	27	60
Capital Expense	383	296	27	60
Net Capital	-	-	-	-
Net Expenditure	-	-	-	-

Seniors Services Tangible Capital Asset (TCA)

Expenditure Title: Vehicle Replacement
Strategic Direction: F - Responsive and Effective Governance

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. Replacement of the Simcoe Village passenger van is requested based on the County's Asset Management Plan. This vehicle is classified as "medium risk" classifying it as "consider for replacement" due to its age, repair and maintenance cost. The odometer reading is low and is not reflective of the vehicle's overall use which has been primarily on local outings for seniors. Due to this vehicles overall condition, this vehicle is projected to encounter increased risk of having unplanned repair and maintenance becoming unreliable which will adversely effect on the provision of senior services.

Justification for expenditure

If this vehicle is not replaced in 2022, the cyclical process of replacing vehicles will require increased purchases in 2023 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$3K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

Budget

Category	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
(\$000's)					
Capital Revenue	40	0	40	0	0
Capital Expense	40	0	40	0	0
Net Expenditure	0	0	0	0	0

2022 DEPARTMENT BUDGETS



Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
07-509	2006	17310	22900	8

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2022 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
18	15	35.9

*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.



Social and Community Services





Ontario Works



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	63,772	61,647	71,608	57,579	80,572	22,993	39.9	8,964	12.5
Service Partners	4,211	3,182	4,682	4,653	5,048	395	8.5	365	7.8
User Fees	1,535	1,484	1,714	1,348	1,978	630	46.8	264	15.4
Miscellaneous Income	0	0	0	0	0	0	0.0	0	0.0
Transfer from Reserve	128	0	0	0	0	0	0.0	0	0.0
Total Revenues	69,646	66,312	78,005	63,579	87,598	24,019	37.8	9,593	12.3
Operating Expenses									
Client Benefit	53,790	52,532	63,176	48,780	72,404	23,623	48.4	9,228	14.6
Salaries and Benefits	12,720	11,414	13,136	12,726	13,433	707	5.6	297	2.3
Administration	2,012	1,616	1,800	1,787	1,859	72	4.0	59	3.3
Facilities	1,677	271	172	162	173	11	6.6	1	0.4
Cost of Service Delivery	41	117	510	468	163	(306)	(65.3)	(348)	(68.1)
Transfer to Reserve	0	0	0	0	0	0	0.0	0	0.0
Total Expenses	70,240	65,950	78,794	63,924	88,031	24,108	37.7	9,237	11.7
Total Operating Balance	(594)	362	(790)	(345)	(434)	(89)	25.9	356	(45.1)
Capital									
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
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	(594)	362	(790)	(345)	(434)	(89)	25.9	356	(45.1)

Ontario Works 2022 Budget vs. 2021 Budget Change

The 2022 Ontario Works budget includes a net department requirement (total operating and capital) of \$434K, compared to \$790K in 2021, a decrease of \$356K.

The City of Barrie portion is \$3.7M, an increase of \$170K from 2021. The City of Orillia portion is \$1.4M, an increase of \$195K from 2021. The total Municipal requirement in 2022 is \$5.5M compared to \$5.5M in 2021, an increase of \$10K. Caseload shifts result in a 2.8% decrease to the County, a 1% increase to the City of Barrie, and a 1.8% increase to the City of Orillia.

Operating

The Ontario Works operating budget includes a total operating balance of \$434K, compared to \$790K in 2021, a decrease of \$356K.

Subsidies are to increase by \$9.0M. This is a result of increasing the Ontario Works caseload to 7,500 in 2022 from the 2021 budgeted caseload of 6,500. The Ontario Works caseload is expected to increase as recipients of federal COVID-19 recovery benefits exhaust their benefits and turn to Ontario Works for support.

User Fees are to increase by \$264K. This increase is due to the Ontario Works increase in caseload expected in 2022, however, User Fees are part of the overall subsidy claim calculation and net to a zero impact, as Ontario Works benefit payments are 100% provincially funded.

The Client Benefit payments will increase by \$9.2M. This is a result of increasing the Ontario Works caseload to 7,500 in 2022 from the 2021 budgeted caseload of 6,500. The Ontario Works caseload is expected to increase as recipients of federal COVID-19 recovery benefits exhaust their benefits and turn to Ontario Works for support.

Salaries and Benefits are anticipated to increase by \$297K. This increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$59K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies. Dental administration costs are also increasing

2022 DEPARTMENT BUDGETS



over the 2021 budget, which is directly related to the increased caseload in the 2022 budget.

Facilities costs are projected to increase by \$1K. This is a result of a slight increase in utilities in satellite offices.

Cost of Service Delivery is planned to decrease by \$348K. The 2021 budget included a one time expense for the implementation of the Electronic Document

Management model that is being developed as part of the Ministry's Social Assistance Reform mandate.

Capital

There are no Capital Projects in 2022 for this Department.

Ontario Works 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Ontario Works includes a net department requirement (total operating and capital) of \$434K, compared to \$345K in the 2021 Forecast, an increase of \$89K.

The City of Barrie portion is \$3.7M, an increase of \$287K from 2021 forecast. The City of Orillia portion is \$1.4M, an increase of \$108K from 2021 forecast. The total Municipal requirement in 2022 budget is \$5.5M compared to \$5.0M in 2021 forecast, an increase of \$484K.

Operating

The Ontario Works operating budget includes a total operating balance of \$434K, compared to \$345K in the 2021 Forecast, an increase of \$89K.

Subsidies are to increase by \$23.0M. This is a result of increasing the Ontario Works caseload to 7,500 in 2022 from the 2021 forecasted caseload of 5,500. The Ontario Works caseload is expected to increase as recipients of federal COVID-19 recovery benefits exhaust their benefits and turn to Ontario Works for support.

User Fees are to increase by \$630K. This increase is due to the Ontario Works increase in caseload expected in 2022, however, User Fees are part of the overall

subsidy claim calculation and net to a zero impact, as Ontario Works benefit payments are 100% provincially funded.

The Client Benefit payments will increase by \$23.6M. This is a result of increasing the Ontario Works caseload to 7,500 in 2022 from the 2021 forecasted caseload of 5,500. The Ontario Works caseload is expected to increase as recipients of federal COVID-19 recovery benefits exhaust their benefits and turn to Ontario Works for support.

Salaries and Benefits are anticipated to increase by \$707K. This increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases. The 2021 forecast includes savings in salaries and benefits as a result of redeployed staff to Long Term Care, vacancies, and short term leaves.

Administration costs are expected to increase by \$72K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies. Dental administration costs are also increasing

2022 DEPARTMENT BUDGETS



over the 2021 forecast, which is directly related to the increased caseload in the 2022 budget.

Facilities costs are projected to increase by \$11K. This is a result of a slight increase in utilities in satellite offices, net with maintenance savings realized in the 2021 forecast.

Cost of Service Delivery is planned to decrease by \$306K. The 2021 budget included a one time expense

for the implementation of the Electronic Document Management model that is being developed as part of the Ministry's Social Assistance Reform mandate.

Capital

There are no Capital Projects in 2022 for this Department.

Children Services



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	44,406	39,509	44,535	45,994	40,803	(5,190)	(11.3)	(3,732)	(8.4)
Service Partners	1,259	1,258	2,497	2,275	2,527	252	11.1	29	1.2
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	12	2	0	0	0	0	0.0	0	0.0
Transfer from Reserve	0	0	0	0	801	801	100.0	801	100.0
Total Revenues	45,677	40,768	47,033	48,268	44,131	(4,137)	(8.6)	(2,902)	(6.2)
Operating Expenses									
Client Benefit	43,323	38,976	45,745	45,952	42,903	(3,049)	(6.6)	(2,842)	(6.2)
Salaries and Benefits	3,174	2,758	3,325	3,127	3,250	124	4.0	(75)	(2.2)
Administration	80	77	98	101	113	12	11.9	15	15.1
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	0	0	0	0	0	0	0.0	0	0.0
Transfer to Reserve	472	1,032	0	1,224	0	(1,224)	(100.0)	0	0.0
Total Expenses	47,048	42,843	49,168	50,404	46,266	(4,137)	(8.2)	(2,902)	(5.9)
Total Operating Balance	(1,371)	(2,075)	(2,135)	(2,135)	(2,135)	0	0.0	0	0.0
Capital									
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
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	(1,371)	(2,075)	(2,135)	(2,135)	(2,135)	0	0.0	0	0.0

Children Services 2022 Budget vs. 2021 Budget Change

The 2022 Children Services budget includes a net department requirement (total operating and capital) of \$2.1M, compared to \$2.1M in 2021, a decrease of \$0.

The City of Barrie portion is \$2.0M, an increase of 0 from 2021. The City of Orillia portion is \$482K, an increase of \$29K from 2021. The total Municipal requirement in 2022 is \$4.7M compared to \$4.6M in 2021, an increase of \$29K. This increase is attributed to the new 50:50 cost-sharing requirement under administration being lowered from the maximum allowable administration level of 10% in 2021 to 5% in 2022. Caseload shifts result in a 2.1% increase to the County, a 3.7% decrease to the City of Barrie, and a 1.6% increase to the City of Orillia.

Operating

The Children Services operating budget includes a total operating balance of \$2.1M, which has not changed in 2022.

Subsidies are to decrease by \$3.7M. This decrease is representative of the overall decrease to our year over year provincial funding allocations based on our known 2021 allocations from the Ministry of Education. Approximately \$3.6M represents the unknown

continuation of the Federal Early Learning Child Care program in 2022.

Transfer from Reserve will increase by \$801K. CCW 2021-038 outlined the details of a \$1.2M one time transitional grant received in 2021 to assist with the new required cost sharing of 50/50 provincial/municipal administration funding. This funding was applied in 2021, resulting in municipal savings being transferred to the Social Services Reserve to help offset future year budget pressures. In 2022, \$801K is being transferred from the reserve for this purpose.

The Client Benefit payments will decrease by \$2.8M. This decrease is representative of the unknown continuation of the Federal Early Learning Child Care program in 2022. The new 5% administration funding cap results in more provincial funding being allocated to the program, through client benefits, in 2022.

Salaries and Benefits are anticipated to decrease by \$75K. There is a request to move a Program Supervisor from Children Services to Community Services in 2022, resulting in \$139K savings to Children Services, as well as a \$33K adjustment to remove a Community Services salary split from Children Services. There is one staffing

2022 DEPARTMENT BUDGETS



request included in the Children Services budget for a Clerical position, resulting in a \$72K increase. Without the changes in FTE's for 2022, the increase to salaries and benefits is 0.8%. 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 \$15K. This increase is a result of reopening schedules. Cost

increases include staff training, meetings and conferences, as well as office specifics such as office supplies.

Capital

There are no Capital Projects in 2022 for this Department.

Children Services 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Children Services includes a net department requirement (total operating and capital) of \$2.1M, compared to \$2.1M in the 2021 Forecast, a decrease of \$0.

The City of Barrie portion is \$2.0M, an increase of \$253K from 2021 forecast. The City of Orillia portion is \$482K, a decrease of \$1K from 2021 forecast. The total Municipal requirement in 2022 budget is \$4.7M compared to \$4.4M in 2021 forecast, an increase of \$252K. This increase is attributed to the new 50:50 cost sharing requirement under administration being lowered from the maximum allowable administration level of 10% in 2021 to 5% in 2022.

Operating

The Children Services operating budget includes a total operating balance of \$2.1M, compared to \$2.1M in the 2021 Forecast, a decrease of \$0.

Subsidies are to decrease by \$5.2M. This decrease is representative of the overall decrease to our year over year provincial funding allocations based on our known 2021 allocations from the Ministry of Education.

Approximately \$3.6M represents the unknown continuation of the Federal Early Learning Child Care

program in 2022. As well, the 2021 forecast includes the one time transitional grant for administration, Safe Restart COVID-19 funding, and Emergency Child Care funding.

Transfer from Reserve will increase by \$801K. CCW 2021-038 outlined the details of a \$1.2M one time transitional grant received in 2021 to assist with the new required cost sharing of 50/50 provincial/municipal administration funding. This funding was applied in 2021, resulting in municipal savings being transferred to the Social Services Reserve to help offset future year budget pressures. In 2022, \$801K is being transferred from the reserve for this purpose.

The Client Benefit payments will decrease by \$3.0M. This decrease is representative of the unknown continuation of the Federal Early Learning Child Care program in 2022. The new 5% administration funding cap results in more provincial funding being allocated to the program, through client benefits, in 2022. As well, the 2021 forecast includes the payments for the Safe Restart COVID-19 funding and the Emergency Child Care funding

Salaries and Benefits are anticipated to increase by \$124K. There is a request to move a Program

Supervisor from Children Services to Community Services in 2022, resulting in \$139K savings to Children Services, as well as a \$33K adjustment to remove a Community Services salary split from Children Services. There is one staffing request included in the Children Services budget for a Clerical position, resulting in a \$72K increase. In the 2021 forecast, there is \$198K surplus in salaries and benefits as a result of vacancies and redeployed staff to Long Term Care. Without the changes in FTE's for 2022, the increase to salaries and benefits is 0.8%. 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 \$12K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and

conferences, as well as office specifics such as office supplies.

Transfer to Reserve will decrease by \$1.2M. This transfer to reserve in 2021 was a one time adjustment as a result of CCW 2021-038, which outlined the details of a \$1.2M one time transitional grant received in 2021 to assist with the new required cost sharing of 50/50 provincial/municipal administration funding. This funding was applied in 2021, resulting in municipal savings being transferred to the Social Services Reserve to help offset future year budget pressures.

Capital

There are no Capital Projects in 2022 for this Department.

Children Services Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Clerical	1.0	72	37
Program Supervisor	(1.0)	(139)	(48)
Total Children Services	0	(66)	(11)

Children Services Staffing

Expenditure Title: Clerical
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The addition of one permanent Clerical position will support the effective, accurate, and timely completion of tracking and documentation related to Service Agreements governing 238 County-funded programs (198 Licensed Child Care Programs; 37 EarlyOn Child and Family Centre Sites; and three Special Needs Resourcing Agencies). Given an increased number of service agreements, enhanced reporting requirements, and complexity of reporting requirements, the workload associated with the clerical support function is beyond what the current staff complement can effectively manage. One additional Clerical position will help to mitigate the margin for error, thereby reducing the County's risk from both a financial and/or reputational perspective.

Justification for expenditure

In 2019, the Ministry of Education announced a reduction in provincial administrative funding, from 10% to 5%, to be phased in across 2020-2022. To prepare for the forthcoming reductions, the 2020 budget reflected the reduction of one Clerical position and one Manager position. The workload associated with the clerical support function is no longer tenable and we are asking to return to the former clerical complement.

Budget

Category	2022 Budget
(\$000's)	
Salaries	72
Operating Expense	72
Service Partners	35
Operating Revenue	35
Net Expenditure	(37)

Community Services



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	11,231	16,481	10,674	22,888	10,721	(12,167)	(53.2)	47	0.4
Service Partners	896	1,003	1,047	1,000	1,115	115	11.5	69	6.6
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	75	80	115	120	115	(5)	(4.2)	0	0.0
Transfer from Reserve	150	223	0	0	0	0	0.0	0	0.0
Total Revenues	12,351	17,786	11,836	24,008	11,951	(12,057)	(50.2)	116	1.0
Operating Expenses									
Client Benefit	12,699	17,852	12,514	24,637	12,449	(12,188)	(49.5)	(65)	(0.5)
Salaries and Benefits	1,111	1,175	1,331	1,266	1,623	357	28.2	292	21.9
Administration	103	53	65	72	83	11	15.9	18	27.1
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	0	0	0	0	0	0	0.0	0	0.0
Transfer to Reserve	177	488	0	71	0	(71)	(100.0)	0	0.0
Total Expenses	14,089	19,568	13,911	26,047	14,155	(11,891)	(45.7)	245	1.8
Total Operating Balance	(1,738)	(1,782)	(2,075)	(2,038)	(2,204)	(166)	8.1	(129)	6.2
Capital									
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
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	(1,738)	(1,782)	(2,075)	(2,038)	(2,204)	(166)	8.1	(129)	6.2

Community Services 2022 Budget vs. 2021 Budget Change

The 2022 Community Services budget includes a net department requirement (total operating and capital) of \$2.2M, compared to \$2.1M in 2021, an increase of \$129K.

The City of Barrie portion is \$925K, an increase of \$56K from 2021. The City of Orillia portion is \$191K, an increase of \$12K from 2021. The total Municipal requirement in 2022 is \$3.3M compared to \$3.1M in 2021, an increase of \$198K.

Operating

The Community Services operating budget includes a total operating balance of \$2.2M, compared to \$2.1M in 2021, an increase of \$129K.

Subsidies are to increase by \$47K. This increase is due to the timing of the Reaching Home federal funding that fluctuates annually according to the five year agreement.

Miscellaneous Income is the same as in 2021.

The Client Benefit payments will decrease by \$65K. This decrease is a result of the salaries and benefits, as well as administration, going up in the Consolidated Homelessness Prevention Initiative program. As this is

block funding, when the administration cost increases, the dollars available to spend within the program decreases.

Salaries and Benefits are anticipated to increase by \$292K. There are two staffing requests included in the 2022 budget. The first is a transfer of an existing Program Supervisor from Children Services to Community Services. The second is conversion of an existing position within the Local Immigration Partnership program to a full-time position in a new classification. As well, there was a salary reallocation as a result of the realignment of a position from Children Services to Community Services in the 2022 budget. Excluding these requested changes for 2022, the salaries and benefits have increased 1.9% over the 2021 budget. The increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$18K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies.

2022 DEPARTMENT BUDGETS



Capital

There are no Capital Projects in 2022 for this Department.

Community Services 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Community Services includes a net department requirement (total operating and capital) of \$2.2M, compared to \$2.0M in the 2021 Forecast, an increase of \$166K.

The City of Barrie portion is \$925K, an increase of \$96K from 2021 forecast. The City of Orillia portion is \$191K, an increase of \$20K from 2021 forecast. The total Municipal requirement in 2022 budget is \$3.3M compared to \$3.0M in 2021 forecast, an increase of \$281K.

Operating

The Community Services operating budget includes a total operating balance of \$2.2M, compared to \$2.0M in the 2021 Forecast, an increase of \$166K.

Subsidies are to decrease by \$12.2M. This material decrease is because the forecast includes the 2021 allocation of COVID-19 funding.

Miscellaneous Income is to decrease by \$5K.

The Client Benefit payments will decrease by \$12.2M. This material decrease is because the 2021 forecast includes the 2021 allocation of COVID-19 funding, and therefore, offsetting expenses in client benefits.

Salaries and Benefits are anticipated to increase by \$357K. There are two staffing requests included in the 2022 budget. The first is a transfer of an existing Program Supervisor from Children Services to Community Services. The second is the conversion of an existing position within the Local Immigration Partnership program to a full-time position in a new classification. As well, there was a salary reallocation as a result of the realignment of a position from Children Services to Community Services in the 2022 budget. Excluding these requested changes for 2022, the salaries and benefits have increased 1.9% over the 2021 budget. The increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases. The 2021 forecast recognized \$65K of savings due to vacancies.

Administration costs are expected to increase by \$11K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies.

2022 DEPARTMENT BUDGETS



Transfer to Reserve will decrease by \$71K. The 2021 forecast includes a transfer to reserve for returned funding that was originally paid from the social services reserve in 2020.

Capital

There are no Capital Projects in 2022 for this Department.

Community Services Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Program Supervisor	1.0	139	48
Administrative Assistant	(1.0)	(26)	(18)
Project Co-ordinator	1.0	112	78
Total Community Services	1.0	225	108

Community Services Staffing

Expenditure Title: Program Supervisor
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Community Services department houses a team of three Research Analysts to support the work of the Early Learning and Child Care System, homelessness service system management as well as other divisional and corporate requirements for data collection and analysis, including supporting the work of the Community Data Consortium. With increased emphasis on homelessness system management, including increased federal and provincial funding through Reaching Home and the Community Homelessness Prevention Initiative, the addition of one Program Supervisor is key to providing necessary oversight and direction to guide and direct the work of the research team is required. Federal and provincial initiatives rely heavily on outcomes based reporting including requirements such as By Name Lists, Coordinated Access, Homelessness Individuals and Families Information System and the Regional Enumeration process and data is critical to inform local system planning. The Program Supervisor will provide oversight to the Research team to ensure projects and reporting requirements are prioritized.

Justification for expenditure

The Program Supervisor position has been housed within the Childrens Services department, primarily supporting the work of the Early Learning and Child Care system. Assuming the position within the Community Services budget will align with outcomes based reporting requirements of federal and provincial funding envelopes, provide ongoing support to the work of the Early Learning and Child Care system, support local system management and will provide necessary oversight to the Research Analysts.

Budget

Category	2022 Budget
(\$000's)	
Salaries	139
Operating Expense	139
Subsidies	69
Service Partners	21
Operating Revenue	91
Net Expenditure	(48)

Community Services Staffing

Expenditure Title: Project Coordinator
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Local Immigration Partnership (LIP) is experiencing growing capacity needs to meet community requests for support as the pace of intraprovincial migration has accelerated during the pandemic including migration to Simcoe County from the GTA. The LIP staffing complement consists of one Manager, one Project Coordinator and one Administrative Assistant. In order to effectively meet the increased demand for community support related to initiatives as contained within the Local Immigration Partnership Community Settlement Strategy, it is necessary to increase staffing capacity within the Project Coordinator role. This can be achieved by eliminating the Administrative Assistant role and increasing the number of Project Coordinator positions from one to two. At the time of the last census period in 2016, there were 61,605 immigrant residents in Simcoe County, representing 13.1% of the population and the immigrant population in Simcoe County has grown since that time, which the 2021 census data will demonstrate, once available.

Justification for expenditure

Adding one Project Coordinator position will allow the LIP to keep pace with community requests, embark on new initiatives and continue with cornerstone activities like the Newcomer Recognition Awards and the #ITSTARTS campaign. Limited funding in 2021 resulted in an adjustment to the budget, reducing the Administrative Assistant's hours down to two days a week. This change would enable this position to return to five days a week.

Budget

Category	2022 Budget
(\$000's)	
Salaries	86
Operating Expense	86
Service Partners	26
Operating Revenue	26
Net Expenditure	(60)



Simcoe County Housing Corporation



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	2,458	2,461	2,167	2,167	2,173	6	0.3	6	0.3
Service Partners	1,992	2,197	2,583	2,477	2,709	232	9.4	126	4.9
User Fees	7,753	9,282	9,953	9,948	9,932	(16)	(0.2)	(20)	(0.2)
Miscellaneous Income	778	4,590	31	38	31	(7)	(19.4)	0	0.0
Transfer from Reserve	626	695	1,034	701	1,705	1,004	143.2	671	64.9
Total Revenues	13,608	19,225	15,767	15,332	16,550	1,218	7.9	783	5.0
Operating Expenses									
Client Benefit	1,006	1,070	1,221	1,137	1,236	99	8.7	15	1.2
Salaries and Benefits	3,450	4,023	4,250	4,577	4,919	342	7.5	669	15.7
Administration	665	759	673	749	769	21	2.8	96	14.3
Facilities	8,496	8,845	10,227	9,429	10,352	922	9.8	124	1.2
Cost of Service Delivery	1,767	2,220	2,143	2,438	2,143	(295)	(12.1)	0	0.0
Transfer to Reserve	1,581	6,131	1,450	1,549	1,606	57	3.7	156	10.7
Total Expenses	16,965	23,048	19,966	19,879	21,025	1,146	5.8	1,060	5.3
Total Operating Balance	(3,357)	(3,824)	(4,198)	(4,547)	(4,475)	72	(1.6)	(277)	6.6
Capital									
Capital Revenue	30,779	15,658	15,004	22,830	37,624	14,794	64.8	22,620	150.8
Capital Expenses	33,399	17,163	19,200	27,033	51,682	24,649	91.2	32,482	169.2
Net Capital	(2,620)	(1,505)	(4,196)	(4,204)	(14,058)	(9,855)	234.4	(9,862)	235.0
Net Department	(5,978)	(5,329)	(8,394)	(8,751)	(18,533)	(9,782)	111.8	(10,139)	120.8

Simcoe County Housing Corporation 2022 Budget vs. 2021 Budget Change

The 2022 Simcoe County Housing Corporation budget includes a net department requirement (total operating and capital) of \$18.5M, compared to \$8.4M in 2021, an increase of \$10.1M.

The City of Barrie portion is \$15.2M, an increase of \$8.8M from 2021. The City of Orillia portion is \$3.1M, an increase of \$1.8M from 2021. The total Municipal requirement in 2022 is \$36.9M compared to \$16.1M in 2021, an increase of \$20.8M.

Operating

The Simcoe County Housing Corporation operating budget includes a total operating balance of \$4.5M, compared to \$4.2M in 2021, an increase of \$277K.

Subsidies are to increase by \$6K. This is the result of an increase in the Canada-Ontario Community Housing Initiative funding of \$110K, and a decrease of \$104K in federal funding as debentures in the Simcoe County Housing Corporation properties expire.

User Fees are to decrease by \$20K. This is attributed to a reduction in forecasted rental revenues on the existing housing stock, offset by rental increases in the Collingwood, Wasaga Beach, and Tay developments.

Miscellaneous Income is the same as in 2021.

Transfer from Reserve will increase by \$671K. There is \$651K included in the 2022 budget for an amount equal to the security costs transferred from the Contingency Reserve. As well, the County's portion of the facility costs that are above the annual maintenance budget are included in the 2022 budget, as projected through the County's Asset Management Plan..

The Client Benefit payments will increase by \$15K. This is due to a 1.2% increase on commercial rent supplement payments, as per the 2022 rent control guidelines.

Salaries and Benefits are anticipated to increase by \$669K. There is a total increase of six FTE over the 2021 budget, consisting of three FTE approved in-year in 2021 and three FTE proposed for 2022, which are a Tenant Navigator, a Maintenance and Facilities Supervisor, and a Building Superintendent. Excluding those approved in-year and the 2022 proposed FTE's, salaries and benefits would have increased by 1.2%. This is related to collective agreement changes, as well as standard salary and benefit increases.

Administration costs are expected to increase by \$96K. This includes an increase in bad debts, in projected insurance costs, as well as an increase associated to the reopening schedules, including staff training, meetings and conferences, as well as office specifics such as office supplies.

Facilities costs are projected to increase by \$124K. As per the County Asset Management Plan, required facility costs are increasing \$103K. Property taxes are decreasing by \$38K due to a reduction relating to Collingwood's MPAC assessed value. Utilities are increasing by \$59K.

Cost of Service Delivery will not change in 2022. The 2022 budget includes \$651K for security costs that are offset by the removal of 2021 budgeted costs for contracted cleaning, supplies, & PPE. This increase is further offset by a decrease in debenture costs associated with Simcoe County Housing Corporation properties.

Transfer to Reserve will increase by \$156K. This is a result of increased operating surpluses associated with the Collingwood and Wasaga Beach Affordable Housing Developments, as well as an increase of \$100K for future facility maintenance requirements, as per the County's Asset Management Plan.

Capital

The Department's Capital budget is \$51.7M. The details for each project are on the Request Form(s) included.

The capital program includes two major facility developments. The first is located in the City of Orillia. This development is utilizing approximately six acres of a 9.4 acre parcel of land for the creation of one new apartment building which will include a campus social and community services hub approach. This development is currently in the pre-construction phase for approximately 130 new affordable housing units (including three replacement rent-geared-to-income units).

The second major facility development is the site design for the affordable housing development in the Town of Bradford West Gwillimbury.

The main goal of the planned developments is to maximize County owned lands for the purpose of increasing the supply of affordable housing while creating a more sustainable, energy efficient housing portfolio with prudent annual operating costs and consolidation of hub services where appropriate. These development plans support the County's 10-Year Affordable Housing and Homelessness Prevention Strategy and make a significant contribution towards targets in these regions of the County.

Simcoe County Housing Corporation 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Simcoe County Housing Corporation includes a net department requirement (total operating and capital) of \$18.5M, compared to \$8.8M in the 2021 Forecast, an increase of \$9.8M.

The City of Barrie portion is \$15.2M, an increase of \$7.7M from 2021 forecast. The City of Orillia portion is \$3.1M, an increase of \$1.6M from 2021 forecast. The total Municipal requirement in 2022 budget is \$36.9M compared to \$17.9M in 2021 forecast, an increase of \$19.0M.

Operating

The Simcoe County Housing Corporation operating budget includes a total operating balance of \$4.5M, compared to \$4.5M in the 2021 Forecast, a decrease of \$72K.

Subsidies are to increase by \$6K. This is a result of an increase in the Canada-Ontario Community Housing Initiative funding of \$110K, and a decrease of \$104K in federal funding as debentures in the Simcoe County Housing Corporation properties expire.

User Fees are to decrease by \$16K. This is attributed to a reduction in forecasted rental revenues on the existing

housing stock, offset by rental increases in the Collingwood, Wasaga Beach, and Tay developments.

Miscellaneous Income is to decrease by \$7K.

Transfer from Reserve will increase by \$1.0M. There is \$651K included in the 2022 budget for an amount equal to the security costs transferred from the Contingency Reserve. As well, the County's portion of the facility costs that are above the annual maintenance budget are included in the 2022 budget, as projected through the County's Asset Management Plan. The 2021 forecast includes multiple facilities projects that have been deferred to 2022 and 2023, thus reducing the transfer from reserve in 2021.

The Client Benefit payments will increase by \$99K. This is a result of a 1.2% increase on commercial rent supplement payments, as per 2022 rent control guidelines. The 2021 forecast recognized \$85K worth of savings in this program.

Salaries and Benefits are anticipated to increase by \$342K. There is a total increase of three FTE staffing requests over the 2021 forecast, consisting of a Tenant Navigator, a Maintenance and Facilities Supervisor, and

2022 DEPARTMENT BUDGETS



a Building Superintendent. Excluding these proposed FTE's, salaries and benefits would have increased by 1.2%, which 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 \$21K. This includes an increase in bad debts, an increase in projected insurance costs, as well as an increase as a result of reopening schedules, including staff training, meetings and conferences, as well as office specifics such as office supplies.

Facilities costs are projected to increase by \$922K. As per the County Asset Management Plan, required facility costs are increasing \$718K. The County's portion is funded from reserve, as a \$600K transfer to reserve is included in the annual budget for this purpose. Property taxes are increasing by \$127K due to projected increases and utilities are increasing \$77K in the 2022 budget.

Cost of Service Delivery is planned to decrease by \$295K. The 2022 budget includes \$651K for security costs that are being offset by the removal of 2021 budgeted costs for contracted cleaning, supplies, & PPE. This increase is further offset by a decrease in debenture costs associated with Simcoe County Housing Corporation properties. The 2021 forecast includes security costs that were not included in the 2021 budget.

Transfer to Reserve will increase by \$57K. This is a result of an increase for future facility maintenance requirements per the County's Asset Management Plan.

Capital

The Department's 2022 Capital budget is \$51.7M. The details for each project are on the Request Form(s) included.

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Simcoe County Housing Corporation Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Building Superintendent	1.0	82	57
Tenant Navigator	1.0	99	69
Maintenance and Facilities Supervisor	1.0	119	82
Total Simcoe County Housing Corporation	3.0	300	208

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

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Affordable Housing (Barrie)	5,630	125	0	20	0	16	3	73	12
Affordable Housing (Bradford)	28,433	12,519	0	4,834	0	3,192	658	1,248	2,587
Affordable Housing (Orillia)	79,441	36,644	0	10,872	0	9,171	1,890	4,339	10,372
Albert Street (Collingwood)	48	48	0	0	0	12	2	10	23
Bay Street (Midland)	27	27	0	0	0	7	1	6	13
Blake Street (Barrie)	38	38	0	0	0	10	2	8	18
Brock Street (Clearview)	108	108	0	0	0	28	6	23	52
Brooks Street (Barrie)	166	166	0	0	0	42	9	95	20
Cook Street (Barrie)	70	70	0	0	0	18	4	15	33
Harriet Street (Penetanguishene)	69	69	0	0	0	18	4	15	33
Maria Street (Penetanguishene)	264	264	0	0	0	67	14	56	127
Matthew Way (Collingwood)	76	76	0	0	0	19	4	16	36
Midland Avenue (Midland)	67	67	0	0	0	17	4	14	32
Miller Park Avenue (Bradford)	32	32	0	0	0	8	2	7	16
Napier Street (Collingwood)	201	201	0	0	0	51	11	43	96
Oxford Street (Orillia)	149	149	0	0	0	38	8	32	71
Regent Street (Orillia)	25	25	0	0	0	6	1	5	12
Seventh Lane (Wasaga Beach)	509	509	0	0	0	130	27	109	244
St. Paul Street (Collingwood)	40	40	0	0	0	10	2	9	19
Victoria Street (Innisfil)	221	221	0	0	0	56	12	47	106

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Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Wellington Street (New Tecumseth)	147	147	0	0	0	37	8	31	70
Yonge Street (Midland)	46	46	0	0	0	12	2	10	22
Yonge Street (Springwater)	92	92	0	0	0	23	5	20	44
Total Capital	115,898	51,682	0	15,726	0	12,989	2,676	6,232	14,058

* Canada Community Building Fund formerly known as Gas Tax

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 (SCHC) provides front line 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 position will be based out of the western area of the County. It will be deployed to assist with coverage as needed, and will allow SCHC to maintain sites to high standards. There is a need for additional human resources in this area due to the increased number of County-owned apartment buildings and the increased maintenance needs of aging infrastructure. Currently, SCHC needs to utilize contractors for certain staff functions in order to meet basic service levels.

Justification for expenditure

The addition of this front line Building Superintendent position is critical to allow the SCHC 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 SCHC day-to-day maintenance and asset management responsibilities.

Budget

Category	2022 Budget
(\$000's)	
Salaries	82
Operating Expense	82
Service Partners	25
Operating Revenue	25
Net Expenditure	(57)

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 Simcoe County Housing Corporation (SCHC) provides social work support to the most vulnerable tenants in the portfolio, (i.e. those who encounter multiple challenges that can create obstacles to maintaining successful tenancies). Building on the success of the three current Tenant Navigator positions in the portfolio, this additional position will allow more hands-on time with those tenants in the greatest need and aid with overall goals of improving the quality of life at SCHC properties and promoting positive neighbourly relations. It is recognized that permanent housing stabilizes peoples' lives; however, some tenants need additional support beyond subsidized rent, such as professional social work linkages to specialized agencies and ongoing support and encouragement to the tenant for follow-up.

Justification for expenditure

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

Budget

Category	2022 Budget
(\$000's)	
Salaries	99
Operating Expense	99
Service Partners	31
Operating Revenue	31
Net Expenditure	(69)

Simcoe County Housing Corporation Staffing

Expenditure Title: Maintenance and Facilities Supervisor
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Maintenance and Facilities Supervisor position within Simcoe County Housing Corporation (SCHC) provides supervision to front line Building Superintendents. The SCHC portfolio continues to grow with the opening of Wasaga Beach and Victoria Harbour in 2020/2021 and future builds in Bradford, Orillia and Barrie that are in varying stages of planning and construction. In consideration of all the past decade builds, the upcoming builds, and the taking on of Indigenous and Georgian Blue Gardens units following devolution, the portfolio will have grown by 748 units, which is 64% added to the original portfolio. The Supervisor position provides support to the Maintenance Manager through addressing activities related to planned jobs, including site inspections, specification development, tendering, reviewing and awarding of contracts, and deficiency follow-up. Implementation of this position in 2022 will allow for operational involvement during the completion and opening of Bradford and Orillia developments.

Justification for expenditure

If this position is not approved, staff will be challenged to continue to provide the high quality of work and adherence to health and safety legislation and guidelines. In addition to addressing overall growth of SCHC portfolio over time, as some of the portfolio ages, there is an increased requirement to oversee more annual planned projects and to maintain the buildings at a high quality.

Budget

Category	2022 Budget
(\$000's)	
Salaries	119
Operating Expense	119
Service Partners	36
Operating Revenue	36
Net Expenditure	(82)

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 upon the Council-approved preliminary business case, the County has purchased the property at Rose Street in Barrie with a view for development. The site is ideally suited for a future affordable housing site as well as a new Barrie location for the County's Social and Community Services office. A rigorous due diligence analysis was completed that examined the suitability of the site for the future development. The analysis studied the available site services, traffic, soils, and also included preconsultation discussions with the City of Barrie. 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 preliminary design, costing and planning approvals for the site in order that a more detailed design and costing can be brought to County Council for future plans and direction.

Justification for expenditure

This project supports the 10-Year Affordable Housing and Homelessness Prevention Strategy and will significantly contribute to the achievement of much needed affordable housing targets. The property has been purchased; demolition of the unusable building will occur in 2021, in readiness for construction. The short term lease for the County's Social and Community Services office in Barrie is expiring; this new location will be ideal.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	5,113	5,000	113	0	0
Capital Expense	5,630	5,505	125	0	0
Net Capital	(517)	(505)	(12)	0	0
Net Expenditure	(517)	(505)	(12)	0	0

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 continues the construction of the Bradford Affordable Housing development. The project at 125 Simcoe Road is a rental development 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.

The Bradford site 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 of 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.

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. The property is being transferred from the Town to the County as part of this project. This location will be ideal for the County's Social and Community Services office in Bradford.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	22,565	433	9,932	12,200	0
Capital Expense	28,433	541	12,519	15,373	0
Net Capital	(5,869)	(108)	(2,587)	(3,173)	0
Net Expenditure	(5,869)	(108)	(2,587)	(3,173)	0

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 (RGI) 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.

Justification for expenditure

This project supports the 10-Year Affordable Housing and Homelessness Prevention Strategy and will significantly contribute to the achievement of much-needed affordable housing targets. Construction has started; 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.

Budget

Category (\$000's)	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
Capital Revenue	58,479	14,825	26,272	17,382	0
Capital Expense	79,441	18,112	36,644	24,684	0
Net Capital	(20,962)	(3,288)	(10,372)	(7,302)	0
Net Expenditure	(20,962)	(3,288)	(10,372)	(7,302)	0

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

The original main entrance door system in the vestibule and one emergency exit at the end of the public corridor have reached the end of their useful life due to extended use. They show notable signs of damage, sagging, corrosion and wear due to age. These doors will be replaced with more modern and durable components.

Justification for expenditure

If the door systems are not replaced they could be problematic for access to the building for tenants, visitors, and emergency responders due to general wear, binding and aging of doors, locks, auto-openers, and hinge sets.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	25	0	25	0	0
Capital Expense	48	0	48	0	0
Net Capital	(23)	0	(23)	0	0
Net Expenditure	(23)	0	(23)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

This project is an exterior site upgrade consisting of a covered smoking shelter designed to meet required specified design criteria. It will also be constructed on a concrete pad with walkways for tenants' use due to our 'no smoking' policy for existing and new tenants.

Justification for expenditure

The smoking shelter will provide an approved designated area, which tenants can safely go in all weather conditions to smoke while adhering to County smoking policies and current Provincial legislation. This shelter will promote 'only outdoor' smoking and give tenants who choose to smoke an accessible, sheltered, dry location in which to do so.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	14	0	14	0	0
Capital Expense	27	0	27	0	0
Net Capital	(13)	0	(13)	0	0
Net Expenditure	(13)	0	(13)	0	0

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

The exterior entrance door systems in the main entrance and other main floor exits have reached the end of their useful life due to extended use. They show notable signs of damage, sagging, corrosion and wear due to age. This replacement project will include modern and durable components.

Justification for expenditure

If the door systems are not replaced they could be problematic for access to the building for tenants, visitors, and emergency responders due to general wear, binding and aging of doors, lock and hinge sets.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	20	0	20	0	0
Capital Expense	38	0	38	0	0
Net Capital	(18)	0	(18)	0	0
Net Expenditure	(18)	0	(18)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The shingle roof has reached the end of its lifespan at roughly 20 years old. The shingled roof will be replaced by a metal roof, which is expected to have a lifespan that exceeds 35 years. The roof will provide a longer lasting product that is more weather-resistant and will maintain a better appearance throughout the life of the roof as compared to shingles.

Justification for expenditure

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

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	56	0	56	0	0
Capital Expense	108	0	108	0	0
Net Capital	(52)	0	(52)	0	0
Net Expenditure	(52)	0	(52)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The electrical suite panels that supply all electricity to the apartment suites in the original side of the building are original to construction and are at the end of their useful serviceable life and need full replacement or refurbishing.

As this is one of the largest seniors buildings, an emergency generator will be installed to keep life safety systems, elevators, and other key systems operational during power disruptions to keep vulnerable seniors safe in their units. The diesel generator is being repurposed from the 20 Rose Street acquisition, as it was recently installed by the province and is in new condition. The used equipment will provide the power required and save installation costs.

Justification for expenditure

If the work of replacing the electrical panel(s) is not completed, it is possible to have a full electrical failure to the individual suites in the building, including an impact on tenants' heating, refrigeration, and lighting circuits creating unnecessary hardship for residents. Not completing the generator increases the risk of trying to procure a large enough generator during an event or the difficult task of relocation into other accommodations that may not be available.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	146	0	146	0	0
Capital Expense	166	0	166	0	0
Net Capital	(20)	0	(20)	0	0
Net Expenditure	(20)	0	(20)	0	0

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

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

Justification for expenditure

If the driveway, parking lot, and sidewalks are not replaced and repaired, there will be possible tripping and driving hazards, resulting in tenant safety risks and increased liability for the County. Additionally, they will appear to be aged and deteriorating. The work will improve accessibility standards and visibility and will reduce safety concerns caused by potholes and uneven surfaces.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	36	0	36	0	0
Capital Expense	70	0	70	0	0
Net Capital	(33)	0	(33)	0	0
Net Expenditure	(33)	0	(33)	0	0

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

The driveway and parking lot have reached the end of their lifespan and show significant signs of wear, deterioration, and surface damage. The existing curbs will be replaced and the parking lot will be regraded to improve drainage conditions. Areas of concrete walkways have also reached the end of their lifespan and show considerable signs of wear, heaving, and deterioration. The new walkways will be regraded to improve winter maintenance and improve safe pedestrian conditions.

Justification for expenditure

If the driveway, parking lot and areas of walkways are not replaced and repaired, there will be increased tripping and driving hazards, resulting in tenant safety risks and increased liability for the County. The work will improve accessibility standards and visibility and will reduce safety concerns while enhancing the site appearance.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	36	0	36	0	0
Capital Expense	69	0	69	0	0
Net Capital	(33)	0	(33)	0	0
Net Expenditure	(33)	0	(33)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The existing shingle roof has reached the end of its lifespan at approximately 19 years old. The shingled roof will be replaced by a metal roof, which is expected to have a lifespan that exceeds 35 years. The roof will provide a longer lasting product that is more weather-resistant and will maintain a better appearance throughout the life of the roof as compared to shingles. Additionally, rainwear including eaves troughs, downspouts, fascia and soffit will be included in this building envelope work. At this site, there will also be a new covered smoking shelter, designed to meet required legislated design criteria, will also be constructed on a concrete pad with a walkway for tenants' use due to our 'no smoking' policy for existing and new tenants.

Justification for expenditure

If the roof replacement and associated rainwear work is not completed, the result could be leaks, water pooling, and significant damage to the interior of the building and contents. The roof will also enhance the visual appearance of the building, keeping it in line with County standards. The smoking shelter will provide a safe approved designated area, which tenants can adhere to smoking policy and legislation in all weather conditions.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	138	0	138	0	0
Capital Expense	264	0	264	0	0
Net Capital	(127)	0	(127)	0	0
Net Expenditure	(127)	0	(127)	0	0

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

Domestic hot and cold water pipes throughout the building, in-suite shut-off valves, and recirculating pumps will be replaced as they have reached the end of their lifespan. As the work affects the ceilings of the building, ceiling tile replacement and related work will also be required to facilitate access and replacement of some areas as well.

Justification for expenditure

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

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	40	0	40	0	0
Capital Expense	76	0	76	0	0
Net Capital	(36)	0	(36)	0	0
Net Expenditure	(36)	0	(36)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The existing apartment suite and common area aluminum windows are at the end of their lifespan. There is currently some minor damage around some windows due to water penetration and windows are drafty to tenants. The new windows will be of a high energy-efficient vinyl design resulting in increased efficiency for lowering utility costs and providing higher level of tenant comfort and aesthetic appeal.

Justification for expenditure

If the work is not completed on the window replacements in the building, further potential deterioration from water penetration may contribute to damage to the building envelope due to penetration. There are significant energy losses with the old aluminum windows, which result in unnecessary higher costs for space heating from the current windows.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	35	0	35	0	0
Capital Expense	67	0	67	0	0
Net Capital	(32)	0	(32)	0	0
Net Expenditure	(32)	0	(32)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The main exterior entrance door systems in the vestibule of the original building have reached the end of their useful life due to extended use and wear, and show notable signs of damage, sagging, corrosion and deterioration due to age. The door systems replacement will include modern and durable components.

Justification for expenditure

If the door systems are not replaced they could be problematic for access to the building for tenants, visitors, and emergency responders due to general wear, binding and aging of doors, lock and hinge sets.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	17	0	17	0	0
Capital Expense	32	0	32	0	0
Net Capital	(16)	0	(16)	0	0
Net Expenditure	(16)	0	(16)	0	0

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

The main exterior entrance door system in the vestibule and emergency exits have reached the end of their useful life due to extended use and wear, and show notable signs of damage, corrosion and wear. The replacement door systems will include modern and durable components. Additionally, the main electrical switchgear panels that supply all electricity to the building and the suites are original to construction (approximately 45 years old). The switchgear panel(s) have been professionally assessed and they have reached the end of their lifespan and need replacement.

Justification for expenditure

If the door systems are not replaced they could be problematic for access to the building for tenants, visitors, and emergency responders due to binding and aging of doors, lock and hinge sets. If the work of replacing the electrical panel(s) is not completed, it is possible to have a full electrical failure to the building, including an impact on all tenants/suites. Upfront panel replacement will save on costly emergencies and repairs.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	105	0	105	0	0
Capital Expense	201	0	201	0	0
Net Capital	(96)	0	(96)	0	0
Net Expenditure	(96)	0	(96)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The exterior entrance doors (two per unit) in each townhouse at this site have reached the end of their useful life due to extended use and wear, and show notable signs of damage, corrosion and deterioration due to age. They are in need of replacement with new metal insulated entry doors with a half-light window and new security locks and passage sets.

Justification for expenditure

If the door systems are not replaced they could be problematic for access for tenants, visitors, and emergency responders due to general wear, binding and aging of doors, lock and hinge sets.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	77	0	77	0	0
Capital Expense	149	0	149	0	0
Net Capital	(71)	0	(71)	0	0
Net Expenditure	(71)	0	(71)	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

Interlocking patio stones and rear common area courtyard masonry planters, and associated landscaping, are to be replaced or repaired due to age as they have reached their life expectancy. Paving stones have become uneven, heaving in areas, and replacement is required from a safety and tripping perspective. This will also provide for a more inviting and enjoyable place for tenants to gather, which also leads to a designated smoking shelter that has been previously constructed.

Justification for expenditure

If the rear common area courtyard interlocking paving stones and other masonry features are not replaced or repaired, increased trip hazards for pedestrians will be present and may represent a growing liability for the County. Reconstruction of this area will also provide increased accessibility and comfort for tenants and improved aesthetics.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	13	0	13	0	0
Capital Expense	25	0	25	0	0
Net Capital	(12)	0	(12)	0	0
Net Expenditure	(12)	0	(12)	0	0

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 driveway and parking lot have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The existing curbs will be replaced and the parking lot will be regraded to improve drainage conditions. Due to the high water table and standing/ponding of water in the parking area, an underground storm water system needs to be installed. As part of this work, an engineering consultant will be required to approve the installation of this system. The concrete walkways have also reached the end of their lifespan and show significant signs of wear, deterioration, heaving and damage. The new parking lot and walkways will be regraded to improve winter maintenance and improve safe driving and walking conditions.

Justification for expenditure

These projects will improve accessibility standards and visibility, and will reduce safety concerns. If these projects are not done, there will be increased tripping and driving hazards, resulting in tenant safety risks and increased liability for the County, as well as an unkempt appearance.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	265	0	265	0	0
Capital Expense	509	0	509	0	0
Net Capital	(244)	0	(244)	0	0
Net Expenditure	(244)	0	(244)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

Expenditure Title: St. Paul Street (Collingwood)
Strategic Direction: B - Strengthened Social, Health and Educational Opportunities

Description and scope for expenditure

The main exterior entrance door systems in the vestibule and other exterior emergency exits have reached the end of their useful life due to extended use and wear, and show notable signs of damage, sagging, corrosion and wear due to age. The replacement door systems will include modern and durable components.

Justification for expenditure

If the door systems are not replaced they could be problematic for access to the building for tenants, visitors, and emergency responders due to general wear, binding and aging of doors, lock and hinge sets.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	21	0	21	0	0
Capital Expense	40	0	40	0	0
Net Capital	(19)	0	(19)	0	0
Net Expenditure	(19)	0	(19)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

Expenditure Title: Victoria Street (Innisfil)
Strategic Direction: B - Strengthened Social, Health and Educational Opportunities

Description and scope for expenditure

The driveway and parking lot have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The existing curbs will be replaced and the parking lot will be regraded to improve drainage conditions. The concrete walkways have also reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The new walkways will be regraded to improve winter maintenance and improve safe walking conditions. A snow melt system integrated into the concrete walkways serving the main entrance area will also be employed to melt snow and ice thereby increasing safety measures for pedestrians and reducing slip and fall potential.

Justification for expenditure

These projects will improve accessibility standards and visibility, and will reduce safety concerns. If these projects are not done, there will be increased tripping and driving hazards, resulting in tenant safety risks and increased liability for the County, as well as an unkempt appearance. The snow melt system will also contribute to reduction in snow removal costs and maintenance time requirements.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	115	0	115	0	0
Capital Expense	221	0	221	0	0
Net Capital	(106)	0	(106)	0	0
Net Expenditure	(106)	0	(106)	0	0

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

The driveway and parking lot have reached the end of their lifespan and show significant signs of wear, deterioration, and damage. The existing curbs will be replaced and the parking lot will be regraded to improve drainage conditions. The concrete walkways have also reached the end of their lifespan and show significant signs of wear, deterioration, and damage. Additionally, domestic hot and cold water pipes throughout the building, in-suite shut-off valves, and recirculating pumps will be replaced as they have reached the end of their lifespan. As the work affects the ceilings of the building, ceiling tile and related work will also be required to facilitate access and replacement of some areas are required.

Justification for expenditure

If these projects do not proceed, there may be increased tripping and driving hazards, resulting in tenant safety risks and increased liability for the County. If the domestic hot and cold water pipe replacement does not proceed, it could lead to leaks, building water damage, and service interruptions to the tenants. The ceiling repairs are necessary for the appearance and condition of the building upon completion of the pipe replacement.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	77	0	77	0	0
Capital Expense	147	0	147	0	0
Net Capital	(70)	0	(70)	0	0
Net Expenditure	(70)	0	(70)	0	0

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 asphalt parking lot driveway entrances and parking lot area have reached the end of their lifespan and show considerable signs of wear, deterioration, and physical surface damage. The parking lot will be regraded to improve drainage and access conditions.

Justification for expenditure

If the entrance driveway, and parking lot areas are not replaced or repaired, there will be increased pedestrian tripping and driving hazards, resulting in tenant safety risks and potential liability for the County. The work will improve accessibility standards and visibility and will reduce safety concerns while enhancing the site appearance.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	24	0	24	0	0
Capital Expense	46	0	46	0	0
Net Capital	(22)	0	(22)	0	0
Net Expenditure	(22)	0	(22)	0	0

Simcoe County Housing Corporation Tangible Capital Asset (TCA)

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

Description and scope for expenditure

Domestic hot and cold water pipes throughout the building, in-suite shut-off valves, and recirculating pumps will be replaced as they have reached the end of their lifespan. As the work affects the ceilings of the building, ceiling tile and related work will also be required to facilitate access and replacement of some areas as required.

Justification for expenditure

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

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	48	0	48	0	0
Capital Expense	92	0	92	0	0
Net Capital	(44)	0	(44)	0	0
Net Expenditure	(44)	0	(44)	0	0



Social Housing - Non-Profit



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	19,364	15,098	9,693	14,059	8,396	(5,663)	(40.3)	(1,297)	(13.4)
Service Partners	5,125	5,247	5,650	6,004	6,058	53	0.9	408	7.2
User Fees	0	0	0	0	0	0	0.0	0	0.0
Miscellaneous Income	0	0	0	0	0	0	0.0	0	0.0
Transfer from Reserve	2,559	2,749	1,803	2,426	1,908	(519)	(21.4)	105	5.8
Total Revenues	27,048	23,093	17,146	22,490	16,362	(6,128)	(27.2)	(784)	(4.6)
Operating Expenses									
Client Benefit	34,474	30,232	25,708	31,272	25,624	(5,648)	(18.1)	(84)	(0.3)
Salaries and Benefits	1,488	1,473	1,708	1,644	1,732	88	5.4	24	1.4
Administration	64	52	82	53	94	40	76.1	12	14.8
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	3	0	0	0	0	0	0.0	0	0.0
Transfer to Reserve	2,814	2,863	2,073	2,073	2,075	2	0.1	2	0.1
Total Expenses	38,844	34,621	29,570	35,041	29,524	(5,518)	(15.7)	(46)	(0.2)
Total Operating Balance	(11,795)	(11,528)	(12,424)	(12,551)	(13,162)	(611)	4.9	(738)	5.9
Capital									
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
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	(11,795)	(11,528)	(12,424)	(12,551)	(13,162)	(611)	4.9	(738)	5.9

Social Housing - Non-Profit 2022 Budget vs. 2021 Budget Change

The 2022 Social Housing - Non-Profit budget includes a net department requirement (total operating and capital) of \$13.2M, compared to \$12.4M in 2021, an increase of \$738K.

The City of Barrie portion is \$5.0M, an increase of \$335K from 2021. The City of Orillia portion is \$1.0M, an increase of \$73K from 2021. The total Municipal requirement in 2022 is \$19.2M compared to \$18.1M in 2021, an increase of \$1.1M.

Operating

The Social Housing - Non-Profit operating budget includes a total operating balance of \$13.2M, compared to \$12.4M in 2021, an increase of \$738K.

Subsidies are to decrease by \$1.3M. This is due to a decrease in funding within the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$736K. There is also a decrease in Federal Funding of \$412K, the Investment in Affordable Housing Extension of \$120K, and the Canada-Ontario Housing Benefit of \$43K. The decreases are offset by an increase in funding for the Social Infrastructure Fund of \$12K.

Transfer from Reserve will increase by \$105K. This is a result of the Non-Profit capital loans increasing in the 2022 budget. The County portion of the loans is transferred from the Social Housing reserve annually.

The Client Benefit payments will decrease by \$84K. This is a result of expenditure decreases in the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$660K and the Investment in Affordable Housing Extension and the Social Infrastructure Fund programs of \$108K. These decreases are offset by expenditure increases in Non-Profit Provider Subsidies of \$178K, Non-Profit Provider Loans of \$155K and enhancements to the Municipal Rent Supplement program of \$200K and the Municipal Secondary Suites program of \$150K.

Salaries and Benefits are anticipated to increase by \$24K. This increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases.

2022 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$12K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies.

Transfer to Reserve will increase by \$2K. This increase is based on the Home For Good affordability payment, as per the amortization schedule provided by the Province.

Capital

There are no Capital Projects in 2022 for this Department.

Social Housing - Non-Profit 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Social Housing - Non-Profit includes a net department requirement (total operating and capital) of \$13.2M, compared to \$12.6M in the 2021 Forecast, an increase of \$611K.

The City of Barrie portion is \$5.0M, an increase of \$44K from 2021 forecast. The City of Orillia portion is \$1.0M, an increase of \$9K from 2021 forecast. The total Municipal requirement in 2022 budget is \$19.2M compared to \$18.6M in 2021 forecast, an increase of \$664K.

Operating

The Social Housing - Non-Profit operating budget includes a total operating balance of \$13.2M, compared to \$12.6M in the 2021 Forecast, an increase of \$611K.

Subsidies are to decrease by \$5.7M. This is due to a decrease in funding within the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$4.9M. There is also a decrease in Federal Funding of \$412K, the Investment in Affordable Housing Extension of \$169K, Home for Good of \$140K, and the Canada-Ontario Housing Benefit of \$37K. The decreases are offset by an increase in funding for the

Social Infrastructure Fund of \$16K and the Strong Communities Rent Supplement program of \$20K.

Transfer from Reserve will decrease by \$519K. This is a result of the Non-Profit capital loans decreasing in the 2022 Budget compared to the 2021 forecast of \$343K. In addition, there is a decrease for the Municipal Secondary Suite program carry-forward from reserve of \$176K.

The Client Benefit payments will decrease by \$5.6M. This is a result of expenditure decreases in the Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative of \$5.1M, Non-Profit provider loans of \$495K, Municipal Secondary Suites program of \$254K, the Investment in Affordable Housing Extension programs of \$169K, and the Home for Good program of \$140K. These decreases are offset by expenditure increases in Non-Profit provider subsidies of \$165K, the Strong Communities Rent Supplement program of \$20K and Social Infrastructure Fund of \$16K.

2022 DEPARTMENT BUDGETS



Salaries and Benefits are anticipated to increase by \$88K. This increase in salaries and benefits are the result of adjustments related to collective agreement changes, as well as standard salary and benefit increases. The 2021 forecast recognized \$64K worth of savings.

Administration costs are expected to increase by \$40K. This increase is a result of reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies. The 2021 forecast includes additional

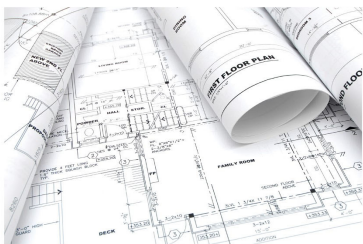
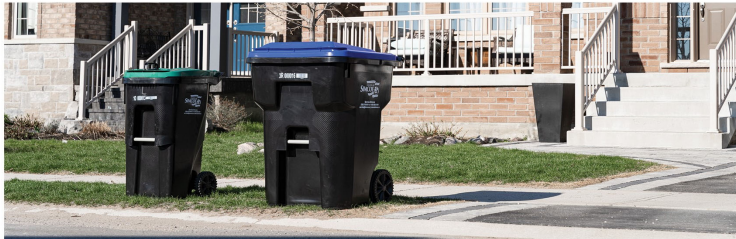
administration savings as a result of the COVID-19 pandemic.

Transfer to Reserve will increase by \$2K. This increase is based on the Home For Good affordability payment, as per the amortization schedule provided by the Province.

Capital

There are no Capital Projects in 2022 for this Department.

Engineering, Planning and Environment





Transportation and Engineering - Construction



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	6,369	6,170	6,503	6,503	6,634	132	2.0	132	2.0
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	93	17	1	1	1	0	0.0	0	0.0
Transfer from Reserve	0	0	0	1,418	2,835	1,418	100.0	2,835	100.0
Total Revenues	6,461	6,187	6,504	7,921	9,470	1,549	19.6	2,967	45.6
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	1,320	1,324	1,480	1,473	1,348	(126)	(8.5)	(132)	(8.9)
Administration	91	153	95	93	101	7	7.8	6	6.4
Facilities	6,838	6,966	7,024	7,024	7,254	229	3.3	229	3.3
Cost of Service Delivery	280	28	25	1,438	2,898	1,461	101.6	2,873	-
Transfer to Reserve	1,097	57	0	0	0	0	0.0	0	0.0
Total Expenses	9,625	8,527	8,624	10,029	11,601	1,572	15.7	2,976	34.5
Total Operating Balance	(3,164)	(2,340)	(2,121)	(2,108)	(2,130)	(22)	1.1	(9)	0.4
Capital									
Capital Revenue	28,085	36,897	17,949	19,401	20,373	972	5.0	2,424	13.5
Capital Expenses	38,557	44,521	21,846	23,298	26,579	3,281	14.1	4,733	21.7
Net Capital	(10,472)	(7,624)	(3,897)	(3,897)	(6,205)	(2,308)	59.2	(2,308)	59.2
Net Department	(13,636)	(9,965)	(6,018)	(6,005)	(8,336)	(2,331)	38.8	(2,318)	38.5

Transportation and Engineering - Construction 2022 Budget vs. 2021 Budget Change

The 2022 Transportation and Engineering - Construction budget includes a net department requirement (total operating and capital) of \$8.3M, compared to \$6.0M in 2021, an increase of \$2.3M.

Operating

The Transportation and Engineering - Construction operating budget includes a total operating balance of \$2.1M, compared to \$2.1M in 2021, an increase of \$9K.

Subsidies are to increase by \$132K. The Ontario Community Infrastructure funding and Canada Community-Building Fund (previously known as Federal Gas Tax) have increased as they relate to a slight increase in planned roads rehabilitation work.

Miscellaneous Income is the same as in 2021.

Transfer from Reserve will increase by \$2.8M. This increase is the Development Charge Reserve revenue that is a direct offset to a debenture payment for roads capital spending. This is a new item in the 2022 budget.

Salaries and Benefits are anticipated to decrease by \$132K. This reduction is the result of assigning costs of one staff directly to the capital projects that they oversee.

It is somewhat offset by regular salary and benefit increases. Without these changes the increase would have been \$43K or 2.9%.

Administration costs are expected to increase by \$6K. This increase is a result of pandemic related reopening schedules. Cost increases include items such as staff training, meetings and conferences.

Facilities costs are projected to increase by \$229K. This increase consists of \$232K related to planned roads rehabilitation and guiderail work, which is offset by slight decreases to grounds maintenance and property taxes.

Cost of Service Delivery is planned to increase by \$2.9M. This increase is the result of the introduction of a debenture payment of \$2.8M to the 2022 budget related to roads capital spending. It is directly offset by Development Charge Reserve revenues. In addition, there is an increase of \$40K to program supplies and materials related to hardware requirements for electronic traffic control devices.

Capital

The Department's Capital budget is \$26.6M. The details for each project are on the Request Form(s) included.

The capital plan continues to focus on projects as per the County Transportation Master Plan and Asset Management Plan with rehabilitation and reconstruction planned for roads, bridges and culverts. Continuation of major multi-year projects with related road, bridge and intersection components are CR 21, CR 22, and CR4. In addition, bridge projects include preliminary work for future rehabilitation of the Black River Bridge on County Road 169 and the Boyne River Bridge on County Road 10.

CR21

The 2022 budget includes continuation of this multi year project to reconstruct County Road 21 from Alcona west to County Road 27. Work in 2022 will include the continuation of Phase 1 from the 20th Sideroad west to CR4 which also includes InnServices sanitary and watermain infrastructure. Utility relocation in Phase 2 will begin as well as the completion of the intersection with CR53.

CR56 & CR21 Intersection

The 2022 budget includes a total project budget of \$5.3 Million for the reconstruction of this intersection in Essa Township and conversion to a roundabout. The project underwent an Environmental Assessment, which recommended improvements as the total traffic volume approaches capacity.

Transportation and Engineering - Construction 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Transportation and Engineering - Construction includes a net department requirement (total operating and capital) of \$8.3M, compared to \$6.0M in the 2021 Forecast, an increase of \$2.3M.

Operating

The Transportation and Engineering - Construction operating budget includes a total operating balance of \$2.1M, compared to \$2.1M in the 2021 Forecast, an increase of \$22K.

Subsidies are to increase by \$132K. The Ontario Community Infrastructure funding and Canada Community-Building Fund (previously known as Federal Gas Tax) have increased as they relate to a slight increase in planned roads rehabilitation work.

Miscellaneous Income is the same as in 2021.

Transfer from Reserve will increase by \$1.4M. This increase is the Development Charge Reserve revenue that is a direct offset to a debenture payment for roads capital spending. An initial payment for a partial year is included in the forecast while a full year payment exists in the 2022 budget.

Salaries and Benefits are anticipated to decrease by \$126K. This reduction is the result of assigning costs of one staff directly to the capital projects that they oversee. It is somewhat offset by regular salary and benefit increases.

Administration costs are expected to increase by \$7K. This increase is a result of pandemic related reopening schedules. Cost increases include items such as staff training, meetings and conferences.

Facilities costs are projected to increase by \$229K. This increase consists of \$232K related to planned roads rehabilitation and guiderail work, which is offset by slight decreases to grounds maintenance and property taxes.

Cost of Service Delivery is planned to increase by \$1.5M. This increase is the result of the introduction of a debenture payment of \$2.8M to the 2022 budget related to roads capital spending while only a partial year payment was included in the forecast. It is directly offset by Development Charge Reserve revenues. In addition, there is an increase of \$40K to program supplies and materials related to hardware requirements for electronic traffic control devices.

2022 DEPARTMENT BUDGETS



Capital

The Department's 2022 Capital budget is \$26.6M. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Active Transportation BCRY	6,581	2,026	0	0	0	0	0	0	2,026
Black River Bridge	7,446	161	0	0	0	0	0	0	161
Boyne River Bridge	6,910	90	0	0	0	0	0	0	90
Con 3/4, Lot 12 Culvert	1,972	234	0	0	0	0	0	0	234
Con 4/5, Lot 1 Culvert	864	113	0	0	0	0	0	0	113
Con 4/5, Lot 10/11 Culvert	1,648	194	0	0	0	0	0	0	194
Con 7, Lot 25 Culvert	2,042	196	0	0	0	0	0	0	196
Con 8/9, Lot 8 Culvert	1,857	114	0	0	0	0	0	0	114
CR 21 / CR 56 Intersection	5,264	4,409	4,400	0	0	0	0	0	9
CR 21 Reconstruction	71,581	3,423	0	2,960	0	0	0	0	463
CR 22 Reconstruction	50,501	6,070	0	5,220	0	0	0	0	850
CR 4 Reconstruction	154,060	261	0	239	0	0	0	0	22
CR 53 / Carson Rd Intersection	7,754	1,259	1,250	0	0	0	0	0	9
CR 88 / 5th SR Intersection	11,392	3,414	0	3,185	0	0	0	0	229
CR 93 - Hwy 12- Penetanguishene	18,901	3,125	0	2,813	0	0	0	0	313
Glen Huron Bridge	2,023	61	0	0	0	0	0	0	61
Line 7 Oro-Medonte Hwy 11 to CR 22	35,706	245	0	225	0	0	0	0	20
Mitchell Bridge	3,292	530	0	0	0	0	0	0	530
Old Fort Overhead Bridge	4,100	315	0	0	0	0	0	0	315

2022 DEPARTMENT BUDGETS



Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Vehicle Replacement	43	43	0	0	0	0	0	0	43
Vigo Bridge	9,844	162	0	81	0	0	0	0	81
Weatherall Bridge	930	135	0	0	0	0	0	0	135
Total Capital	404,710	26,579	5,650	14,723	0	0	0	0	6,205

* Canada Community Building Fund formerly known as Gas Tax

Transportation and Engineering - Construction Operating & TCA

Expenditure Title: Active Transportation - Barrie Collingwood Rail Trail (BCRY)
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The County purchased this 38 km long abandoned railway corridor in 2017 and completed a preliminary assessment and preliminary design in 2018. A separate Council report was completed and approved in 2019 recommending this project of 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 the COVID-19 pandemic, the start of the project was delayed until 2021. The Environmental Assessment, detailed design and approvals will continue into 2022 for trail construction to begin in 2022. Construction of the trail is expected to be completed over three construction seasons. Once complete, the annual maintenance costs for the trail corridor are estimated at \$100K.

The 2022 total project cost of \$6.6M is more than the 2021 total project cost by \$131K related to inflation due to the addition of budget added in 2023 and 2024.

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 this project would result in the gaps in the trail continuing to exist, which creates a comfort issue for all users as well as a liability concern as the existing corridor continues to sit idle.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	6,581	400	2,026	2,057	2,098
Net Capital	(6,581)	(400)	(2,026)	(2,057)	(2,098)
Net Expenditure	(6,581)	(400)	(2,026)	(2,057)	(2,098)

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 environmental assessment and detail design of rehabilitation and replacement options will begin in 2021 and continue through 2022. The final design and approvals will be completed in 2023. Construction is planned over two seasons in 2026 and 2027.

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	7,446	50	161	24	7,210
Net Capital	(7,446)	(50)	(161)	(24)	(7,210)
Net Expenditure	(7,446)	(50)	(161)	(24)	(7,210)

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, 80 m 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 environmental assessment and detail design of 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.

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	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	6,910	0	90	84	6,736
Net Capital	(6,910)	0	(90)	(84)	(6,736)
Net Expenditure	(6,910)	0	(90)	(84)	(6,736)

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 environmental assessment and preliminary design report are on-going in 2022. The detailed design and approval work will be complete by 2023. In this time frame, potential property purchase and the detail design will also be completed. Construction is anticipated to occur in 2024.

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	1,972	150	234	159	1,429
Net Capital	(1,972)	(150)	(234)	(159)	(1,429)
Net Expenditure	(1,972)	(150)	(234)	(159)	(1,429)

Transportation and Engineering - Construction Tangible Capital Asset (TCA)

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

Description and scope for expenditure

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

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

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	864	50	113	700	0
Net Capital	(864)	(50)	(113)	(700)	0
Net Expenditure	(864)	(50)	(113)	(700)	0

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

The environmental assessment and preliminary design report are on-going for rehabilitation and replacement alternatives. 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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	1,648	50	194	91	1,313
Net Capital	(1,648)	(50)	(194)	(91)	(1,313)
Net Expenditure	(1,648)	(50)	(194)	(91)	(1,313)

Transportation and Engineering - Construction Tangible Capital Asset (TCA)

Expenditure Title: Concession 7, Lot 25 Culvert
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Concession 7, Lot 25 Culvert (020082) is located on County Road 20 (Ridge Road), 0.4 km East of Line 6 South, in the Township of Oro-Medonte. The Culvert was constructed circa 1952. This cast-in-place concrete open footing culvert carries two lanes of vehicular traffic across the Shelswells Creek.

The environmental assessment and preliminary design report is on-going in 2022 for rehabilitation and replacement alternatives. The detailed design and approval work will be completed in 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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	2,042	75	196	122	1,649
Net Capital	(2,042)	(75)	(196)	(122)	(1,649)
Net Expenditure	(2,042)	(75)	(196)	(122)	(1,649)

Transportation and Engineering - Construction Tangible Capital Asset (TCA)

Expenditure Title: Concession 8/9, Lot 8 Culvert
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Concession 8/9, Lot 8 Culvert (092016) is located on County Road 92, 1.5 km west of County Road 27, in the Township of Springwater. The Culvert was constructed circa 1955. This cast-in-place concrete box culvert carries two lanes of vehicular traffic across the Wye River Tributary.

The environmental assessment and preliminary design report are on-going in 2022 for rehabilitation and replacement alternatives. The detailed design and approval work will be completed in 2023 with construction to be completed in 2024.

The project schedule was deferred by one year as land has not been purchased in order to carry out the site preparation contract and utility relocations to facilitate construction.

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.

The 2022 total project cost of \$1.9M is more than the 2021 total project cost by \$40K related to inflation due to construction being delayed by one year.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	1,857	150	114	164	1,429
Net Capital	(1,857)	(150)	(114)	(164)	(1,429)
Net Expenditure	(1,857)	(150)	(114)	(164)	(1,429)

Transportation and Engineering - Construction Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The intersection of County Road 21 with County Road 56 is located in the Township of Essa, east of Baxter. It is currently a four-way intersection with two-way stop control resulting in County Road 21 being the through road. As part of the County's 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 environmental 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 2022 includes the roundabout and road construction.

Justification for expenditure

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

The 2022 total project cost of \$5.3M is more than the 2021 total project cost of \$4.3M by \$966K due to construction being deferred by an additional year in addition to receiving an updated construction cost estimate.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	4,400	0	4,400	0	0
Capital Expense	5,264	855	4,409	0	0
Net Capital	(864)	(855)	(9)	0	0
Net Expenditure	(864)	(855)	(9)	0	0

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 is a Class 1 road and 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 km. 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 2022 budget includes utility relocations of Phase 2, the second season for reconstruction of the intersection with County Road 53, and the third season for reconstruction of Phase 1. Work is also being coordinated with the Ministry of Transportation of Ontario (MTO) improvements to the Hwy 400 interchange scheduled to begin in 2022

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.

The 2022 total project cost of \$71.6M is less than the 2021 total project cost of \$73.7M by \$2.1M related to updated engineer's construction cost estimates for remaining Phases.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	60,840	32,960	2,960	7,512	17,409
Capital Expense	71,581	38,063	3,423	9,208	20,888
Net Capital	(10,741)	(5,104)	(463)	(1,696)	(3,479)
Net Expenditure	(10,741)	(5,104)	(463)	(1,696)	(3,479)

Transportation and Engineering - Construction Tangible Capital Asset (TCA)

Expenditure Title: CR 22 Reconstruction
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The environmental assessment for County Road 22 improvements (Horseshoe Valley Road) is complete. This project includes the section of road through the Horseshoe Valley Resort area from 3rd Line of Oro-Medonte through to 4th Line, a total distance of 3.2 km. Design improvements will include roundabouts at the 3rd, 4th, and resort entrance intersections, additional hill climbing lanes for the steep profiles of both the east and west hills, roadside protection upgrades, paved shoulders and drainage improvements. This project will continue in 2022 with site preparation and utility relocations for construction to begin in 2023. Construction will be phased over six years to complete the project.

The 2022 total project cost of \$50.5M is higher than the 2021 total project cost of \$21.1M by \$29.4M due to updated cost estimates, a more extensive site preparation contract requiring significant grading and retaining walls, Enbridge/Union Gas relocations costing more than estimated, and deferral of phases for construction.

Justification for expenditure

These improvements are needed to comply with today's standards. Improvements to this road section will positively impact road maintenance operations as this road section is difficult to maintain, especially through the winter months. Population growth in the area will continue to put pressure on the roadway and safety improvements through this section are required to improve overall performance.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	42,254	5,310	5,220	2,392	29,333
Capital Expense	50,501	6,172	6,070	2,550	35,710
Net Capital	(8,246)	(862)	(850)	(158)	(6,377)
Net Expenditure	(8,246)	(862)	(850)	(158)	(6,377)

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 is a Class 1 road and forms a major north-south link from Barrie to Bradford West Gwillimbury 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 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 2021 includes site preparation and utility relocations of Phases 2 and 3, and reconstruction of Phase 1. This section of County Road 4 is divided into three construction phases:
 Phase 1: from Town of Bradford West Gwillimbury 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

The MTO will effectively be taking ownership of a section of our CR4 reconstruction from just south of the 9th Line to the south limit of our project at the 8th Line which is the intersection with the Bradford By-Pass. This has resulted in the decreased cost as all of the work related to this interchange will be borne by the Province.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	140,249	23,444	239	12,267	104,299
Capital Expense	154,060	26,725	261	12,856	114,218
Net Capital	(13,811)	(3,281)	(22)	(590)	(9,919)
Net Expenditure	(13,811)	(3,281)	(22)	(590)	(9,919)

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

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

Justification for expenditure

Delay may risk additional traffic congestion and delays during peak periods.

The 2022 total project cost of \$7.8M is higher than the 2021 total project cost of \$4.3M by \$3.5M due to updated engineer's cost estimates, Enbridge/Union Gas relocations costing more than estimated, and deferral of construction by one year.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	1,250	0	1,250	0	0
Capital Expense	7,754	885	1,259	5,610	0
Net Capital	(6,504)	(885)	(9)	(5,610)	0
Net Expenditure	(6,504)	(885)	(9)	(5,610)	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). Site preparation and utility relocation are ongoing with construction to commence in the 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.

The 2022 total project cost of \$11.4M is higher than the 2021 budget by \$2.7M. This increase is due to updated engineer's cost estimates, and deferral of construction and Contract Administration / inspection by one year and phased over two construction seasons.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	10,532	3,155	3,185	4,192	0
Capital Expense	11,392	3,485	3,414	4,493	0
Net Capital	(859)	(330)	(229)	(301)	0
Net Expenditure	(859)	(330)	(229)	(301)	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. As identified in the Transportation Master Plan, the County Road 93 Complete Street environmental assessment was completed in 2017. This project is a joint effort between the County and the Towns of Midland and Penetanguishene. Recommendations from the study included paved shoulders and off-road trails along County Road 93 from Hwy 12 north through 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 is currently being constructed.

The 2022 budget item includes construction and contract administration costs for the second year of Phase 3. Phase 4 has been deferred by one year and will be completed in 2023.

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 of Midland and Penetanguishene.

The 2022 total project cost of \$18.9M is higher than the 2021 total project cost of \$18.8M by \$100K. This budget increase is related to inflation due to deferring construction by one year.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	14,387	7,373	2,813	4,202	0
Capital Expense	18,901	11,108	3,125	4,668	0
Net Capital	(4,514)	(3,735)	(313)	(467)	0
Net Expenditure	(4,514)	(3,735)	(313)	(467)	0

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 environmental assessment and detail design of 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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	2,023	51	61	53	1,858
Net Capital	(2,023)	(51)	(61)	(53)	(1,858)
Net Expenditure	(2,023)	(51)	(61)	(53)	(1,858)

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, a distance of 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 2022 budget item includes the legal costs to transfer the road into the County road system and the commencement of 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. The 2022 total project cost of \$35.7M is less than the 2021 total project cost of \$36.2M by \$443K due to a decrease in the Environmental Assessment budget.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	32,742	32	225	204	32,281
Capital Expense	35,706	35	245	223	35,203
Net Capital	(2,964)	(3)	(20)	(18)	(2,922)
Net Expenditure	(2,964)	(3)	(20)	(18)	(2,922)

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 environmental assessment and preliminary design report are on-going for rehabilitation and replacement alternatives. The detailed design and approval work will be completed in 2022. The 2022 budget item includes land acquisition and utility relocations. Construction is scheduled to be completed in 2023.

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	126	126	0	0	0
Capital Expense	3,292	252	530	2,510	0
Net Capital	(3,166)	(126)	(530)	(2,510)	0
Net Expenditure	(3,166)	(126)	(530)	(2,510)	0

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 the 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 detailed design and approval work will be completed by 2022. Utility relocations will occur in 2022 with construction planned for 2023.

The 2022 total project cost of \$4.1M is higher than the 2021 total project cost of \$3.9M by \$221K related to inflation due to deferring the construction by one year and an increase in the utility relocation costs than were estimated.

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	4,100	251	315	3,534	0
Net Capital	(4,100)	(251)	(315)	(3,534)	0
Net Expenditure	(4,100)	(251)	(315)	(3,534)	0

Transportation and Engineering - Construction 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. Replacement of this pick-up truck is requested based on the County's Asset Management Plan. This vehicle is categorized as 'medium risk', classifying it as 'consider for replacement' due to age, odometer reading, repair and maintenance cost. Due to the overall condition of this vehicle, it is projected to encounter increased risk of having unplanned repair and maintenance becoming unreliable which will adversely affect on the provision of services.

Justification for expenditure

If this vehicle is not replaced in 2022, the cyclical process of replacing vehicles will require increased purchases in 2023 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$3K. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

Budget

Category	(\$000's)	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
Capital Expense		43	0	43	0	0
Net Capital		(43)	0	(43)	0	0
Net Expenditure		(43)	0	(43)	0	0

2022 DEPARTMENT BUDGETS



Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
723-14	2014	251000	9000	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2022 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.

Transportation and Engineering - Construction Tangible Capital Asset (TCA)

Expenditure Title: Vigo Bridge
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Vigo Bridge (000211) is located on Flos Road 4 West, 1.2 km west of Vigo Road, in the Township of Springwater. The bridge was constructed circa 1911 and rehabilitated in 1980. This bridge carries one lane of vehicular traffic across the Nottawasaga River. Flos Road 4 West is currently under the jurisdiction of the Township of Springwater. Flos Road 4 West has been identified in the County’s 2014 Transportation Master Plan (TMP) update for uploading to the County.

The new bridge construction started in September 2018. The new bridge opened to traffic in the fall of 2019. The surface course asphalt on the approach roadway was to be placed in 2020 to allow for any settlement in the embankments. Settlement at the West approach roadway is showing to be less than estimated. Settlement at the East approach roadway has slowed down considerably, however remains to show signs of on-going movement.

Justification for expenditure

If monitoring of the approach roadway is not continued and padding with asphalt is not completed, the settlement will lead to a significant bump at the end of the bridge and poses a safety concern to the traveling public.

The 2022 total project cost of \$9.8M is higher than the 2021 total project cost of \$9.6M by \$318K due to additional monitoring of the settlement (by surveying roadway elevations weekly) and the cost of asphalt padding or repairs that may be required.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	4,867	4,708	81	78	0
Capital Expense	9,844	9,526	162	156	0
Net Capital	(4,977)	(4,818)	(81)	(78)	0
Net Expenditure	(4,977)	(4,818)	(81)	(78)	0

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 environmental assessment and preliminary design report are ongoing. The final design and approvals will be completed in 2022. Construction will be completed in 2023.

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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	930	50	135	745	0
Net Capital	(930)	(50)	(135)	(745)	0
Net Expenditure	(930)	(50)	(135)	(745)	0



Transportation and Engineering - Maintenance



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
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	214	201	219	219	219	0	0.1	0	0.1
Miscellaneous Income	512	594	479	484	481	(3)	(0.5)	2	0.5
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
Total Revenues	727	795	698	703	700	(2)	(0.3)	3	0.4
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	5,954	6,062	6,531	6,633	6,867	234	3.5	336	5.1
Administration	2,462	2,563	2,644	2,684	2,983	300	11.2	340	12.8
Facilities	1,235	1,135	1,453	1,446	1,625	179	12.4	172	11.9
Cost of Service Delivery	4,717	4,790	5,014	5,061	5,084	23	0.5	70	1.4
Transfer to Reserve	38	66	0	0	0	0	0.0	0	0.0
Total Expenses	14,406	14,617	15,641	15,824	16,560	735	4.6	918	5.9
Total Operating Balance	(13,679)	(13,821)	(14,943)	(15,122)	(15,859)	(738)	4.9	(916)	6.1
Capital									
Capital Revenue	3,427	925	309	309	313	4	1.3	4	1.3
Capital Expenses	6,295	3,848	1,521	1,606	2,191	585	36.4	670	44.0
Net Capital	(2,868)	(2,923)	(1,212)	(1,297)	(1,878)	(581)	44.8	(666)	54.9
Net Department	(16,548)	(16,744)	(16,155)	(16,418)	(17,737)	(1,319)	8.0	(1,582)	9.8

Transportation and Engineering - Maintenance 2022 Budget vs. 2021 Budget Change

The 2022 Transportation and Engineering - Maintenance budget includes a net department requirement (total operating and capital) of \$17.7M, compared to \$16.2M in 2021, an increase of \$1.6M.

Operating

The Transportation and Engineering - Maintenance operating budget includes a total operating balance of \$15.9M, compared to \$14.9M in 2021, an increase of \$916K.

User Fees are the same as in 2021.

Miscellaneous Income is to increase by \$2K.

Salaries and Benefits are anticipated to increase by \$336K. This increase includes collective agreement changes and salaries and benefits increases. Also included is the addition of two seasonal staff and two students. Without these changes salaries and benefits would have increased by \$238K or 3.6%.

Administration costs are expected to increase by \$340K. Insurance costs are increasing by \$262K and there is a \$50K increase in consulting to complete a garage building assessment. The remainder of the increase is a

result of pandemic reopening schedules. Cost increases include staff training, mileage, and meetings and conferences.

Facilities costs are projected to increase by \$172K. This increase includes \$44K of building maintenance costs specifically for the Midhurst garage bay heaters and exhaust systems. It also includes an increase of \$113K in roads maintenance based on planned needs for items such as storm sewer systems, rail and catch basin work, and tree removal associated with invasive species damage. There is also an additional \$15K for the purchase of a new roadside mower.

Cost of Service Delivery is planned to increase by \$70K. The increase is caused by vehicle and equipment related expenses, as well as program supplies and materials for items such as shouldering, culvert placement, and catch basin maintenance.

2022 DEPARTMENT BUDGETS



Capital

The Department's Capital budget is \$2.2M. The details for each project are on the Request Form(s) included.

The 2022 budget includes regular equipment replacement of a one ton truck, five pick up trucks, and

four plow trucks, as per the fleet replacement schedule totalling \$1.6M. Also included is the addition of a plow truck. Both Ramara and Orr Lake garages have projects planned for building improvements.

Transportation and Engineering - Maintenance 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Transportation and Engineering - Maintenance includes a net department requirement (total operating and capital) of \$17.7M, compared to \$16.4M in the 2021 Forecast, an increase of \$1.3M.

Operating

The Transportation and Engineering - Maintenance operating budget includes a total operating balance of \$15.9M, compared to \$15.1M in the 2021 Forecast, an increase of \$738K.

User Fees are the same as in 2021.

Miscellaneous Income is to decrease by \$3K.

Salaries and Benefits are anticipated to increase by \$234K. This increase includes collective agreement changes, and salaries and benefits increases. Also included is the addition of two seasonal staff and two students. Without these changes salaries and benefits would have increased by \$238K or 3.6%.

Administration costs are expected to increase by \$300K. Insurance costs are increasing by \$262K in addition to a \$50K increase in consulting to complete a garage

building assessment. These increases are offset by forecasted changes to a variety of items including staff training, mileage, and meetings and conferences.

Facilities costs are projected to increase by \$179K. This increase includes \$44K of building maintenance costs specifically for the Midhurst garage bay heaters and exhaust systems. There is an increase of \$113K in roads maintenance based on planned needs for items such as storm sewer systems, rail and catch basin work, and tree removal associated with invasive species damage. There is also an additional \$15K for the purchase of a new roadside mower.

Cost of Service Delivery is planned to increase by \$23K. The increase is caused by small increases to vehicle and equipment related expenses, as well as program supplies and materials for items such as shouldering, culvert placement, and catch basin maintenance.

Capital

The Department's 2022 Capital budget is \$2.2M. The details for each project are on the Request Form(s) included.

Transportation and Engineering - Maintenance Staffing Change Request

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Students Labourers	0.7	31	31
Seasonal Drivers	0.9	67	67
Total T&E - Maintenance	1.6	97	97

2022 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Orr Lake Garage Building Components	103	103	0	0	0	0	0	0	103
Plow Truck Addition	313	313	0	313	0	0	0	0	0
Ramara Garage Building Components	178	178	0	0	0	0	0	0	178
Vehicle Replacement	1,597	1,597	0	0	0	0	0	0	1,597
Total Capital	2,191	2,191	0	313	0	0	0	0	1,878

* Canada Community Building Fund formerly known as Gas Tax

Transportation and Engineering - Maintenance Staffing

Expenditure Title: Student Labourers
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Orr Lake District is the amalgamation of the Moonstone and Perkinsfield districts. The geographic area and demands on this operation are large. The addition of two students will facilitate timely completion of roadside maintenance such as weed maintenance, debris removal and traffic control operations.

Justification for expenditure

Orr Lake has a significant work requirement within a short summer season. The addition of student labourers will provide the ability to complete projects like ditching and shouldering at the same time as ancillary functions such as debris removal, weed maintenance or other maintenance activities. This will reduce service requests and provide for an improved road maintenance program overall.

Budget

Category	2022 Budget
(\$000's)	
Salaries	31
Operating Expense	31
Net Expenditure	(31)

Transportation and Engineering - Maintenance Staffing

Expenditure Title: Seasonal Drivers
Strategic Direction: F - Responsive and Effective Governance

Description and scope for expenditure

Seasonal Drivers are required to patrol and monitor the weather and road conditions on a continuous basis to determine the deployment of resources. With direction from the Roads Foreperson, patrollers are required to make crucial decisions in regards to winter maintenance. Foreperson are the main patrollers in all five districts Monday to Friday 07:00-15:30. The Foreperson spends the bulk of their day performing patrol, taking time away from supervising staff and administering their business unit. Seasonal staff support the remaining hours not covered by the Foreperson during the week. The seasonal patrollers work every weekend for the duration of the winter and will have periods of seven straight night shifts. With the addition of one FTE in 2022, scheduling of the patrollers will be improved. Additionally, the staff addition will allow us to utilize these employees outside their scheduled shifts when required.

Justification for expenditure

High turnover in our patrol staff results in inexperienced staff making crucial decisions, although we can create guidelines to help in the decision making process to effectively apply those guidelines with any consistency. Without the additional staff the Roads Foreperson will not be able to properly administer their business unit, during the winter months training, performance monitoring, staff development will all remain extremely difficult.

Budget

Category	2022 Budget
(\$000's)	
Salaries	67
Operating Expense	67
Net Expenditure	(67)

Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The Orr Lake roads garage was opened in 2016 to service the former Perkinsfield and Moonstone districts in a combined operation. The design of the facility lends itself to the creation of a meeting space on the second floor away from the high traffic areas and large enough to host a meeting for all staff at the garage.

Justification for expenditure

Although it is a newer facility one of the key shortcomings is the lack of a suitable meeting room. Currently, meetings are held in the lunchroom, which is not large enough to host the number of staff that may be attending. At times when hosting a sensitive meeting this is done in the lunchroom or foreperson’s office, which is not operationally suitable.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	103	0	103	0	0
Net Capital	(103)	0	(103)	0	0
Net Expenditure	(103)	0	(103)	0	0

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 truck is requested to increase plow truck spare ratio. Presently, the plow truck spare ratio is below industry standard placing a strain on the ability to complete scheduled repair and maintenance procedures while dealing with unplanned breakdowns or accident damage repairs. 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 vehicle is not purchased, there is an increased potential of vehicles not being available when required. Utilizing the existing plow truck fleet will result in an increase in wear and tear on the existing fleet, increases in associated repair and maintenance costs, and reduced reliability.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	313	0	313	0	0
Capital Expense	313	0	313	0	0
Net Expenditure	0	0	0	0	0

Transportation and Engineering - Maintenance Tangible Capital Asset (TCA)

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

Description and scope for expenditure

The Ramara roads garage requires further capital expenditures to continue with our staged approach to updating the facility. The asphalt surface has reached the end of its lifecycle and the operation has grown beyond the current asphalt footprint. In 2020, the County undertook a structural assessment of the facility and several items were identified as requiring attention. Some of the smaller items were completed or will be completed through operational funds, however, the structural columns and concrete floors require rehabilitation to retain the structural integrity of the building and prevent more costly repairs in the future.

Justification for expenditure

The projects planned for 2022 address deficiencies to the structural components and operational requirements. The County of Simcoe salt management plan identifies the best practice to store and handle road salt on an impermeable surface, the repaving planned for 2022 addresses this target.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	178	0	178	0	0
Net Capital	(178)	0	(178)	0	0
Net Expenditure	(178)	0	(178)	0	0

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. Replacement of four combination plow trucks, five pick-up trucks and a 1-ton truck with dump box are requested based on the County's Asset Management Plan. These vehicles are categorized as "medium risk" classifying them as "consider for replacement" due to their age, odometer readings, repair and maintenance cost. The overall condition of these vehicles is reflective of the extreme operational conditions in which they are employed, spreading road salt and brine. These vehicles are projected to increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime, which will adversely effect on the provision of services.

Justification for expenditure

If these vehicles are not replaced in 2022, the cyclical process of replacing vehicles will require increased purchases in 2023 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 12K each, the pick-up trucks for \$4K each and the 1-ton truck for \$6K. The replacement vehicles will have improved fuel consumption lowering the County's carbon footprint.

Budget

Category	(\$000's)	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
Capital Expense		1,597	0	1,597	0	0
Net Capital		(1,597)	0	(1,597)	0	0
Net Expenditure		(1,597)	0	(1,597)	0	0

2022 DEPARTMENT BUDGETS



Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
187-11	2011	182500	124100	12
188-11	2011	197000	178000	12
201-10	2010	112000	86000	12
202-11	2011	143000	112000	12
702-17	2017	606928	41028	6
708-18	2018	444562	27569	6
724-15	2015	513197	18397	6
727-17	2017	465725	27194	6
760-18	2018	385489	27332	6
717-12	2012	245000	13600	8

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2022 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
20.7	19.3	9.5
17.6	13.8	52.8
17.8	13.8	52.4

*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.

Solid Waste Management



2022 DEPARTMENT BUDGETS



Solid Waste Management Net Department Requirement (\$000's)

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	5,118	3,946	4,010	5,710	5,700	(10)	(0.2)	1,690	42.1
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	5,744	6,037	5,721	5,704	5,352	(352)	(6.2)	(369)	(6.4)
Miscellaneous Income	3,042	3,094	2,057	3,822	3,311	(511)	(13.4)	1,254	61.0
Transfer from Reserve	0	8	9,090	2,860	4,230	1,370	47.9	(4,860)	(53.5)
Total Revenues	13,905	13,084	20,878	18,095	18,593	498	2.8	(2,285)	(10.9)
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	6,990	6,896	7,547	7,629	8,047	418	5.5	500	6.6
Administration	1,671	1,317	2,421	2,506	2,552	46	1.8	131	5.4
Facilities	1,236	1,366	1,257	1,321	1,349	28	2.2	92	7.3
Cost of Service Delivery	34,123	36,372	45,584	45,616	55,927	10,311	22.6	10,342	22.7
Transfer to Reserve	5,626	3,938	3,700	3,700	3,700	0	0.0	0	0.0
Total Expenses	49,645	49,889	60,509	60,771	71,574	10,803	17.8	11,065	18.3
Total Operating Balance	(35,740)	(36,805)	(39,631)	(42,676)	(52,982)	(10,305)	24.1	(13,350)	33.7
Capital									
Capital Revenue	632	807	31,174	37,042	576	(36,466)	(98.4)	(30,598)	(98.2)
Capital Expenses	3,352	3,871	33,286	39,164	5,417	(33,747)	(86.2)	(27,869)	(83.7)
Net Capital	(2,720)	(3,064)	(2,112)	(2,122)	(4,841)	(2,719)	128.2	(2,729)	129.2
Net Department	(38,461)	(39,869)	(41,744)	(44,798)	(57,823)	(13,025)	29.1	(16,079)	38.5

Solid Waste Management 2022 Budget vs. 2021 Budget Change

The 2022 Solid Waste Management budget includes a net department requirement (total operating and capital) of \$57.8M, compared to \$41.7M in 2021, an increase of \$16.1M.

Operating

The Solid Waste Management operating budget includes a total operating balance of \$53.0M, compared to \$39.6M in 2021, an increase of \$13.4M.

Subsidies are to increase by \$1.7M. This increase is related to Blue Box Program funding and has been estimated based on the actual funding received in 2021.

User Fees are to decrease by \$369K. Bag tag sales are anticipated to decrease by \$424K due to garbage limit increases with the implementation of the new cart collection program. This decrease is slightly offset by an increase to bulky collection program revenue resulting from the increased service levels as directed by Council.

Miscellaneous Income is to increase by \$1.3M. This change is primarily the result of improved market pricing for Blue Box materials and scrap metal. As well, an increase of \$137K is expected in Special Collections revenues.

Transfer from Reserve will decrease by \$4.9M. The Transfer from Reserve in 2021 was utilized to offset negotiated and unforeseen collection cost increases. This revenue is being reduced as the new collection contract is implemented to smooth the impact of increases to the Solid Waste Management budget overall.

Salaries and Benefits are anticipated to increase by \$500K. This is due to regular salary and benefit increases and the addition of one FTE Bylaw Officer and the transition of 0.4 FTE Site Supervisor from temporary to permanent. These increases are offset by the reduction of 3.5 FTE temporary Site Attendants and one FTE temporary Equipment Operator. Without these changes, the increase would be \$65K or 0.9%. Also included in the increase are the Council approved additions of one FTE Facilities Manager, 4.7 FTE Bulky and Cart Maintenance program staff, and 3.4 FTE transfer station staff.

Administration costs are expected to increase by \$131K. An increase to insurance of \$41K and consulting costs of \$324K are offset by a reduction in postage, advertising and printing of \$267K as costs associated with the collection contract implementation will not be repeated. As well, Administration costs are increasing as a result of pandemic reopening schedules. Cost increases include items such as bank charges, meetings and conferences as well as office specifics such as office supplies.

Facilities costs are projected to increase by \$92K. Disposal costs of \$65K account for the majority of the increase as costs are trending upwards. As well, property tax increases, and grounds and equipment maintenance increases based on historical actuals are included in the budget. These increases are offset by a reduction to small equipment purchases based on historical actuals.

Cost of Service Delivery is planned to increase by \$10.3M. The major item contributing to this increase is collection contracts. The implementation of the new Automated Cart Collection program for a full year has a budget impact of \$7.5M in addition to an increase of \$1.5M for the Leaf and Yard Waste Collection. A new

item this year is the debt payment of \$2.8M for the initial purchase of collection carts. These increases are slightly offset by decreases to material transfer costs of \$1.2M as this will be done internally and an anticipated decrease of \$303K in expenses related to site maintenance and capping costs. Several other items within this expense category have less material changes and no net impact on this cost category.

Transfer to Reserve will not change in 2022.

Capital

The Department's Capital budget is \$5.4M. The details for each project are on the Request Form(s) included.

The Solid Waste Management capital budget includes a \$636K spend for the purchase of collection carts required for growth and replacement. Additionally, there are several equipment replacements that are recommended based on the County's Asset Management Plan totalling \$1.8M and equipment additions of \$895K. Site work of approximately \$2M is planned across five locations in 2022.

Solid Waste Management 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Solid Waste Management includes a net department requirement (total operating and capital) of \$57.8M, compared to \$44.8M in the 2021 Forecast, an increase of \$13.0M.

Operating

The Solid Waste Management operating budget includes a total operating balance of \$53.0M, compared to \$42.7M in the 2021 Forecast, an increase of \$10.3M.

Subsidies are to decrease by \$10K.

User Fees are to decrease by \$352K. Bag tag sales are anticipated to decrease by \$344K due to garbage limit increases with the implementation of the new cart collection program and residential drop off revenue is also expected to decrease from forecasted levels to pre-pandemic levels by \$400K. This decrease is slightly offset by an increase of \$118K to the bulky collection program revenue as the program was cancelled in 2021. In addition, commercial revenues are also budgeted higher than forecast by \$298K as they are anticipated to return to pre-COVID-19 levels.

Miscellaneous Income is to decrease by \$511K. The forecast includes increases for both favourable market

pricing and tonnage changes for Blue Box materials and scrap metal. The budget anticipates a decrease of \$593K to forecast for these items. This decrease is slightly offset by an increase to special collections of \$112K in addition to several additional small decreases.

Transfer from Reserve will increase by \$1.4M. This increase results from the decision to defer the use of reserve funds of \$6.2M for use in the 2022 budget to help temper the impact of increases to Solid Waste Management budget resulting from increases to collection costs.

Salaries and Benefits are anticipated to increase by \$418K. This is due to regular salary and benefit increases and the addition of one FTE Bylaw Officer and the transition of 0.4 FTE Site Supervisor from temporary to permanent. These increases are offset by the reduction of 3.5 FTE temporary Site Attendants and one FTE temporary Equipment Operator. Without these changes, the increase would be \$65K or 0.9%. Also included in the increase are the Council approved additions of one FTE Facilities Manager, 4.7 FTE Bulky and Cart Maintenance program staff, and 3.4 FTE transfer station staff.

2022 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$46K. Consulting costs of \$324K are offset by a reduction in postage, advertising and printing of \$262K as costs associated with the collection contract implementation will not be repeated. Additionally, there are several line items within this category that required adjustments and are part of the overall increase.

Facilities costs are projected to increase by \$28K. Disposal and equipment maintenance costs are increasing by \$90K and are partially offset by a reduction to building maintenance and maintenance supplies.

Cost of Service Delivery is planned to increase by \$10.3M. The major item contributing to this increase is collection contracts. The implementation of the new Automated Cart Collection program for a full year has a budget impact of \$7.5M in addition to an increase of

\$1.5M for the Leaf and Yard Waste Collection. A new item this year is the debt payment of \$2.8M for the initial purchase of collection carts. These increases are slightly offset by decreases to material transfer costs of \$1.2M, as this will be done internally and an anticipated decrease of \$303K in expenses related to site maintenance and capping costs. Several other items within this expense category have less material changes and no net impact on this cost category.

Transfer to Reserve will not change in 2022.

Capital

The Department's 2022 Capital budget is \$5.4M. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



Solid Waste Management Staffing Change Request

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Site Supervisor - Seasonal	0.4	70	70
Site Supervisor - Seasonal (Temp)	(0.4)	(69)	(69)
By-Law Waste Auditor	1.0	102	102
Site Attendant	(3.5)	(231)	(231)
Equipment Operator	(1.0)	(75)	(75)
Total Solid Waste Management	(3.5)	(203)	(203)

2022 DEPARTMENT BUDGETS



Solid Waste Management Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Cart Growth and Replacement	639	639	0	0	0	0	0	0	639
Highway Tractor Additions	336	336	0	0	0	0	0	0	336
Pick Up Truck Addition	53	53	0	0	0	0	0	0	53
Roll-Off Truck Addition	261	261	0	0	0	0	0	0	261
Site 10 Compost Pad Expansion	208	208	0	19	0	0	0	0	189
Site 15 Compost Pad Expansion	353	353	0	32	0	0	0	0	321
Site 16 Redevelopment	3,062	1,167	0	263	0	0	0	0	905
Site 27 Remediation	407	43	0	0	0	0	0	0	43
Site Improvements and Paving	273	273	0	25	0	0	0	0	249
Vehicle Replacement	1,838	1,838	0	0	0	0	0	238	1,600
Walking Floor Trailer Addition	245	245	0	0	0	0	0	0	245
Total Capital	7,676	5,417	0	338	0	0	0	238	4,841

* Canada Community Building Fund formerly known as Gas Tax

Solid Waste Management Staffing

Expenditure Title: Site Supervisor - Seasonal
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

It is requested to hire a five-month seasonal Site Supervisor position. The position would allow project oversight for various capital projects in Solid Waste Management each year.

Justification for expenditure

Every year the Solid Waste Management department completes various capital projects that require project management during the construction months. In 2022, the Sunnidale Landfill Closure and Remediation Project and the Bradford Landfill Redevelopment project are scheduled. If the seasonal Site Supervisor is not hired there will be substantial costs to hire external project managers to oversee the completion of these various projects.

Budget

Category	2022 Budget
(\$000's)	
Salaries	70
Operating Expense	70
Net Expenditure	(70)

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 from report CO 220-132 (Apr. 14/20) is to implement automated cart collection in November 2021. This necessitates the periodic (multi-year) purchase of additional carts to account for growth and replacement carts for those that are broken, stolen, etc. Exact quantities will be determined based on need. Pricing is as quoted with an annual escalation based on CPI as well as fluctuations in plastic resin values and the US exchange rate (risks).

There is the additional risk for Council direction to allow resident choice of cart sizes which would necessitate a larger purchase than for growth & replacement. Alternate cart sizing has not been incorporated in the budget amount as the results of pilot and other data, including potential costs, are not yet available and will be provided to Council in 2022 for their consideration & future direction.

Justification for expenditure

With the implementation of automated cart collection in November 2021, it will be necessary to purchase additional carts to enable waste collection service to be performed at new units (growth) and for replacement carts due to damage, theft, etc. of existing carts.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	636	0	636	0	0
Net Capital	(636)	0	(636)	0	0
Net Expenditure	(636)	0	(636)	0	0

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Highway Tractor Additions
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

It is requested that two highway tractors be purchased to provide increased ability to conduct heavy vehicle floating capacity and the movement of walking floor trailers, van trailers and dump trailers. These additional highway tractors would be utilized to provide for the movement of heavy equipment to/from various landfill sites. They will increase the spare ratio that enables preventative maintenance procedures to be conducted and provide coverage for unplanned breakdowns. In 2018, a compost turner was purchased which has resulted in a highway tractor being allocated to move this large piece of heavy equipment to various sites, resulting in other floating movements to be out sourced. These additional highway tractors would enable staff to schedule float moves to meet the County needs while providing heavy floating services to other County departments when available to reduce their out sourcing costs.

Justification for expenditure

If the request to purchase highway tractors is not approved, the floating of heavy equipment will continue to be outsourced with significant cost being incurred by the County with limited spare units available to provide coverage for the conducting of preventative maintenance and breakdown servicing functions.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	336	0	336	0	0
Net Capital	(336)	0	(336)	0	0
Net Expenditure	(336)	0	(336)	0	0

Solid Waste Management TCA with new Staffing

Expenditure Title: By-law Auditor with Pick Up Truck Addition
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

It is requested to add a FTE By-law / Waste Auditor to the Solid Waste Management department, resulting in an increase to the staffing budget of one FTE. The position also requires a pick-up truck and technology to perform its duties. The position will assist the existing Waste By-law / Auditors to ensure collection contract compliance, investigate & resolve collection issues, and communicate/educate to gain compliance with the Waste Management By-law including requirements related to cart collection. The position also performs composition and visual audits. It is anticipated that these audits and gaining compliance of residents regarding contamination will be key for cost containment post blue box transition to producer responsibility when it's anticipated that contamination will result in financial penalties against the County. A vehicle is included with this request for the completion of these duties.

Justification for expenditure

This position is needed to resolve a deficiency in staffing and will assist the existing two waste by-law / auditors performing the same duties. Serviced units have increased by 13% since the last waste collection contract and services have increased (clothing, electronics and additional yard waste collections) resulting in existing staff being challenged to investigate and resolve collection issues. The addition of this position will allow staff to be proactive with contractor compliance and auditing.

Budget

Category	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Salaries	102	0	102	0	0
Operating Expense	102	0	102	0	0
Capital Expense	53	0	53	0	0
Net Capital	(53)	0	(53)	0	0
Net Expenditure	(155)	0	(155)	0	0

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Roll-Off Truck Addition
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The purchase of a roll-off truck is requested to deal with the increase in organic material, drywall, garbage, wood or leaf and yard waste and to increase the roll-off truck spare ratio. Presently, the roll-off 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. Capacity levels of material has increased over the years, with no increase to the spare ratio. An additional roll-off truck will enable scheduled preventative maintenance servicing to be conducted to ensure adequate resources are available to meet operational demands.

Justification for expenditure

If this additional vehicle is not purchased, there is an increased potential of vehicles not being available when required. Utilizing the existing roll-off truck inventory will result in an increase in wear and tear on the existing fleet, increases in associated repair and maintenance costs and reduced reliability.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	261	0	261	0	0
Net Capital	(261)	0	(261)	0	0
Net Expenditure	(261)	0	(261)	0	0

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Site 10 (Nottawasaga Landfill) Compost Pad Expansion
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

It is recommended to increase the size of the compost pad at the Nottawasaga Landfill, Site 10. The increase of leaf and yard waste collected curbside and at the facilities and the reduction of a compost pad area at one of our sites requires the expansion of compost processing capacity at other County sites. Expanding an existing site allows us to use existing operational equipment and simplifies the process for Ministry of the Environment, Conservation and Parks approval since the site already has an approved Environmental Compliance Approval for composting.

Justification for expenditure

Should the request not be granted to expand the compost pads at other locations the County would be deficient in compost processing capacity. If leaf and yard waste volumes exceed the quantity that we are able to process the County will be required to ship the material for processing to a private vendor which will cost more in both shipping and processing compared to the cost to operate our own facilities.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	19	0	19	0	0
Capital Expense	208	0	208	0	0
Net Capital	(189)	0	(189)	0	0
Net Expenditure	(189)	0	(189)	0	0

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Site 15 (Closed Wasaga landfill) Compost Pad Expansion
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

It is recommended to increase the size of the compost pad at the closed Wasaga Landfill, Site 15. The increase of leaf and yard waste collected curbside and at the facilities and the reduction of a compost pad area at one of our sites requires the expansion of compost processing capacity at other County sites. Expanding an existing site allows us to use existing operational equipment and simplifies the process for Ministry of the Environment, Conservation and Parks approval since the site already has an approved Environmental Compliance Approval for composting.

Justification for expenditure

Should the request not be granted to expand the compost pads at other locations the County would be deficient in compost processing capacity. If leaf and yard waste volumes exceed the quantity that the County is able to process the County would be required to ship the material for processing to a private vendor which will cost more in both shipping and processing compared to the cost to operate our own facilities.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	32	0	32	0	0
Capital Expense	353	0	353	0	0
Net Capital	(321)	0	(321)	0	0
Net Expenditure	(321)	0	(321)	0	0

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Site 16 (Bradford West Gwillimbury Landfill) Redevelopment
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

It is recommended to expand the transfer station at the Bradford Landfill. The current site continues to grow in usage annually, is very congested and has continued traffic issues with lines queuing on to the road. This involves updating the storm water management system at the site, installing new scales, increasing queuing lane on site, increasing the size of the diversion areas and constructing buildings for a staff lunchroom, hazardous waste depot and diversion building. Once necessary approvals are received work will commence in 2022 and be completed 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 2022 is a continuation of this project. Should this not be approved this 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	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	482	0	263	219	0
Capital Expense	3,062	920	1,167	975	0
Net Capital	(2,580)	(920)	(905)	(756)	0
Net Expenditure	(2,580)	(920)	(905)	(756)	0

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Site 27 Essa Stump Dump Remediation
Strategic Direction: D - Environmental Sustainability

Description and scope for expenditure

It is being recommended to start the work required to remediate the Essa Stump Dump, as outlined in the Department's long-term plan. The remediation would involve the identification, excavation, and grinding of historic stumps that were disposed of at the site before the County took ownership of the site in 1990. The benefit of remediating this site is to remove the necessity of D4 study requirements for any future development applications within 500 m of the landfill footprint and the possibility of future sale of the cleaned-up site to partially offset the cleanup costs. In 2022, the County's consultant would prepare the necessary investigation and report required for application to the Ministry of the Environment, Conservation and Parks for approval of this project. The work to remediate the site would be budgeted for 2023.

Justification for expenditure

If the request is not approved, this item will be pushed forward within the long-term plan with the potential of remediation costs to inflate over time. Also, the County will continue to be responsible for the environmental liability of this site and continue to be required to enforce the D4 study requirements for new development applications within 500 m of the site.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	407	0	43	364	0
Net Capital	(407)	0	(43)	(364)	0
Net Expenditure	(407)	0	(43)	(364)	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 2022, this capital item will be used for paving of diversion areas, increasing trailer docking locations at sites and for the improvement of compost processing areas at the North Simcoe Transfer Station. This will ensure longevity of the compost pad, increased utilization of the area and improved material processing conditions in all seasons.

Justification for expenditure

If the request is not granted, dust will continue to be of concern for some users of the County's facilities and sites will depreciate at a quicker rate. In addition, the gravel compost pads will continue to require annual repairs. Increasing trailer docking stations will improve efficiency for loading/unloading materials at sites.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Revenue	25	0	25	0	0
Capital Expense	273	0	273	0	0
Net Capital	(249)	0	(249)	0	0
Net Expenditure	(249)	0	(249)	0	0

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. Replacement of these vehicles is requested based on the County's Asset Management Plan. These vehicles are categorized as "medium risk" classifying them as "consider for replacement" due to their age, odometer/hour meter readings, repair and maintenance cost. The overall condition of three skid steer, one dump truck, two loaders, two pick-up trucks and a screening plant are reflective of the extreme operational conditions in which they are employed. These vehicles are projected to have increased risk of becoming unreliable resulting in escalated repair and maintenance costs and operational downtime which will adversely affect on the provision of services. The dump truck will be replaced with a roll-off truck.

Justification for expenditure

If these vehicles are not replaced in 2022, the cyclical process of replacing vehicles will require increased purchases in 2023 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. These vehicles will be disposed at public auction: skid steer \$10K, the dump truck \$15K, loader \$25K, pick-up truck \$4K and the screening plant \$40K. The replacement vehicles will have improved fuel consumption lowering the County's carbon footprint.

Budget

Category	Total (\$000's)	2021 & Prior	2022 Budget	2023 Plan	2024 +
Capital Revenue	238	0	238	0	0
Capital Expense	1,838	0	1,838	0	0
Net Capital	(1,600)	0	(1,600)	0	0
Net Expenditure	(1,600)	0	(1,600)	0	0

2022 DEPARTMENT BUDGETS



Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
44-12	2012	2850	20100	10
82-12	2012	3455	18000	10
26-12	2012	5140	48200	10
801-03	2003	250000	84000	15
03-05	2003	7000	21200	15
98-11	2011	16200	165000	15
01-09	2009	12000	152000	15
41-14	2014	230000	13161	6
57-14	2014	304000	23000	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2022 Vehicle Fuel Consumption (in litres)	Carbon Intensity Reduction Over Lifecycle (in tonnes)
23.5	19.3	93.4
16	13.5	83.6
13.5	11.3	65.8

*Consumption based on average litres per 100 km for road vehicles and average litres per hour for heavy equipment.

Solid Waste Management Tangible Capital Asset (TCA)

Expenditure Title: Walking Floor Trailer Addition
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The purchase of a walking floor trailer is requested to deal with the increase in organic material, drywall, garbage, wood or leaf and yard waste and to increase the walking floor trailer spare ratio. Presently, the walking floor trailer spare ratio is below industry standard placing a strain on the ability to complete scheduled repair and maintenance

Justification for expenditure

If this additional vehicle is not purchased, there is an increased potential of vehicles not being available when required. Utilizing the existing walking floor trailer inventory will result in an increase in wear and tear on the existing fleet, increases in associated repair and maintenance costs and reduced reliability.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022 Budget	2023 Plan	2024 +
Capital Expense	245	0	245	0	0
Net Capital	(245)	0	(245)	0	0
Net Expenditure	(245)	0	(245)	0	0



Forestry



2022 DEPARTMENT BUDGETS



Forestry Net Department Requirement (\$000's)

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
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	2,357	2,444	1,866	1,866	1,868	2	0.1	2	0.1
Miscellaneous Income	172	66	80	80	69	(11)	(13.7)	(11)	(13.7)
Transfer from Reserve	0	0	0	0	1,324	1,324	100.0	1,324	100.0
Total Revenues	2,529	2,510	1,945	1,945	3,260	1,315	67.6	1,315	67.6
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	689	706	750	745	910	166	22.2	160	21.4
Administration	(11)	63	92	101	77	(24)	(24.0)	(15)	(16.3)
Facilities	207	145	194	194	159	(36)	(18.3)	(36)	(18.3)
Cost of Service Delivery	238	224	262	262	299	37	14.1	37	14.1
Transfer to Reserve	1,309	1,465	740	736	1,936	1,200	163.2	1,196	161.7
Total Expenses	2,431	2,603	2,038	2,038	3,381	1,343	65.9	1,343	65.9
Total Operating Balance	97	(93)	(92)	(92)	(120)	(28)	30.5	(28)	30.5
Capital									
Capital Revenue	506	788	0	0	43	43	100.0	43	100.0
Capital Expenses	506	788	0	0	43	43	100.0	43	100.0
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	97	(93)	(92)	(92)	(120)	(28)	30.5	(28)	30.5

Forestry 2022 Budget vs. 2021 Budget Change

The 2022 Forestry budget includes a net department requirement (total operating and capital) of \$120K, compared to \$92K in 2021, an increase of \$28K.

Operating

The Forestry operating budget includes a total operating balance of \$120K, compared to \$92K in 2021, an increase of \$28K.

User Fees are to increase by \$2K.

Miscellaneous Income is to decrease by \$11K.

Recoveries revenue are reduced by \$4K to reflect historical actuals, with the remaining reduction being the result of the completion of the Packard Project.

Transfer from Reserve will increase by \$1.3M. This is the result of the new Forestry reserve bylaw coming into effect. To be in line with the bylaw, a transfer from reserve will be made to fund all forestry management related expenses.

Salaries and Benefits are anticipated to increase by \$160K. This increase includes regular salary and benefit increases, and the addition of one FTE Bylaw Officer and a net increase of 0.5 FTE Forestry Tech I to make two

positions become full year. Without these changes the increase would be \$30K or 4%.

Administration costs are expected to decrease by \$15K. Consulting costs have decreased by \$16K as a result of the Packard Project ending. Several other small items with minor adjustments offset each other within this category of expenses.

Facilities costs are projected to decrease by \$36K. Property taxes are reduced by \$12K as properties have been reviewed and reclassified as managed forests. Grounds maintenance costs in 2021 included well decommissioning and site remediation for \$25K, which are offset by increases in patrol costs. There are no planned purchases of small equipment resulting in a \$9K decrease.

Cost of Service Delivery is planned to increase by \$37K. The main item driving this increase is \$75K for the 100th anniversary event. This is offset by a decrease of \$25K in silviculture related activities and a \$13K reduction to vehicle expenses as an ATV and trailer replacement will not be repeated.

2022 DEPARTMENT BUDGETS



Transfer to Reserve will increase by \$1.2M. This increase is the result of the new Forestry reserve bylaw coming into effect. To be in line with the bylaw, a transfer to reserve will be made to put all forestry revenues to reserve.

Capital

The Department's Capital budget is \$43K. The details for each project are on the Request Form(s) included.

Forestry 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Forestry includes a net department requirement (total operating and capital) of \$120K, compared to \$92K in the 2021 Forecast, an increase of \$28K.

Operating

The Forestry operating budget includes a total operating balance of \$120K, compared to \$92K in the 2021 Forecast, an increase of \$28K.

User Fees are to increase by \$2K.

Miscellaneous Income is to decrease by \$11K. Recoveries revenue has been reduced by \$4K to reflect historical actuals, with the remaining reduction being the completion of the Packard Project.

Transfer from Reserve will increase by \$1.3M. This is the result of the new Forestry reserve bylaw coming into effect. To be in line with the bylaw, a transfer from reserve will be made to fund all forestry management related expenses.

Salaries and Benefits are anticipated to increase by \$166K. This increase includes regular salary and benefit increases, and the addition of one FTE Bylaw Officer and

a net increase of 0.5 FTE Forestry Tech I to make two positions become full year. Without these changes the increase would be \$30K or 4%.

Administration costs are expected to decrease by \$24K. Consulting costs have decreased by \$16K as a result of the Packard Project ending. As well, there is an anticipated decrease of \$7.5K in advertising expense as alternative media types will be utilized at a lower cost. Several other small items with minor adjustments offset each other within this category of expenses.

Facilities costs are projected to decrease by \$36K. Property taxes have been reduced by \$12K as properties have been reviewed and reclassified as managed forests. Grounds maintenance costs in 2021 included well decommissioning and site remediation for \$25K which are offset by increases in patrol costs. There are no planned purchases of small equipment resulting in a \$9K decrease.

Cost of Service Delivery is planned to increase by \$37K. The main item driving this increase is \$75K for the 100th anniversary event. This is offset by a decrease of \$25K in silviculture related activities and a \$13K reduction to

2022 DEPARTMENT BUDGETS



vehicle expenses as an ATV and trailer replacement will not be repeated.

Transfer to Reserve will increase by \$1.2M. This increase is the result of the new Forestry reserve bylaw coming into effect. To be in line with the bylaw, a transfer to reserve will be made to put all forestry revenues to reserve.

Capital

The Department's 2022 Capital budget is \$43K. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



Forestry Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Forestry Technician 1	(1.5)	(111)	0
Forestry Technician 1	2.0	147	0
By-law Enforcement	1.0	94	0
Total Forestry	1.5	131	0

2022 DEPARTMENT BUDGETS



Forestry Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Pick-Up Truck Addition	43	43	0	0	0	0	43	0
Total Capital	43	43	0	0	0	0	43	0

* Canada Community Building Fund formerly known as Gas Tax

Forestry Staffing

Expenditure Title: Conversion of 9-month Contract Positions to Permanent
Strategic Direction: D - Environmental Sustainability

Description and scope for expenditure

Two of the Forestry department technical staff positions (Forestry Technician 1) are 9-month contracts. This request is to convert these two positions to full time, resulting in a .5 FTE addition to existing staffing levels. This is primarily to enable tree marking to be completed by staff as opposed to the current process of contracting out the majority of this function. More complex stand prescriptions as our plantations as our plantations age, prescribed tree marking becomes more complex and as a result it is becoming difficult to provide specific instructions to contract staff to achieve desired results. Staff marking will ensure that hazard trees are assessed at the same time and all areas of concern are properly identified. With all costs being considered, it has been determined that tree marking can be more cost effectively when completed by internal staff. This will also reduce the potential for lost revenues, which may be occurring as a result of inaccurate tallying by contractors who are remunerated on area marked. No additional support costs are incurred (office space or vehicles) in making this change.

Justification for expenditure

This change will increase staffing cost but reduce equivalent expenditures in contracting out tree marking services. Expanding trail networks and increasing public use also require an increased focus on identifying hazard trees during the marking process. Moving this function in-house will improve public safety and reduce County liability.

Budget

Category	2022 Budget
(\$000's)	
Salaries	37
Operating Expense	37
Transfer from Reserve	37
Operating Revenue	37
Net Expenditure	0

Forestry TCA with new Staffing

Expenditure Title: By-law Enforcement with Pick Up Truck Addition
Strategic Direction: D - Environmental Sustainability

Description and scope for expenditure

The County Forest Recreation Policy and associated By-law are in place to regulate permitted uses of the County Forest. Staff have worked in partnership with various users and organizations to seek compliance through education for many years, however enforcement is also an increasingly necessary component. Existing staffing levels do not provide for adequate enforcement, particularly outside of normal office hours. Elevated enforcement through paid off-duty police, particularly of unauthorized off-road motorized vehicle use, has been undertaken with substantial benefit. However, with the substantial increase in use, further resources are required to improve compliance and reduce illegal activity. This would be the first position to specifically enforce compliance with unauthorized recreational use. It will also take the lead on investigating illegal dumping in the forest, encroachment by neighboring property owners, trespass and damage to property. Assistance could also be provided to the Forest Conservation By-law Officer to investigate complaints and issue stop work orders for unauthorized clearing on private lands.

Justification for expenditure

This staff addition is required to resolve a deficiency, improve public health and safety and limit County liability. While other existing Forestry staff are designated as by-law officers, other duties generally preclude sufficient or dedicated enforcement activity. Public uses of all kinds in the County Forest have expanded dramatically in recent years, requiring an increased emphasis on security and enforcement.

Budget

Category	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
(\$000's)					
Salaries	94	0	94	0	0
Operating Expense	94	0	94	0	0
Transfer from Reserve	94	0	94	0	0
Operating Revenue	94	0	94	0	0
Capital Revenue	43	0	43	0	0
Capital Expense	43	0	43	0	0
Net Expenditure	0	0	0	0	0

Planning & Economic Development



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	17	45	25	92	0	(92)	(100.0)	(25)	(100.0)
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	37	48	39	23	45	22	97.4	6	15.4
Miscellaneous Income	0	0	1	35	0	(35)	(100.0)	(1)	(100.0)
Transfer from Reserve	330	685	1,022	1,072	439	(633)	(59.1)	(583)	(57.1)
Total Revenues	384	778	1,088	1,222	484	(738)	(60.4)	(604)	(55.5)
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	1,852	1,916	2,098	2,054	2,202	147	7.2	103	4.9
Administration	136	105	359	544	725	181	33.2	366	101.9
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	951	1,073	1,470	1,395	742	(653)	(46.8)	(728)	(49.5)
Transfer to Reserve	1,868	2,401	1,805	1,805	1,879	75	4.1	75	4.1
Total Expenses	4,808	5,495	5,732	5,798	5,547	(250)	(4.3)	(185)	(3.2)
Total Operating Balance	(4,424)	(4,717)	(4,644)	(4,576)	(5,064)	(488)	10.7	(419)	9.0
Capital									
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
Net Capital	0	0	0	0	0	0	0.0	0	0.0
Net Department	(4,424)	(4,717)	(4,644)	(4,576)	(5,064)	(488)	10.7	(419)	9.0

Planning & Economic Development 2022 Budget vs. 2021 Budget Change

The 2022 Planning & Economic Development budget includes a net department requirement (total operating and capital) of \$5.1M, compared to \$4.6M in 2021, an increase of \$419K.

Operating

The Planning & Economic Development operating budget includes a total operating balance of \$5.1M, compared to \$4.6M in 2021, an increase of \$419K.

Subsidies are to decrease by \$25K. This decrease is the result of the completion of the Rural Economic Development (RED) Grant.

User Fees are to increase by \$6K. Subdivision fee revenue has increased based on historical actuals.

Miscellaneous Income is to decrease by \$1K.

Transfer from Reserve will decrease by \$583K. Development charge revenue is increasing by \$117K based on planned spending for various growth related studies. This is offset by a decrease in the Contingency reserve of \$700K as a result of the addition of the Aerospace grant and the ending of the Economic Development grant.

Salaries and Benefits are anticipated to increase by \$103K. This increase includes regular salary and benefit changes, as well the addition of a student (0.3 FTE) to the Planning department and one position upgrade to Senior Economic Development Officer in the Economic Development department. Without these staffing changes, the increase would be \$23K or 3.8%.

Administration costs are expected to increase by \$366K. Consulting and advertising costs for various planning related studies are increasing by \$343K. The remaining increase is a result of pandemic reopening schedules. Cost increases include items such as staff training, mileage, and meetings and conferences.

Cost of Service Delivery is planned to decrease by \$728K. This decrease is primarily related to a decrease of \$800K in grants to lower tier municipalities, offset by an increase of \$100K for the Aerospace Grant. The remaining decrease is primarily due to changes in planned work related to economic development activities.

Transfer to Reserve will increase by \$75K. Transfer to Reserve is the Council directed contribution equal to the 1% of the levy, which is \$1.9M.

2022 DEPARTMENT BUDGETS



Capital

There are no Capital Projects in 2022 for this Department.

Planning & Economic Development 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Planning & Economic Development includes a net department requirement (total operating and capital) of \$5.1M, compared to \$4.6M in the 2021 Forecast, an increase of \$488K.

Operating

The Planning & Economic Development operating budget includes a total operating balance of \$5.1M, compared to \$4.6M in the 2021 Forecast, an increase of \$488K.

Subsidies are to decrease by \$92K. This decrease is the result of the completion of the Rural Economic Development (RED) Grant. The forecast includes some additional subsidies for Sector Development funding which was not anticipated and will not continue in the 2022 budget.

User Fees are to increase by \$22K. Subdivision fee revenue has increased based on historical actuals and official plan fees remain in line with historical actuals as the forecasted downturn is anticipated to be temporary.

Miscellaneous Income is to decrease by \$35K. Economic Development subsidies such as the Rural Economic Development funding and the Sector Development funding will not continue in 2022. As well, Planning

received a recovery of costs for consulting works that will not be repeated.

Transfer from Reserve will decrease by \$633K. Development charge revenue is decreasing by \$33K based on planned spending for various growth related studies. As well, there is a decrease in the Contingency reserve of \$600K as a result of the addition of the Aerospace grant and the ending of the Economic Development grant.

Salaries and Benefits are anticipated to increase by \$147K. This increase includes regular salary and benefit changes and an increase over forecast due to salary gapping resulting from position vacancies. Also included in the increase is the addition of a student (0.3 FTE) to the Planning department and one position upgrade to Senior Economic Development Officer in the Economic Development department.

2022 DEPARTMENT BUDGETS



Administration costs are expected to increase by \$181K. Consulting and advertising costs for various planning related studies are increasing by \$169K. The remaining increase is a result of pandemic reopening schedules. Cost increases include items such as staff training, mileage, and meetings and conferences.

Cost of Service Delivery is planned to decrease by \$653K. This decrease relates to a decrease of \$700K in grants to lower tier municipalities, offset by an increase of \$100K for the Aerospace Grant. The remaining decrease

is primarily due to changes in planned work related to economic development activities.

Transfer to Reserve will increase by \$75K. Transfer to Reserve is the Council directed contribution equal to the 1% of the levy, which is \$1.9M.

Capital

There are no Capital Projects in 2022 for this Department.

Planning and Economic Development Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Student Planning Assistant	0.3	13	13
Economic Development Officer	(1.0)	(108)	(108)
Senior Economic Development Officer	1.0	118	118
Total Planning and Economic Development	0.3	23	23

Planning Staffing

Expenditure Title: Student Planning Assistant
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

The Planning Department has increasingly taken on the role of monitoring, researching and providing land use planning information to the County and 16 local municipalities. The current student planning assistant has demonstrated that this role can play an important part in obtaining and researching these emerging issues and assisting with building up an information resource. The new student position will allow the department to utilize this skillset for an additional four months of the year and would offer a longer period of time where this research role would be available to the department. This new position would occur in the spring or fall and supplement the existing summer time period when the department has traditionally hired a student planner.

Justification for expenditure

Not proceeding with the staffing enhancement will reduce the department's ability to provide research and planning policy resources efficiently. This will minimize the effectiveness of the department by reducing the amount of up to date information available, and reduce the capability of offering this resource to the 16 local municipalities.

Budget

Category	2022 Budget
(\$000's)	
Salaries	13
Operating Expense	13
Net Expenditure	(13)

Economic Development Staffing

Expenditure Title: Senior Economic Development Officer
Strategic Direction: C - Economic & Destination Development

Description and scope for expenditure

The evolution of the Economic Development function at the County into a strategic role warrants the reclassification of this position to better reflect stakeholder needs and expectations of staff. The position upgrade from Economic Development Officer (EDO) to Senior Economic Development Officer (SEDO) will provide better customer service as it will allow for a higher degree of decision making and direction to other staff on matters related to business support in the community, without requiring involvement of the Manager. The SEDO will act on behalf of the Manager when not available and will guide and mentor others in the department. The SEDO will supervise future students and contract staff and will provide expert knowledge on complex economic development matters. This role will assist with staff growth and succession planning, allowing for the ease of progression from the EDO level to Manager. Many Economic Development divisions/departments have multi-level structures that allows for staff growth and development and is a proven successful practice.

Justification for expenditure

The proposed structure will allow for succession planning, staff growth, and the opportunity to grow leadership capacity and experience within the team. With limited opportunity for upward mobility, staff turnover and retention will continue to be an issue, which ultimately affects service excellence to the business community and staff empowerment and engagement.

Budget

Category	2022 Budget
(\$000's)	
Salaries	10
Operating Expense	10
Net Expenditure	(10)



Transit



2022 DEPARTMENT BUDGETS



Transit

Net Department Requirement (\$000's)

	2019	2020	2021	2021	2022	2022B vs. 2021F		2022B vs. 2021B	
	Actual	Actual	Budget	Forecast	Budget	Change	%	Change	%
						\$	%	\$	%
Operating Revenues									
Subsidies	550	931	1,537	1,537	1,684	147	9.6	147	9.6
Service Partners	0	0	0	0	0	0	0.0	0	0.0
User Fees	229	222	444	192	444	252	131.4	1	0.1
Miscellaneous Income	0	0	0	0	0	0	0.0	0	0.0
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
Total Revenues	779	1,153	1,980	1,729	2,128	399	23.1	148	7.5
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	205	286	337	335	415	80	23.8	77	22.9
Administration	201	186	248	296	405	109	36.9	156	63.0
Facilities	0	0	0	0	0	0	0.0	0	0.0
Cost of Service Delivery	1,872	2,598	4,177	3,420	4,514	1,094	32.0	337	8.1
Transfer to Reserve	0	0	0	0	0	0	0.0	0	0.0
Total Expenses	2,279	3,070	4,763	4,051	5,334	1,283	31.7	571	12.0
Total Operating Balance	(1,500)	(1,917)	(2,782)	(2,322)	(3,206)	(883)	38.0	(423)	15.2
Capital									
Capital Revenue	3,355	1,402	0	0	0	0	0.0	0	0.0
Capital Expenses	4,037	4,216	1,536	1,536	508	(1,028)	(66.9)	(1,028)	(66.9)
Net Capital	(682)	(2,815)	(1,536)	(1,536)	(508)	1,028	(66.9)	1,028	(66.9)
Net Department	(2,181)	(4,732)	(4,319)	(3,859)	(3,714)	145	(3.8)	605	(14.0)

Transit 2022 Budget vs. 2021 Budget Change

The 2022 Transit budget includes a net department requirement (total operating and capital) of \$3.7M, compared to \$4.3M in 2021, a decrease of \$605K.

Operating

The Transit operating budget includes a total operating balance of \$3.2M, compared to \$2.8M in 2021, an increase of \$423K.

Subsidies are to increase by \$147K. This increase is based on an anticipated increase in Provincial Gas Tax funding, in addition to the use of an available carry over balance from prior years.

User Fees are to increase by \$1K.

Salaries and Benefits are anticipated to increase by \$77K. Included in this increase are regular salary and benefit increases, as well as the addition of one FTE Transit Analyst. Without this change the increase would be \$5K or 1.7%.

Administration costs are expected to increase by \$156K. The increase is primarily made of a \$65K increase to

consulting costs for a Transit Implementation study, and insurance increases of \$64K. There is also an increase in advertising and printing of \$24K focused on the recently implemented Route 6, the pandemic recovery, and insurance increases.

Cost of Service Delivery is planned to increase by \$337K. This increase is driven by contracted service costs and fuel increases as transit services are restored to pre-pandemic levels and increased demand for specialized services.

Capital

The Department's Capital budget is \$508K. The details for each project are on the Request Form(s) included.

In 2022, the Transit department will be increasing the spare ratio of the buses as the fleet begins to age by purchasing one 24-passenger bus.

Transit 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Transit includes a net department requirement (total operating and capital) of \$3.7M, compared to \$3.9M in the 2021 Forecast, a decrease of \$145K.

Operating

The Transit operating budget includes a total operating balance of \$3.2M, compared to \$2.3M in the 2021 Forecast, an increase of \$883K.

Subsidies are to increase by \$147K. This increase is based on an anticipated increase in Provincial Gas Tax funding, in addition to the use of an available carry over balance from prior years.

User Fees are to increase by \$252K. Ridership is anticipated to return to pre-pandemic levels in 2022 and as a result fare revenues are expected to increase by \$252K over forecasted levels.

Salaries and Benefits are anticipated to increase by \$80K. Included in this increase are regular salary and benefit increases, as well as the addition of one FTE Transit Analyst. In addition, the forecast was reduced

slightly in relation to Administration staff allocations due to salary gapping resulting in an increase of \$3K.

Administration costs are expected to increase by \$109K. The increase is primarily made of a \$65K increase to consulting costs for a Transit Implementation study, and insurance increases of \$64K. There is also an increase for advertising and printing of \$24K focused on the recently implemented Route 6 and the pandemic recovery.

Cost of Service Delivery is planned to increase by \$1.1M. This increase is driven by contracted service costs and fuel increases as transit services are restored to pre-pandemic levels and increased demand for specialized services are anticipated.

Capital

The Department's 2022 Capital budget is \$508K. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



Transit Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Transit Analyst	1.0	72	72
Total Transit	1.0	72	72

2022 DEPARTMENT BUDGETS



Transit Capital Summary (\$000's)

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Conventional Bus Addition	508	508	0	0	0	0	0	0	508
Total Capital	508	508	0	0	0	0	0	0	508

* Canada Community Building Fund formerly known as Gas Tax

Transit Staffing

Expenditure Title: Transit Analyst
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

Currently, LINX transit operates six routes, seven days a week and up to 15 hours. Increased staff coverage is required to monitor day-to-day service. The new position will support the Transit department by increasing every day coverage and developing metrics and analysis regarding transit usage and contract management Key Performance Indicators (KPI's). This role will also provide support for transit information systems, including data entry, updating, extraction and reporting. The position will also report related route planning and scheduling, policy research related to population, employment and demographic data and land use. It will assist in the preparation of statistical and narrative reports as well as extraction and analysis of census data. Finally, this role will also be responsible for updating and publishing information products on the County's website, reviewing some transit applications, answering transit inquiries from the general public, and liaising with member municipalities for transit information sharing.

Justification for expenditure

Not proceeding with the staffing enhancement will adversely affect the ability to manage increased and current service levels, plus: a) Staff burn out or loss. b) Inability to sustain qualitative system planning, including measures for continuous improvement concerning the transit system coordination and integration. c) A negative impact on transit and customer service outcomes. d) Will compromise staff's ability to respond to transit issues at all times of the day and night.

Budget

Category	2022 Budget
(\$000's)	
Salaries	72
Operating Expense	72
Net Expenditure	(72)

Transit Tangible Capital Asset (TCA)

Expenditure Title: Conventional Bus Addition
Strategic Direction: E - A Culture of Workplace and Operational Excellence

Description and scope for expenditure

In 2022, LINX Transit will monitor the existing routes for any opportunity for improvements of service levels based on ridership. LINX will adjust bus stop locations accordingly to meet the need of customers. LINX will work with our municipal partners to identify opportunities to install bus shelters at high traffic bus stops. In mid-2022 LINX Plus will see the implementation of an automated transit scheduling and online booking system. The Transportation Master Plan will scope transit opportunities with our municipal partners for efficiency in routes, and fare systems amongst other items.

It is recommended one 24-passenger bus be purchased to be utilized to increase the spare ratio. This vehicle addition will ensure transit service levels are maintained while accommodating the ability to conduct required vehicle preventative maintenance and unplanned repairs.

Justification for expenditure

Not proceeding with the purchase of this additional bus will compromise the County LINX bus system. This additional bus is required to ensure there is a proper maintenance cycle in place. This additional bus is also required to be strategically located throughout the County to accommodate unscheduled maintenance and breakdown issues. Without an adequate spare ratio, there is risk that scheduled vehicle servicing could be negatively impacted.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Expense	508	0	508	0	0
Net Capital	(508)	0	(508)	0	0
Net Expenditure	(508)	0	(508)	0	0

Lake Simcoe Regional Airport



2022 DEPARTMENT BUDGETS



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

	2019	2020	2021	2021	2022	2022B vs. 2021F Change		2022B vs. 2021B Change	
	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%
Operating Revenues									
Subsidies	0	0	0	0	0	0	0.0	0	0.0
Service Partners	0	75	111	111	160	49	44.0	49	44.0
User Fees	0	1,146	1,319	1,119	1,229	110	9.9	(90)	(6.8)
Miscellaneous Income	0	2,507	1,041	1,029	1,483	454	44.2	442	42.4
Transfer from Reserve	0	0	0	0	0	0	0.0	0	0.0
Total Revenues	0	3,728	2,471	2,258	2,872	613	27.2	400	16.2
Operating Expenses									
Client Benefit	0	0	0	0	0	0	0.0	0	0.0
Salaries and Benefits	0	713	874	856	1,038	182	21.2	164	18.8
Administration	0	154	264	176	376	199	113.0	112	42.4
Facilities	0	539	516	477	453	(25)	(5.2)	(63)	(12.2)
Cost of Service Delivery	0	678	818	731	755	24	3.2	(63)	(7.7)
Transfer to Reserve	0	1,805	0	0	250	250	100.0	250	100.0
Total Expenses	0	3,889	2,471	2,242	2,872	630	28.1	400	16.2
Total Operating Balance	0	(161)	0	17	0	(17)	(100.0)	0	0.0
Capital									
Capital Revenue	0	1,670	5,867	5,367	261	(5,107)	(95.1)	(5,607)	(95.6)
Capital Expenses	0	1,800	5,867	5,367	261	(5,107)	(95.1)	(5,607)	(95.6)
Net Capital	0	(130)	0	0	0	0	(100.0)	0	(100.0)
Net Department	0	(291)	0	17	0	(17)	(100.0)	0	(100.0)

Lake Simcoe Regional Airport 2022 Budget vs. 2021 Budget Change

The 2022 Lake Simcoe Regional Airport budget includes a net department requirement (total operating and capital) of 0, compared to 0 in 2021, a decrease of \$0.

The City of Barrie portion is \$175K, a decrease of \$319K from 2021. The total Municipal requirement in 2022 is \$175K compared to \$495K in 2021, a decrease of \$319K.

Operating

The Lake Simcoe Regional Airport operating budget includes a total operating balance of 0, which has not changed in 2022.

User Fees are to decrease by \$90K. This decrease is due to a reduction in rental income of \$97K related to the recovery of property taxes that will now be billed directly to leaseholders. This is offset slightly by an increase of \$7K in revenues related to the new de-icing services.

Miscellaneous Income is to increase by \$442K. This increase is related to the increase in the County of Simcoe contribution to the airport.

Salaries and Benefits are anticipated to increase by \$164K. This increase includes regular salary and benefit increases, pay band changes for two positions, an

adjustment to standby pay, and the addition of one Airport Operations I and 0.5 FTE Seasonal Equipment Operator I. Without these additions the increase would be \$107K or 6.6%.

Administration costs are expected to increase by \$112K. An increase of \$160K in consulting fees is required for Airport Certification, as well as increases to various other items related to pandemic reopening schedules. These are offset by a reduction to insurance as a result of a change in allocation methods of County wide policy costs.

Facilities costs are projected to decrease by \$63K. Property taxes have been reduced by \$84K as leaseholders will now be invoiced directly and is offset by several small increase to utility and maintenance costs.

Cost of Service Delivery is planned to decrease by \$63K. The driver of this decrease is a reduction to the cost of aviation fuel of \$70K. This is offset by increases to diesel fuel resulting from the addition of equipment required for de-icing and having more runway to maintain upon completion of the widening project.

Transfer to Reserve will increase by \$250K. This is a new item in the 2022 budget, which has been added to

2022 DEPARTMENT BUDGETS



establish reserves to fund the replacement of vehicles and equipment in support of the County's Asset Management Plan.

Capital

The Department's Capital budget is \$261K. The details for each project are on the Request Form(s) included.

Lake Simcoe Regional Airport 2022 Budget vs. 2021 Forecast Change

The 2022 budget for Lake Simcoe Regional Airport includes a net department requirement (total operating and capital) of 0, compared to (\$17K) in the 2021 Forecast, a decrease of \$17K.

The City of Barrie portion is \$175K, a decrease of \$269K from 2021 forecast. The total Municipal requirement in 2022 budget is \$175K compared to \$428K in 2021 forecast, a decrease of \$253K.

Operating

The Lake Simcoe Regional Airport operating budget includes a total operating balance of \$0, compared to (\$17K) in the 2021 Forecast, a decrease of \$17K.

User Fees are to increase by \$110K. This increase is the result of forecasted aviation fuel sales, landing fees and servicing fees being decreased due to runway shutdowns related to the widening project. Revenues are anticipated to return to normal levels in 2022 with an expected increase of \$197K. This increase is slightly offset by a reduction in rental income of \$86K related to the recovery of property taxes that will now be billed direct to leaseholders.

Miscellaneous Income is to increase by \$454K. This increase is mostly related to the increase in the County of Simcoe contribution to the airport.

Salaries and Benefits are anticipated to increase by \$182K. This increase includes regular salary and benefit increases, pay band changes for two positions, an adjustment to standby pay, and the addition of one Airport Operations I and 0.5 FTE Seasonal Equipment Operator I.

Administration costs are expected to increase by \$199K. An increase of \$160K in consulting fees is required for Airport Certification, as well as increases to various other items related to pandemic reopening schedules. Cost increases include staff training, meetings and conferences, as well as office specifics such as office supplies.

Facilities costs are projected to decrease by \$25K. Property taxes have been reduced by \$82K as leaseholders will now be invoiced directly and is offset by several small increase to utilities. In addition, there is an increase of \$44K to maintenance as there was a forecasted reduction to this expense as work has been delayed due to the runway widening project.

2022 DEPARTMENT BUDGETS



Cost of Service Delivery is planned to increase by \$24K. This increase is made up of several items including an increase to the cost of aviation fuel, as the forecasted expense was lowered due to sales levels being impacted by runway closures due to the widening project. Both sales levels and the related costs are expected to return to normal levels in 2022.

Transfer to Reserve will increase by \$250K. This is a new item in the 2022 budget, which has been added to establish reserves to fund the replacement of vehicles and equipment in support of the County's Asset Management Plan.

Capital

The Department's 2022 Capital budget is \$261K. The details for each project are on the Request Form(s) included.

2022 DEPARTMENT BUDGETS



Lake Simcoe Regional Airport Staffing Change Requests

Job Title	# of FTE	Gross Expenditures Wages & Benefits (\$000's)	Net County Impact (\$000's)
Airport Operations I	1.0	70	70
Equipment Operator I	0.5	37	37
Total Lake Simcoe Regional Airport	1.5	107	107

2022 DEPARTMENT BUDGETS



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

Project Description	Total Project Cost	2022 Budget Expense	CCBF*	DC	Other	City of Barrie	City of Orillia	Reserves	County Impact
Airport Certification	43	43	0	0	0	0	0	43	0
Vehicle Replacement	65	65	0	0	0	0	0	65	0
Waste Water System	1,953	153	0	0	0	15	0	138	0
Total Capital	2,061	261	0	0	0	15	0	245	0

* Canada Community Building Fund formerly known as Gas Tax

Lake Simcoe Regional Airport Staffing

Expenditure Title: Airport Operations I
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

The Airport Operations I position is to assist in the operation of a regional airport facility and fixed based operations (FBO) through maintaining grounds, facilities and equipment of the Lake Simcoe Regional Airport in accordance with Canadian Aviation Regulations, Provincial and Federal Regulations as well as internal operational practices and procedures. Forming part of the airport’s County approved strategic plan, the airport has recently expanded the facility, implemented additional services such as de-icing and welcomed new businesses/tenants to the airport without adding any additional staff. In order to maintain this and other services to the level that is required at a regional airport facility, this additional position is required. In addition, also forming part of the strategic plan, the airport is moving forward with Airport Certification and this position is essential in order to re-task existing staff to meet the strict regulatory demands of the certification process.

Justification for expenditure

The airport will not be able to maintain its current level of operations and there will be an overall reduction in level of service provided to all airport users. Services such as aircraft de-icing will be reduced to limited times when an adequate number of staff are onsite. In addition, we will not be able to proceed with the certification process since we will not have the personnel dedicated to meet the demands of certification as per the Canadian Aviation Regulations.

Budget

Category	2022 Budget
(\$000's)	
Salaries	70
Operating Expense	70
Net Expenditure	(70)

Lake Simcoe Regional Airport Staffing

Expenditure Title: Equipment Operator I
Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

This is a seasonal position with the operator’s primary role being snow removal and maintenance 24 hrs/day - 7 days/week. This involves the operation of tractors with attachments, equipment for snow plowing, chemical application and general winter maintenance and other designated equipment requiring special skills. With the recent expansion of the runway surface by 50% as well as the acquisition of two new additional pieces of snow removal equipment to maintain existing and new surfaces during winter operations; as well as meet the expected level of service which all airport users/tenants have become accustomed to, an additional equipment operator is required (very wordy sentence). Finally, the County HR department conducted a risk assessment of these operator positions and noted that due to a current lack of staff in these positions to meet the demands of the airport, the operators are in fact operating in contradiction to Federal Labour Laws. Specifically, employees must have eight hours free from work and employees should not work more than 48 hours per week.

Justification for expenditure

Without the addition of this operator, the airport will not be able to sufficiently staff and operate the newly acquired snow removal equipment. This will result in the airport’s inability to provide safe, efficient and effective snow removal operations 24/7. In turn, this will have a significant, negative operational impact on all airport tenants and users. Without the additional operator, the airport will also not be able to begin working towards meeting the Federal Labour Code requirements.

Budget

Category	2022 Budget
(\$000's)	
Salaries	37
Operating Expense	37
Net Expenditure	(37)

Lake Simcoe Regional Airport TCA & Operating

Expenditure Title: Airport Certification - Software and Hardware

Strategic Direction: A - Growth Related Service Delivery

Description and scope for expenditure

When considering Airport Certification, the burden of the operator is substantially increased as an "Airport", as opposed to an "Aerodrome". As a result, Airport Certification will have a substantial impact on the workload for staff as well as the associated costs of maintaining the Certificate. Airport management and operations personnel will be required to ensure ongoing compliance with Federal regulations and standards including but not limited to daily audits/checklists, operating manual updates, training, table top exercises as well as all record keeping. Accordingly, forming part of the Airport Certification process is the mandated requirement for a centralized and electronic tracking system (software and hardware) to monitor, manage and resolve all airport related maintenance, safety, operating systems, policies and procedures.

Justification for expenditure

Airport Certification is a strategic priority of the Council approved LSRA Development Plan, April 2018. The absence of Certification will prevent the ability for scheduled passenger service (airlines) to operate from the LSRA (Federal requirement). It will further prevent any potential application for Federal Airport Zoning on adjacent lands drastically limiting the airport's ability to have development input and control (i.e. land use, height control).

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	43	0	43	0	0
Capital Expense	43	0	43	0	0
Net Expenditure	0	0	0	0	0

Lake Simcoe Regional Airport 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. Replacement of this pick-up truck with plowing attachment is requested based on the County's Asset Management Plan. This vehicle is categorized as "medium risk" classifying it as "consider for replacement" due to its age, repair and maintenance cost. The odometer reading is low and is not reflective of the vehicles overall use which has been primarily on the airport runways and aprons. Due to this vehicles overall condition, this vehicle is projected to encounter increased risk of having unplanned repair and maintenance becoming unreliable which will adversely effect on the provision of airport services.

Justification for expenditure

If this vehicle is not replaced in 2022, the cyclical process of replacing vehicles will require increased purchases in 2023 and will result in a decline in vehicle reliability while increasing repair and maintenance costs. This vehicle will be disposed of at public auction and is expected to sell for \$10k. The replacement vehicle will have improved fuel consumption which will lower the County's carbon footprint.

Budget

Category	Total	2021 & Prior	2022 Budget	2023 Plan	2024 +
(\$000's)					
Capital Revenue	65	0	65	0	0
Capital Expense	65	0	65	0	0
Net Expenditure	0	0	0	0	0

2022 DEPARTMENT BUDGETS



Asset Information:

Unit #	Model Year	Odometer Reading (km/Hrs)	Life to Date Repair & Maintenance	Life Cycle
11-1088	2011	66717	10000	6

Historical Vehicle Fuel Consumption (in litres)	Projected Average 2022 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.

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

This is a multi year project that will start with an engineering study in 2022 to determine the design for the servicing of the North East Development area of the Lake Simcoe Regional Airport. The construction of the sub surface sewage system will begin in 2023. The study will also determine the requirements for servicing the adjacent MediCA Park and Oro-Station. The provision of services in this area will ensure the airport is shovel ready for potential aerospace development. It will also improve the business opportunities on the adjacent lands. The Airport has limited land available for large scale development and if the land is not serviced and ready for development there may be a loss of business investment which will affect the airports competitive advantage. The land is not currently serviced because of the significant separation due to the runways infrastructure.

Justification for expenditure

The Airport is designated as an Economic Employment District as part of the Growth Plan for the Greater Golden Horseshoe. As a result, the LRSA is committed to supporting this economic asset and expanding the economic opportunities it can bring to the region.

Budget

Category (\$000's)	Total	2021 & Prior Budget	2022	2023 Plan	2024 +
Capital Revenue	1,953	0	153	1,800	0
Capital Expense	1,953	0	153	1,800	0
Net Expenditure	0	0	0	0	0

Service Partners



2022 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 2022 budgeted cost sharing contributions are outlined in the following chart.

City of Barrie Operating Budget (000's)	2019	2020	2021	2021	2022	2022B vs 2021F		2022B vs 2021B	
	Actual	Actual	Budget	Forecast	Budget	Change	Change	Change	Change
Department						\$	%	\$	%
LTC - Homes	1,021	1,160	1,885	1,381	1,619	238	17.2	(266)	(14.1)
Paramedic Services	6,536	6,352	6,583	6,309	6,995	687	10.9	412	6.3
Health and Emergency Services	7,557	7,513	8,469	7,690	8,614	924	12.0	146	1.7
Children Services	1,041	1,026	2,045	1,791	2,045	253	14.1	0	-
Community Services	742	832	868	829	925	96	11.5	56	6.5
Ontario Works	3,157	2,373	3,493	3,377	3,663	287	8.5	170	4.9
Simcoe County Housing Corporation	1,650	1,823	2,143	2,054	2,246	192	9.4	103	4.8
Social Housing - Non-Profit	4,246	4,353	4,688	4,979	5,023	44	0.9	335	7.1
Social and Community Services	10,837	10,406	13,237	13,030	13,902	872	6.7	665	5.0
Archives	47	48	49	49	50	1	2.0	1	2.0
Museum	62	63	65	65	66	1	2.0	1	2.0
Total Archives and Museum	109	111	113	113	116	2	2.0	2	2.0
Total Lake Simcoe Regional Airport	0	75	111	111	160	49	44.0	49	44.0
Total Operating	18,503	18,106	21,930	20,944	22,792	1,848	8.8	862	3.9
Total Capital	10,820	4,395	6,250	7,443	17,190	9,747	130.9	10,940	175.1
MFC Projects									
- Current year MFC payment	996	306	448	541	1,549	1,008	186.2	1,101	245.9
- Prior years MFC payment	627	1,497	2,708	2,389	3,197	808	33.8	490	18.1
Total MFC payment	1,623	1,803	3,155	2,931	4,747	1,816	62.0	1,591	50.4
Non MFC capital projects	824	1,236	1,771	1,694	1,698	4	0.3	(73)	(4.1)
Total Adjusted Capital	2,447	3,039	4,927	4,624	6,445	1,820	39.4	1,518	30.8
Total Operating and Adjusted Capital	20,950	21,144	26,857	25,568	29,237	3,668	14.3	2,380	8.9

2022 DEPARTMENT BUDGETS



City of Barrie – Capital Projects

2022 - MFC Projects Department and Project	Budget (000's)
LTC - Simcoe Manor Redevelopment	2,132
LTC -Homes	2,132
PAR - Bradford Station	596
PAR - Severn Station	134
PAR - Springwater South Post	220
PAR - Waubaushene Station	31
Paramedic Services	980
SCHC - Affordable Housing (Barrie)	16
SCHC - Affordable Housing (Bradford)	3,192
SCHC - Affordable Housing (Orillia)	9,171
Simcoe County Housing Corporatic	12,379
Total MFC Projects	15,492

MFC Financing Balance	
MFC Opening Balance	18,554
Current Year Build	15,492
Current Year MFC Principal Payment	(1,549)
Prior Years MFC Principal Payment	(2,629)
MFC Closing Balance	29,867

MFC Financing Payment	
Current Year MFC Principal Payment	1,549
Prior Years MFC Principal Payment	2,629
Interest	568
Total MFC Financing Payment	4,747

2022 - Capital Projects (Non MFC) Department and Project	Budget (000's)
LSRA - Waste Water System	15
Lake Simcoe Regional Airport	15
LTC - Building and Equipment	175
LTC - Homes	175
PAR - Ambulance Addition	73
PAR - Drone Program	25
PAR - Logistic Tech Vehicle Addition	10
PAR - Power Assist Lift Equipment	179
PAR - Power Stretcher Replacement	179
PAR - Vehicle Replacement	430
Paramedic Services	897
SCHC - Albert Street (Collingwood)	12
SCHC - Bay Street (Midland)	7
SCHC - Blake Street (Barrie)	10
SCHC - Brock Street (Clearview)	28
SCHC - Brooks Street (Barrie)	42
SCHC - Cook Street (Barrie)	18
SCHC - Harriet Street (Penetanguishene)	18
SCHC - Maria Street (Penetanguishene)	67
SCHC - Matthew Way (Collingwood)	19
SCHC - Midland Avenue (Midland)	17
SCHC - Miller Park Avenue (Bradford)	8
SCHC - Napier Street (Collingwood)	51
SCHC - Oxford Street (Orillia)	38
SCHC - Regent Street (Orillia)	6
SCHC - Seventh Lane (Wasaga Beach)	130
SCHC - St. Paul Street (Collingwood)	10
SCHC - Victoria Street (Innisfil)	56
SCHC - Wellington Street (New Tecumset)	37
SCHC - Yonge Street (Midland)	12
SCHC - Yonge Street (Springwater)	23
Simcoe County Housing Corporation	610

Total Capital	1,698
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2022 DEPARTMENT BUDGETS



City of Orillia – Operating and Capital

The City of Orillia shares costs for Health & Emergency Services and Social & Community Services divisions. The 2022 budgeted cost sharing contributions are outlined in the following chart.

City of Orillia Operating Budget (000's)	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2022B vs 2021F Change \$	2022B vs 2021B Change \$
Department							
LTC - Homes	1,003	1,158	1,871	1,356	1,587	231	17.0 (284) (15.2)
Paramedic Services	1,353	1,304	1,351	1,300	1,441	142	10.9 90 6.7
Health and Emergency Services	2,357	2,463	3,222	2,656	3,028	372	14.0 (194) (6.0)
Children Services	218	232	453	483	482	(1)	(0.3) 29 6.5
Community Services	154	171	178	171	191	20	11.5 12 6.9
Ontario Works	1,054	809	1,189	1,276	1,384	108	8.5 195 16.4
Simcoe County Housing Corporation	342	374	440	423	463	40	9.4 23 5.2
Social Housing - Non-Profit	879	894	962	1,026	1,035	9	0.9 73 7.5
Social and Community Services	2,647	2,479	3,222	3,379	3,555	175	5.2 332 10.3
Total Operating	5,004	4,942	6,444	6,035	6,583	548	9.1 138 2.1
Total Capital	2,351	1,100	1,806	2,068	4,742	2,673	129.3 2,936 162.6
MFC Projects							
- Current year MFC payment	206	68	128	148	426	278	188.1 298 232.0
- Prior years MFC payment	128	315	587	522	734	212	40.7 147 25.0
Total MFC payment	335	383	715	670	1,160	490	73.2 445 62.1
Non MFC capital projects	272	424	523	503	483	(20)	(3.9) (40) (7.7)
Total Adjusted Capital	607	807	1,238	1,172	1,643	471	40.1 404 32.7
Total Operating and Adjusted Capital	5,611	5,748	7,683	7,207	8,226	1,019	14.1 543 7.1

2022 DEPARTMENT BUDGETS



City of Orillia – Capital Projects

2022 - MFC Projects Department and Project	Budget (000's)
LTC - Simcoe Manor Redevelopment	1,513
LTC - Homes	1,513
PAR - Bradford Station	116
PAR - Severn Station	28
PAR - Springwater South Post	45
PAR - Waubaushene Station	6
Paramedic Services	195
SCHC - Affordable Housing (Barrie)	3
SCHC - Affordable Housing (Bradford)	658
SCHC - Affordable Housing (Orillia)	1,890
Simcoe County Housing Corporation	2,551
Total MFC Projects	4,259
MFC Financing Balance	
MFC Opening Balance	4,295
Current Year Build	4,259
Current Year MFC Principal Payment	(426)
Prior Years MFC Principal Payment	(596)
MFC Closing Balance	7,532
MFC Financing Payment	
Current Year MFC Principal Payment	426
Prior Years MFC Principal Payment	596
Interest	138
Total MFC Financing Payment	1,160

2022 - Capital Projects (Non MFC) Department and Project	Budget (000's)
LTC - Building and Equipment	172
LTC - Homes	172
PAR - Ambulance Addition	15
PAR - Drone Program	5
PAR - Logistic Tech Vehicle Addition	2
PAR - Power Assist Lift Equipment	37
PAR - Power Stretcher Replacement	37
PAR - Vehicle Replacement	89
Paramedic Services	185
SCHC - Albert Street (Collingwood)	2
SCHC - Bay Street (Midland)	1
SCHC - Blake Street (Barrie)	2
SCHC - Brock Street (Clearview)	6
SCHC - Brooks Street (Barrie)	9
SCHC - Cook Street (Barrie)	4
SCHC - Harriet Street (Penetanguishene)	4
SCHC - Maria Street (Penetanguishene)	14
SCHC - Matthew Way (Collingwood)	4
SCHC - Midland Avenue (Midland)	4
SCHC - Miller Park Avenue (Bradford)	2
SCHC - Napier Street (Collingwood)	11
SCHC - Oxford Street (Orillia)	8
SCHC - Regent Street (Orillia)	1
SCHC - Seventh Lane (Wasaga Beach)	27
SCHC - St. Paul Street (Collingwood)	2
SCHC - Victoria Street (Innisfil)	12
SCHC - Wellington Street (New Tecumseth)	8
SCHC - Yonge Street (Midland)	2
SCHC - Yonge Street (Springwater)	5
Simcoe County Housing Corporation	126
Total Capital	483

Service Partners - Allocation Impacts

Health & Emergency Services (\$000')	2021 Budget		Impacts		2022 Budget	
	Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Reductions	Operational Changes	Share Changes	Fully Allocated Net Requirement (excluding transfers)	% change
LTC - Homes						
County of Simcoe	13,010	(1,791)	59	(3)	11,275	(13.3%)
City of Barrie	1,885	(257)	(9)	0	1,619	(14.1%)
City of Orillia	1,871	(253)	(34)	2	1,587	(15.2%)
Total Municipal	16,766	(2,301)	16	(0)	14,480	(13.6%)
% change		(13.7%)	0.1%		(13.6%)	
Paramedic Services						
County of Simcoe	17,936	(80)	1,143	1	19,000	5.9%
City of Barrie	6,583	(30)	443	(1)	6,995	6.3%
City of Orillia	1,351	(6)	97	(0)	1,441	6.7%
Total Municipal	25,871	(116)	1,682	(0)	27,437	6.1%
% change		(0.4%)	6.5%		6.1%	

2022 DEPARTMENT BUDGETS



Social & Community Services (\$000's)	2021 Budget	Provincial Funding Reductions	Impacts		2022 Budget	% change
	Fully Allocated Net Requirement (excluding transfers)		Operational Changes	Share Changes	Fully Allocated Net Requirement (excluding transfers)	
Children Services						
County of Simcoe	3,022	1,909	(1,944)	79	3,066	1.5%
City of Barrie	2,045	1,415	(1,272)	(143)	2,045	0.0%
City of Orillia	453	408	(442)	63	482	6.5%
Total Municipal	5,519	3,732	(3,659)	0	5,593	1.3%
% change		67.6%	(66.3%)		1.3%	
Community Services						
County of Simcoe	2,404	(33)	181	(3)	2,549	6.1%
City of Barrie	868	(12)	67	2	925	6.5%
City of Orillia	178	(2)	14	1	191	6.9%
Total Municipal	3,450	(47)	261	0	3,665	6.2%
% change		(1.4%)	7.6%		6.2%	
Ontario Works						
County of Simcoe	4,389	(4,207)	4,302	(251)	4,233	(3.5%)
City of Barrie	3,493	(3,644)	3,727	87	3,663	4.9%
City of Orillia	1,189	(1,377)	1,409	164	1,384	16.4%
Total Municipal	9,071	(9,227)	9,437	0	9,281	2.3%
% change		(101.7%)	104.0%		2.3%	

2022 DEPARTMENT BUDGETS



Social & Community Services (\$000's)	2021 Budget	Provincial Funding Reductions	Impacts		2022 Budget	% change
	Fully Allocated Net Requirement (excluding transfers)		Operational Changes	Share Changes	Fully Allocated Net Requirement (excluding transfers)	
Simcoe County Housing Corp						
County of Simcoe	5,908	(4)	273	(7)	6,169	4.4%
City of Barrie	2,143	(1)	100	4	2,246	4.8%
City of Orillia	440	(0)	21	3	463	5.2%
Total Municipal	8,491	(6)	394	0	8,878	4.6%
% change		(0.1%)	4.6%		4.6%	
Social Housing - Non-Profit						
County of Simcoe	13,526	899	(13)	(16)	14,397	6.4%
City of Barrie	4,688	330	(5)	10	5,023	7.1%
City of Orillia	962	68	(1)	6	1,035	7.5%
Total Municipal	19,176	1,297	(19)	0	20,454	6.7%
% change		6.8%	(0.1%)		6.7%	

