



County of Simcoe
Your Partner in Municipal Service Delivery

2022 Budget - City of Barrie

November 22, 2021

simcoe.ca

Operating & Capital Budget



City of Barrie 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	1,021	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

Municipal Services Agreement



- Municipal costs are shared net of provincial funding based on the following:

Services	Cost Sharing
Paramedic Services	100% Weighted Taxable Assessment
Long Term Care	Blended 65% Caseload, 35% Weighted Taxable Assessment
Ontario Works	100% Caseload
Children Services - Fee Subsidy, Ontario Works child care, Child Care Admin, Early Learning Child Care Admin, Child Care Allocated Admin	100% Caseload
Children Services - Broader child care, Early Learning Child Care	100% Weighted Taxable Assessment
Community Services	100% Weighted Taxable Assessment
Social Housing	100% Weighted Taxable Assessment
Social Housing - Non Profit	100% Weighted Taxable Assessment

SCS 2022 Budget Impacts



Social & Community Services (\$000's)	2021 Budget Fully Allocated Net Requirement (excluding transfers)	Impacts			2022 Budget Fully Allocated Net Requirement (excluding transfers)	% change
		Provincial Funding Changes	Operational Changes	Share Changes		
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%	

SCS 2022 Budget Impacts



Social & Community Services (\$000's)	2021 Budget Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Changes	Impacts		2022 Budget Fully Allocated Net Requirement (excluding transfers)	
			Operational Changes	Share Changes	Requirement	% change
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%	



HES 2022 Budget Impacts



Health & Emergency Services (\$000')	2021 Budget Fully Allocated Net Requirement (excluding transfers)	Provincial Funding Changes	Impacts		2022 Budget Fully Allocated Net Requirement (excluding transfers)	% change
			Operational Changes	Share Changes		
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%	



COVID-19 Expenses

The following is the Barrie share of COVID-19 expenses incurred by the shared services:

- LTC - Homes
 - Home Service Assistants (HSA) & PPE - \$236K
- Paramedic Services
 - COVID-19 Assistance Strike Team (CAST) - \$148K

These amounts are recoverable using the Safe Restart Funding received by the City of Barrie

Using these funds will reduce the Barrie operating increase to \$478K or an increase of 2.2%



County Safe Restart Funding



- Long Term Care

- Maintained COVID-19 cohorting staffing model

Fully funded by the County of Simcoe Safe Restart Funding \$4.1M - no impact to COVID-19 funds received by the City of Barrie - reduced Barrie requirement by \$463K

- Simcoe County Housing Corporation

- COVID-19 security needs

Fully funded by the County of Simcoe Safe Restart Funding \$651K - no impact to COVID-19 funds received by the City of Barrie - reduced Barrie requirement by \$166K

Without this funding the City of Barrie operating increase would have been \$1,419K or an increase of 6.8%

Operating & Capital Budget



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Capital Budget



2022 - MFC Projects	Budget
Department and Project	(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)	Budget
Department and Project	(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



Overall 2022 Budget Impacts



- Provincial funding changes have impacted Social Housing, Children Services, and LTC with more moderate impacts to Paramedic Services and Community Services
- COVID-19 staffing costs are direct care hours are driving expense changes in LTC - Homes
- Capital charges are higher in 2022 due to higher needs for SCHC and Long-Term Care Facility Construction (MFC) financing - outstanding closing balance of \$30M
- A portion of all MFC projects are DC revenue applicable



Thank you



Questions ?



County of Simcoe

Your Partner in Municipal Service Delivery

Background Information

November 22, 2021



Social and Community Services



- Ontario Works
 - Income & Employment Supports
 - Life Stabilization Supports
 - Housing Retention Program
 - Emergency Social Services

- Children Services
 - Early Learning and Licensed Child Care System Management:
 - Licensed Child Care Fee Subsidy
 - Professional Development and Capacity Building



Social and Community Services

(continued)



■ Community Services

- Homelessness Prevention
- Poverty Reduction
- Community Development
- Local Immigration Partnership



■ Social Housing

- Simcoe County Housing Corporation
- Social Housing Non-Profit System
- Affordable Housing Strategy & Program Delivery



Social and Community Services



Ontario Works

- 2021 Accomplishments
 - Operational Service Delivery During Pandemic
 - Implementation of Electronic Document Management System
 - Job Specific, Pre-employment and Life Stabilization Supports

- 2022 Key Initiatives / Focus
 - Ontario Works Recovery & Renewal Plan (COVID-19)
 - Expansion of Job Specific Skills/Pre-Employment Training
 - Social Assistance Service Modernization



Social and Community Services



Children Services

- 2021 Accomplishments
 - Licensed Child Care System Management – Pandemic Response
 - EarlyON Child & Family Centres - Support for Virtual or Outdoor Programs During Pandemic
- 2022 Key Initiatives/Focus
 - Early Learning & Licensed Child Care System – Recovery and Stabilization
 - Operational Funding
 - Program Viability
 - Spaces/Capacity
 - Fee Subsidy
 - Professional Development and System Capacity Building



Social and Community Services



Community Services

- 2021 Accomplishments
 - Pandemic Response to Homelessness System
 - Federal and Provincial Funding
 - Motel Shelter Model
 - Transition to Recovery Planning

- 2022 Key Initiatives/Focus
 - Continued pandemic response and recovery
 - Stabilize the Homeless Shelter Programs
 - Pursue housing stability opportunities for the Vulnerable Homeless Population

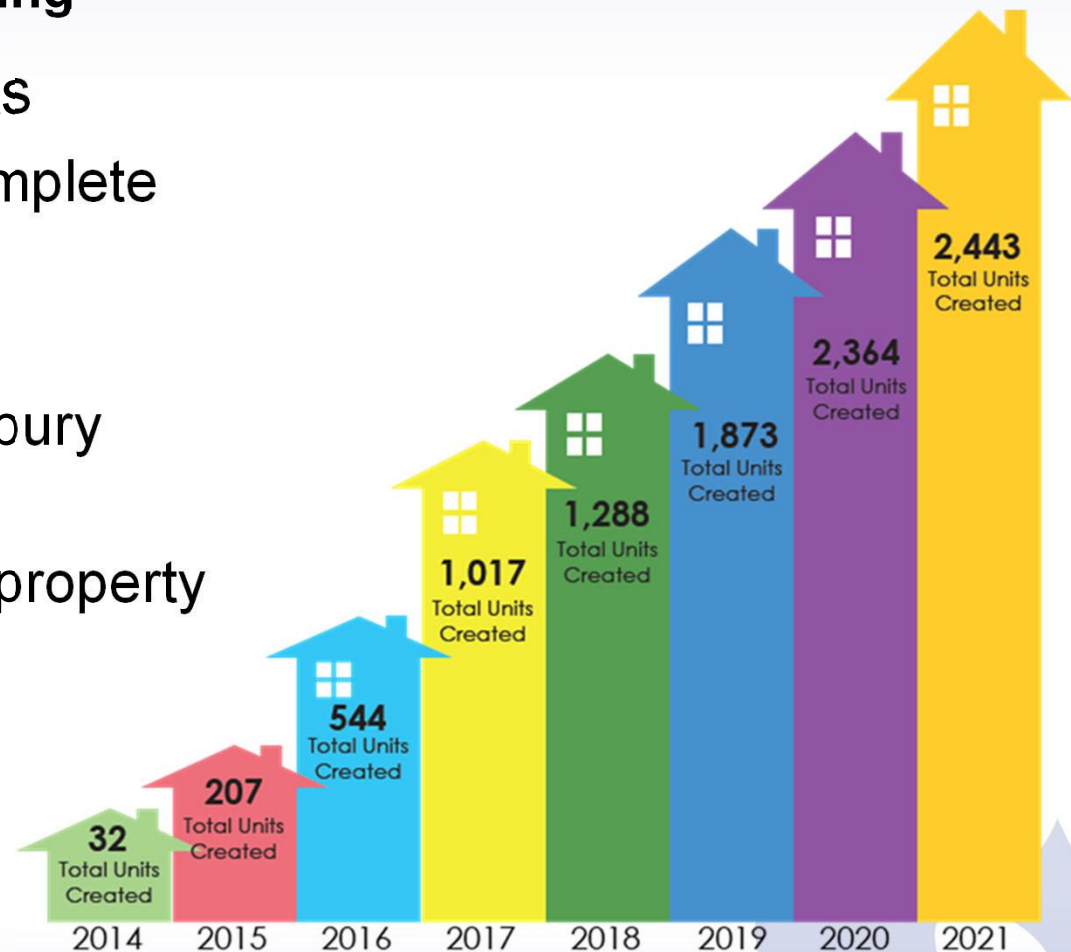


Social and Community Services



Social and Affordable Housing

- 2021 Accomplishments
 - Tay Development - complete
 - Orillia Development – construction start
 - Bradford West Gwillimbury Development – design
 - Barrie Development – property acquisition



Social and Community Services



Social and Affordable Housing

- 2022 Key Initiatives/Focus
 - Regular Capital Asset Management
 - SCHC Affordable Housing Developments (Orillia, BWG, Barrie)
 - Ongoing Tenant and Property Management Operations
 - COVID-19 impact mitigation
 - Tenant relations/quality of life



SCS Operating Budget Highlights



- Ontario Works: +\$170K
 - Projected 2022 caseload is 7,500
 - 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
 - Provincial funding for administration continues to be capped at 2018 spending level

Monthly Avg Caseload	2019	2020	2021 Budget (Jan-Jun 2020)	2021 Forecast (as of June 30th)	2022 Budget
Total County	5642	5710	6500	5500	7500
Barrie	2253	2276	2504	2172	2962
	39.9%	39.9%	38.5%	39.5%	39.5%

SCS Operating Budget Highlights



Children Services: \$0

- On January 1, 2022, administrative funding will be cost shared 50/50 up to a cap of 5% (2.5% Provincial)
- Salaries and benefits now funded provincially (savings of \$517K)
- 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
- 1.0 FTE Staffing Request - Clerical
- Below is a chart outlining the Fee Subsidy caseload percentage annually

Monthly Avg Fee Subsidy Caseload	2019 Actual	2020 Actual	2021 Budget (Jan-Apr 2020)	2021 Forecast (Jan-June 2021)	2022 Budget (Jan-June 2021)
Barrie	42.85%	41.30%	41.56%	37.92%	37.92%

SCS Operating Budget Highlights



- Community Services: +\$56K
 - 2 FTE Staffing increase
 - Program Supervisor reallocation from Children Services
 - Project Coordinator reclassification from Administrative Assistant

- Simcoe County Housing Corporation: +\$103K
 - 3 FTE Staff increase
 - Tenant Navigator
 - Maintenance & Facilities Supervisor
 - Building Superintendent



SCS Operating Budget Highlights



- Social Housing Non Profit: +\$335K
 - Decreased federal funding \$412K
 - Maintain and support Social Housing - Non-Profit Delivery:
 - Ongoing operating subsidies
 - \$2.8M - 2022 Housing Provider Capital Repair Loans:
 - Providers in City of Barrie \$1.9M (68.4%)
 - Providers in City of Orillia \$870K (31.6%)
 - Municipal Rent Supplement increase \$200K
 - Municipal Secondary Suite increase \$150K



SCS Capital Budget Highlights



- Simcoe County Housing Corporation: +\$8.7M
 - Orillia Affordable Housing development continuation
 - Bradford West Gwillimbury development continuation
 - Barrie development pre-construction planning
 - Capital repairs to existing Social Housing stock



Health & Emergency Services



■ Long Term Care Homes

- 4 homes, 544 beds
- Nursing and Personal Care
- Social and Recreation
- Mobility
- Montessori Programming
- Specialized Behavioural Support

■ Paramedic Services

- Primary & Advanced Care Paramedics
- County wide system
- 17 Stations, Barrie Simcoe Emergency Services Campus & 6 Posts
- Community Paramedicine – 911 referrals
- Community Paramedicine Long-Term Care



Health & Emergency Services



2021 Accomplishments

- Long-Term Care Homes
 - New Scheduling Program Framework
 - 3 New Beds - Georgian Manor
 - COVID-19 Pandemic Response Plan
 - Bus Fundraising Campaign
 - Simcoe Cycling Without Age
 - Simcoe Manor Redevelopment - Construction 2022
 - Introduction of IPAC Specialists / Educators
 - Restructuring of ESS Department



Long-Term Care - Homes



2022 Key Initiatives/Focus

- Recruitment & Retention Plan
- New Scheduling Software
- LTC - Inventory Management
- Accreditation (Spring)
- Fundraising Program - LTC Buses
- Simcoe Manor Redevelopment
- New Behavioural Support Unit (Georgian Manor)



Health & Emergency Services



2021 Accomplishments

- Paramedic Services
 - Stations – BSESC begins partial operations and construction of first Post
 - Development and delivery of internal Community Paramedic training program
 - Quality Care Program - 10 Fire Services
 - Training, Quality Assurance & Medical oversight
 - Operational Staffing Changes to Ensure Safety and Community Support
 - IMS structure - Safety Officer with IPAC expertise
 - CPR machine deployment
 - Supporting Shelters, Clinics and Long-Term Care
 - Delivering in-home testing and vaccinations
 - GTA and Beyond IMS medical transport



Pandemic



- Delay in full operations at Campus Operational Hub
- Mandatory Vaccinations
- Resumption of In-Person home visit program
- Active Screening and Staff Isolation Management
- Vulnerable Sector Support - Homeless Shelters & Community
- Support & Swabbing in LTCSS, Congregate Settings, Individuals with Mobility Challenges
- LTCSS/Paramedic Services PPE Stockpile Program



Paramedic Services



2022 Key Initiative/Focus

- Continue System Integration to ↓ Low Acuity 911 Calls
 - Community Paramedicine Expansion
 - Expansion of home visit / LTC program
 - Define and deliver new clinical programs
 - Investigate Alternate Care Models (*Ambulance Act* revision)
 - Alternate destination / treat & refer
 - Dispatch Modernization
 - Integrate new processes locally in alignment with Provincial MPDS Implementation
 - Quality Care Program Expansion
 - Enhanced Cardiac Arrest Response Strategies
 - Strategic Facility Plan
- 2022 allocation of 12-hour unit in Barrie



HES Operating Budget Highlights



Long Term Care Homes: -\$266K

- Resident days: 2021 budget 6,955(19), forecast 5,307(15), 2022 budget 6,912(19)
- ↑ Ministry Subsidy - ↓ High Wage (March) ↑ Global per diem ↓ Minor Capital
- ↑ 0.5 FTE Manager, Health Systems Planning & Integration, ↑ 11 FTE Personal Support Workers to meet 2022 requirement to reach 4 hrs direct care by 2025 (Funded)
- ↑ Temporary Home Service Assistants, ↓ PPE

Paramedic Services: +\$412K

- ↑ 6.0 New FT front line Paramedics, ↑ 0.5 FTE Manager, Health Systems Planning & Integration

Call Volume	2017	2018	2019	2020	2021 Forecast	2022 Estimate
Total County	70,073	73,722	78,498	74,138	74,200	78,429
Total City of Barrie	22,995 (33%)	24,750 (34%)	25,625 (33%)	23,372 (32%)	23,391 (32%)	24,725 (32%)

Avg Response Time	2017	2018	2019	2020	2021 Forecast	2022 Estimate
Total County	7:49	7:52	7:45	7:48	8:00	7:48
Total City of Barrie	6:18	6:19	6:17	6:22	6:41	6:25

HES Capital Budget Highlights



Long Term Care Homes: +\$1.5M

- Capital projects are based on the asset management plan, building condition assessments and equipment replacement
- Redevelopment of Simcoe Manor (↑\$1.6M)
- Other capital projects (↓\$136K)

Paramedic Services: +\$1.1M

- Bradford, Waubaushene, Springwater South and Severn Paramedic Station/post funding
- 1 Ambulance & 11 Replacement Vehicles
- Power Assist Lift system
- Enhanced Cardiac Arrest Response Strategies (Drone)
- Power stretcher replacement (7 year cycle)



Thank you



Questions ?

