

# **Barrie Police Services Board**

October 29, 2020

Mr. Craig Millar  
City of Barrie  
P. O. Box 400  
Barrie, ON L4M 4T5

Dear Mr. Millar:

**Re: 2021 Budget Request – Barrie Police Service**

Please find enclosed the 2021 budget request for the Barrie Police Service.

The Barrie Police Service is committed to developing and maintaining partnerships and collaborative relationships. Community input was both encouraged and considered in the development of the 2021 budget request.

The Service will be faced with unique circumstances and challenges in 2021. The ongoing COVID-19 pandemic has necessitated changes to business practices and has required the purchase of protective equipment and technological upgrades to protect our members and maintain service levels.

All provincially funded grants are currently under review by the Ministry of the Solicitor General and the Service's core grant funding has decreased by \$959,661 since 2019. It is anticipated that the reduced funding will continue indefinitely, and the ongoing reviews may result in further funding reductions.

The *Supporting Ontario's First Responders Act* which was introduced in 2016 and has a significant impact on the Service and available resources. As a Schedule II employer, the Service is financially obligated to pay salary and benefits costs for members approved under the legislation as well as rehabilitation costs and adjudication fees charged by the Workplace Safety and Insurance Board (WSIB). Since 2018, total costs pertaining to impacted members has amounted to \$10.1 million.

Other budgetary influences include the effect of negotiated contractual settlements, the annual City of Barrie radio system renewal program and compliance with other legislative mandates such as the Next Generation 911 infrastructure enhancements.

The budget request includes the replacement of two sworn and two civilian retirements. The remaining sworn retirement will be deferred. There will not be an increase to the staffing complement in 2021.

After consideration of community input, the Board has determined that the municipal funding required to provide an adequate and effective policing without impacting the current level of service will be \$57,292,783. This represents a 2.65% increase over the approved 2020 budget.

It is the Board's opinion that the enclosed budget request represents the funding required to support the Service's future direction as defined by the 2020-2022 Strategic Plan. In addition, the Service will be well positioned to deliver core police services and to ensure the ability to respond to future challenges.

Please do not hesitate to contact us should you require any additional information.

Sincerely,

A handwritten signature in cursive script, appearing to read "Angela Lockridge".

Angela Lockridge  
Chair  
Barrie Police Services Board



## BARRIE POLICE SERVICE 2021 BUDGET

2021 Budget \$	2020 Budget \$	+/- \$	+/- %
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Police Services Board	46,792	66,792	(20,000)	(29.9%)
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OPERATING BUDGET				
<b>Salaries, Benefits and Overtime</b>				
Salaries	39,996,998	38,958,389	1,038,609	2.7%
Benefits	12,058,799	11,874,570	184,229	1.6%
Overtime	736,500	722,000	14,500	2.0%
<b>Total Salaries, Benefits and Overtime</b>	<b>52,792,297</b>	<b>51,554,959</b>	<b>1,237,338</b>	<b>2.4%</b>
Operating Expenditures	4,551,390	4,236,466	314,924	7.4%
Facilities	1,039,578	1,039,578	-	0.0%
Grants, Secondments and Other Revenue	(5,950,020)	(5,990,354)	40,334	(0.7%)
<b>TOTAL OPERATING BUDGET BEFORE UNDERNOTED ITEMS</b>	<b>52,480,037</b>	<b>50,907,441</b>	<b>1,572,596</b>	<b>3.1%</b>

OTHER EXPENDITURES				
New Facility Relocation Operating Costs	-	348,830	(348,830)	(100.0%)
	-	348,830	(348,830)	(100.0%)

CAPITAL BUDGET				
Capital Budget	1,633,000	1,340,000	293,000	21.9%
New Facility Relocation Capital Costs	-	153,000	(153,000)	(100.0%)
Radio System Upgrade	220,000	220,000	-	0.0%
<b>TOTAL CAPITAL BUDGET</b>	<b>1,853,000</b>	<b>1,713,000</b>	<b>140,000</b>	<b>8.2%</b>

<b>TOTAL BUDGET REQUEST BEFORE LEGISLATIVE IMPACTS</b>	<b>54,333,037</b>	<b>52,969,271</b>	<b>1,363,766</b>	<b>2.6%</b>
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LEGISLATIVE IMPACTS				
<b>Salaries and Benefits - Supporting Ontario's First Responders Act</b>				
Transfer to WSIB Reserve	2,424,746	2,292,587	132,159	5.8%
Next Generation 911	300,000	-	300,000	-
	235,000	550,000	(315,000)	(57.3%)
<b>TOTAL LEGISLATIVE IMPACTS</b>	<b>2,959,746</b>	<b>2,842,587</b>	<b>117,159</b>	<b>4.1%</b>

<b>MUNICIPAL FUNDING REQUIRED</b>	<b>57,292,783</b>	<b>55,811,858</b>	<b>1,480,925</b>	<b>2.65%</b>
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## BARRIE POLICE SERVICE 2021 BUDGET WITH FORECASTS

2021 Budget \$	2022 Forecast \$	2023 Forecast \$
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Police Services Board	46,792	47,000	47,000
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OPERATING BUDGET			
<b>Salaries, Benefits and Overtime</b>			
Salaries	39,996,998	41,794,000	43,293,000
Benefits	12,058,799	12,635,000	13,454,000
Overtime	736,500	737,000	738,000
<b>Total Salaries, Benefits and Overtime</b>	<b>52,792,297</b>	<b>55,166,000</b>	<b>57,485,000</b>
Operating Expenditures	4,551,390	4,672,000	4,795,000
Facilities	1,039,578	1,060,000	1,081,000
Grants, Secondments and General Revenue	(5,950,020)	(5,973,000)	(6,023,000)
<b>TOTAL OPERATING BUDGET BEFORE UNDERNOTED ITEMS</b>	<b>52,480,037</b>	<b>54,972,000</b>	<b>57,385,000</b>

CAPITAL BUDGET			
Capital Budget	1,633,000	1,665,000	1,698,000
Radio System Upgrade	220,000	220,000	220,000
<b>TOTAL CAPITAL BUDGET</b>	<b>1,853,000</b>	<b>1,885,000</b>	<b>1,918,000</b>

TOTAL BUDGET REQUEST BEFORE LEGISLATIVE IMPACTS	54,333,037	56,857,000	59,303,000
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LEGISLATIVE IMPACTS			
Salaries and Benefits - <i>Supporting Ontario's First Responders Act</i>	2,424,746	2,489,000	2,597,000
Transfer to WSIB Reserve	300,000	300,000	300,000
Next Generation 911	235,000	-	-
<b>TOTAL LEGISLATIVE IMPACTS</b>	<b>2,959,746</b>	<b>2,789,000</b>	<b>2,897,000</b>

<b>MUNICIPAL FUNDING REQUIRED</b>	<b>\$ 57,292,783</b>	<b>\$ 59,646,000</b>	<b>\$ 62,200,000</b>
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# Barrie Police Service 2021 BUDGET REPORT



The Barrie Police Service (BPS) is committed to creating and maintaining partnerships and collaborative relationships. The 2021 budget process encouraged community input and consultations, email feedback, deputations to the Barrie Police Services Board and a questionnaire. The budget presentations and deliberations were held in an open forum.

## 2020-2022

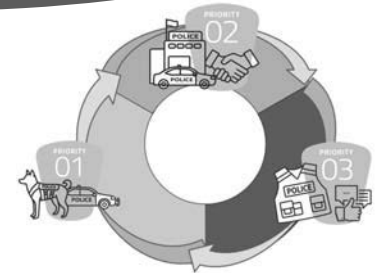
### Strategic Priorities



**01 Crime Prevention, Community Safety and Law Enforcement**

**02 Community Engagement and Collaboration**

**03 Organization Excellence and Sustainability**



### OPERATING BUDGET

Excludes capital items and legislative impacts, and represents 91.6% of the total budget request.

### OPERATING EXPENDITURES

Items include but are not limited to:

- Insurance
- Vehicle gasoline & maintenance
- Staff development & wellness
- Uniforms & equipment
- Operating supplies
- Technology infrastructure

### SALARIES & BENEFITS

Retirement Replacements:

- 2 Sworn (Police)
- 2 Civilian

### TOTAL COMPLEMENT

**SWORN 244 CIVILIAN 118**

### BUDGETARY IMPACTS

- Contractual obligations for salaries and benefits costs represent a budget increase of 2.4% over 2020.
- BPS partnered with the City of Barrie to negotiate efficiencies and cost savings for group benefits.
- Replacement of retirements will be deferred.

## LEGISLATIVE IMPACTS - \$2,959,000

- Members receive benefits approved under *Ontario's First Responders Act* legislation and financial costs of the absences are estimated at \$2,424,000 in 2021.
- The Service is required to pay for rehabilitation costs and adjudication fees to WSIB\*. A segregated WSIB\* reserve will be established with an initial deposit of \$300,000.
- Mandated by CRTC\*\* to implement Next Generation 911 which will enhance public communication services and requires a financial commitment of \$235,000 in 2021.

### CAPITAL BUDGET

2.9% of total budget request and includes:

- Vehicles
- Computer equipment
- Specialized equipment

The City of Barrie radio system funding requirement is \$220,000 annually. BPS will have funded \$2,447,000 towards the project by 2029.

### FACILITY COSTS

Reflects applicable share of utilities, repairs and salary costs for custodial and maintenance staff charged by the City of Barrie and include:

- 110 Fairview Road - Headquarters
- 79 Bell Farm Road - Training
- 24 Maple Street - Downtown Community Response

### GRANTS & SECONDMENTS

Reductions of \$959,661 since 2019 imposed on core provincial grant programs which include:

- Court Security Prisoner Transportation
- Community Safety and Policing

### REVENUE

Include fees charged for:

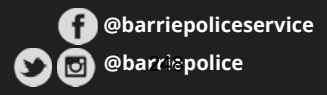
- Criminal record checks
- False alarms
- Police reports
- Paid duty administration

**MUNICIPAL FUNDING REQUIRED: \$57,292,783**  
2.65% over the approved 2020 budget.

- Operating Budget: \$52,480,037
- Capital Budget: \$ 1,853,000
- Legislative Impact: \$ 2,959,746

Barrie Police Service  
110 Fairview Road, Barrie, ON. L4N 8X8  
705-725-7025

info@barriepolice.ca  
www.barriepolice.ca



\*WSIB (Workplace Safety and Insurance Board)  
\*\*CRTC (Canadian Radio-Television and Telecommunications Commission)  
All icons are from www.flaticon.com users Freepick, surang, Nhor Phai, Kiranshastry, Eucalypt and mavaded.



# A Guide to your Barrie Police Service



Crime Prevention,  
Community Safety &  
Law Enforcement



Community Engagement  
& Collaboration



Organization Excellence  
& Sustainability





The Barrie Police Service (BPS) is one of the oldest police services in the province, and in 2019 responded to more than 74,000 calls for service. As a municipal police service in a growing city, our Members address day-to-day calls, and increasingly complex investigations such as crimes against persons, human trafficking, homicides, fraud and tech crimes.

Additionally, the BPS provides Courthouse Security, Traffic Services, Crime Prevention and Community and Personal Safety. Civilian Members work alongside Sworn Members to deliver services to the community.

This guide will help you explore and understand the different areas of the BPS.

## Uniform Patrol Operations

### Neighbourhood Patrol Officer



The Barrie Police Service's Neighbourhood Patrol Officers are front-line officers that attend calls for service and work to resolve the situation - through visibility, engagement and enforcement. Officers are assigned to the same Neighbourhood Patrol Area for a period of up to two years to allow for relationships to be built within a neighbourhood.

### Community Outreach And Support Team



The Community Outreach And Support Teams (COAST) respond to and follow up on mental health calls for service. COAST Units are comprised of a non-uniformed Police Officer partnered with a Canadian Mental Health Association (CMHA) trained crisis worker providing increased access to mental health supports within our community. The two COAST Units serve five days a week, 10 hours a day.

34.6%\*

### Alternate Response Unit



The Alternate Response Unit (ARU) follows up on all reports submitted through our online crime reporting tool. They also assist members of the public who call the non-emergency line looking for advice or information from a police officer. Working closely with uniformed officers and the public, the ARU helps to free up front-line officers to respond to emergency calls.

### Community Response Unit



The Community Response Unit (CRU) is dedicated to the downtown and waterfront areas. The CRU also liaises with community partners and provides high visibility while patrolling on foot, bicycle, or cruiser.



# Specialized Front-line Operational Support

## Community Services Unit

Civilian Special Constables and Police Constables provide support to students and administrators of elementary and secondary schools on police-related matters occurring at the school. Crime Prevention Officers liaise with the community providing education on a wide variety of crime prevention topics and tips. The Community Services Unit provides the Chair and an Intervention Officer for Collaborate Barrie, a multi-agency committee working to support individuals and families in acutely elevated risk.



## Communications Centre

Communicators are the first point of contact for members of the public when they call the Police on 911, emergency and non-emergency lines. They are the calm voices that help to de-escalate emergencies while gathering crucial information in a timely manner and ensuring appropriate emergency resources get to those in need.



23.5%

## K9 & Tactical Support

K9 Officers and the Tactical Support Unit are trained to safely and effectively de-escalate and bring resolution to high-risk incidents where officers require additional support. When not required for high-risk calls, Tactical Support Officers serve as front-line response. Police service dogs live with their handlers and their families when not on duty.



## Traffic Services

Traffic Officers conduct proactive enforcement to ensure safe travels for all who use roads within the City of Barrie. Serious motor vehicle collisions are also investigated by the Traffic Unit. The Unit includes specialists such as collision reconstructionists, drug recognition evaluators, and standard field sobriety testers.



*\*Percentages reflect the 2020 BPS municipal budget of \$55.8M.*

*Recovered costs in the amount of \$5.9M offset these budget amounts.*

# Specialized Investigations Investigative Services

## Forensic Identification

From fingerprints to photographs, Forensic Identification attends crime scenes to gather evidence to assist investigators. Also responsible for photographing and fingerprinting at headquarters, they are often called upon to assist other services.



17.9%

## Crimes Against Persons

These highly trained investigators deal with sexual violence, intimate partner violence and serious assault cases. They work closely with community advocates and support services and follow advocate-endorsed guidelines for collaborative police response to conducting investigations.

\*Read more: [Canadian Framework for Collaborative Police Response on Sexual Violence](#)

## Human Trafficking

The Human Trafficking Unit works closely with service agencies throughout the community to support victims in escaping, reporting, and recovering from human trafficking, whether it relates to trafficking of a sexual nature, labour or organs.



# Planning & Professionalism Executive Services

## Strategic Planning

The Strategic Plan is set by the Police Services Board and aligns with the mission, vision and value principles of the Service. It identifies strategies, actions, and objectives to help BPS meet the needs of the community. Our Strategic Planning Unit is comprised of Sworn and Civilian Members, who work to ensure new and recurring initiatives align with the Strategic Plan and support the development of the annual report.



## Risk Management

Members of the Risk Management Unit are responsible for initiatives that ensure the Service operates in a safe and transparent manner. The Body Worn Camera project is an example of the programs implemented to mitigate risk along with monitoring safe driving practices for officers, technological data and evidence storage solutions and addressing any lawsuits.



6.4%

## Professional Standards

The Barrie Police Service demands exceptional conduct from its members, and the Professional Standards Unit investigates all complaints, including those referred from the Office of the Independent Police Review Director (OIPRD). Members of the Professional Standards Unit also prepare the public reports on any complaints under investigation for review by the Police Services Board.



# Our People Human Resources

## Recruitment

The recruitment team is responsible for screening and assessing applicants for sworn and civilian positions, and for conducting thorough background investigations for all those offered employment with the Service.

## Training

The majority of member training is offered by the Service's own Training Unit. Training Unit Officers address academic training, de-escalation, and use-of-force training. Before being sworn in, new cadets spend a total of 16 weeks in training with the Barrie Police Service and at the Ontario Police College on topics ranging from legislation to diversity awareness, mental resiliency, and conflict resolution.

## Wellness

Our Wellness Coordinator oversees well-being initiatives for all Members to ensure the Service remains healthy, resilient, and engaged as well as coordinating benefit administration and the peer support team.

3,970

# Responsible Fiscal Management Finance

## Accounts Receivable & Payable

The Barrie Police Service is responsible for processing payment for expenditures incurred in conjunction with firmly established purchasing policies. The Service receives funding from grants, secondments and other revenue which includes the sale of criminal record checks, fees charged for false alarm calls, sale of police reports and paid duty administration fees.

\*Read more: [BarriePolice.ca/services/paid-duty-request](http://BarriePolice.ca/services/paid-duty-request)

## Budget Management

The Finance Unit manages a \$55.8M annual budget which is developed in alignment with the Strategic Plan. The Service's focus is on fiscal sustainability and efficiencies while promoting community safety and the development of collaborative relationships.

## Payroll, Time & Attendance

Finance members are responsible for the administration of the Service's time and attendance using a variety of scheduled shifts and the processing of payroll for all members.

270

# Technology & Digital Tools Information Technology



## In-Car Technology

Each cruiser is equipped with a number of pieces of technology to help officers carry out their role while on the road. From installation to training, connections to troubleshooting, our technicians keep these mobile workstations functioning around the clock.

4.2%



## Workstation Computers

Our Service requires a wide variety of technology to keep its members connected virtually and able to coordinate with various partners from Crown Attorneys to the Ministry of Transportation. Many workstations require specialized software specific to different job functions.



## Helpdesk Services

As first responders, making sure our technology is always up and running is critical. The technical support team at the Barrie Police Service responds to requests for assistance with technology and ensures everything functions properly.

# Data Management Records & Information Management

## Records Clerks

Civilian Records Clerks complete paperwork for Officers, submitting Crown Briefs, reports and information to the courts or other partners as required.



## Criminal Records Checks & Vulnerable Sector Screening

Records and Information Management Services processes all requests for Criminal Record Checks and Vulnerable Sector Screenings from the public. These checks are requested for volunteer, employment and schooling purposes and are available to residents of the City of Barrie.



4.1%

## Freedom of Information Requests

As a public sector organization, the Barrie Police Service is subject to the *Municipal Freedom of Information and Protection of Privacy Act* and receives requests for access to information from members of the public and the media.



# Representing the Service Governance & Command

## Barrie Police Services Board

The Barrie Police Services Board is comprised of five members who are responsible for the provision of adequate and effective police services in the municipality, as mandated by the *Police Services Act*. Meeting monthly, the Board is responsible for governance issues such as approving the budget submission to Council and setting the strategic direction for the Service.



## Command

The Chief of Police and the two Deputy Chiefs are sworn police officers who lead the Members of the Barrie Police Service. Our Command represents the Service within the community and on a variety of policing organizations. Our Command bring front-line and administrative experience as they lead the members of the Barrie Police Service.



2.1%

## Corporate Communications

The Corporate Communications Unit provides timely and accurate information to the media and the community. Through media releases, social media, attending scenes of major incidents and community events, Corporate Communications is the voice of the Service. Working within the Service to provide internal communications, Corporate Communications helps to keep all members connected.



# Keeping our Service Functioning Administrative Responsibilities

## Facilities

The Barrie Police Service's recent move to the shared Barrie Simcoe Emergency Services Campus allowed for a number of efficiencies related to facilities. Other facilities include our Downtown Office and our training facility.



10.5%



## Legislative Impacts

Financial impacts related to legislation also have an impact on the Barrie Police Service Budget. The *Supporting Ontario's First Responders Act* has had a significant impact on the Service's ability to replace members who are on approved absences. As well, Next Generation 911 and the CRTC will require a significant financial commitment from the Service.

## Capital Budget

Capital costs relate to expenses for tangible items, which have a benefit to the Service that will span over multiple years. Examples are vehicles, computers, as well as specialized equipment.



committed to our community • **engagé dans notre communauté**  
**comprometido com nossa comunidade** • zaangażowany w naszą społeczność  
• impegnato nella nostra comunità • **comprometidos con nuestra comunidad**  
**forpligtet til vores samfund** • 致力于我们的社区 •

engagiert für unsere gemeinschaft • **zaagitoomin endaayaang**  
служим нашему обществу • **우리 공동체에 헌신** • コミュニティーへの取り組み cam  
kết với cộng đồng • **अपने समुदाय के लिए प्रतिबद्ध है**  
साडे भाषीसारे प्रती वचनघॉष • انعمت جمل لعملاب نيمزت لم • **toplum ve muhitine bağlı**



## **BARRIE POLICE SERVICE**

110 Fairview Rd, Barrie ON L4N 8X8

705-725-7025

**barriepolice.ca**

To learn more about the Barrie Police Service, follow us  
on social media, or visit us online at [BarriePolice.ca](http://BarriePolice.ca)



# **Barrie Public Library**

October 30, 2020

Mr. Craig Millar  
City of Barrie  
P.O. Box 400  
Barrie, ON  
L4M 4T5

Dear Mr. Millar,

Please find enclosed the 2021 budget request for the Barrie Public Library Board.

The way we live, work, learn and play has changed, and it is important for the Library to change too. We are proud of our ability to adapt our service models and introduce new ways to do business during a very challenging time. It is in this context of rebuilding and serving our patrons where they are that we have developed our budget for 2021.

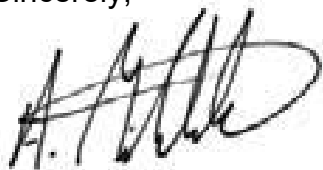
The Barrie Public Library is poised for growth. A sufficient budget is needed to make connections in all corners of the community, to provide exemplary service and to explore new service delivery models as outlined in our 2020-2024 Strategic Plan.

The Library Board seeks to expand access to Library services with a Community Library in the Holly area, to open in 2021. This facility will ensure convenient and ready access to library services for a community that has been waiting more than 10 years for a library in their neighbourhood.

The Board has determined that the municipal funding required to maintain adequate and effective library service in 2021 is \$161,989 over the approved 2020 municipal grant. A further commitment of \$851,008 will allow the Board to extend library services into Holly.

Thank you for your continued commitment to supporting library services in our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Mitchell', written over a light grey circular stamp.

Austin Mitchell, CPA, CA  
Chair, Barrie Public Library Board



## 2021 Draft Budget

Approved by Library Board 09/24/2020

Approved by Library Board with amendment to include Holly Community

Library 10/22/2020

Expenses	2021 Budget	Holly Community Library Budget
<b>Salaries &amp; Benefits</b>		
Salaries	\$4,753,593	\$283,003
Benefits/WSIB etc	\$1,064,988	\$60,215
Sick Leave Reserve transfer	\$0	\$0
Employee Assist Program	\$7,000	\$0
Employee Appreciation	\$500	\$0
<b>Total Salaries &amp; Benefits</b>	<b>\$5,826,081</b>	<b>\$343,218</b>
<b>Materials &amp; Supplies</b>		
Office & Employee Supplies	\$91,755	\$0
Business Development Expenses		
Marketing/publications	\$121,040	\$16,000
Stewardship & Fundraising	\$40,000	\$0
Programming & Outreach	\$71,365	\$15,000
Library Materials	\$1,120,125	\$110,000
<b>Total Materials &amp; Services</b>	<b>\$1,444,285</b>	<b>\$141,000</b>
<b>Equipment Reserve Transfer</b>	<b>\$80,000</b>	<b>\$0</b>
<b>Services</b>		
Training & Development	\$60,900	\$5,000
Consulting and Professional Services	\$65,000	\$0
Contracted and Other Services		
Courier Services	\$40,000	\$15,000
Telephone Services	\$44,850	\$2,513
Processing Services	\$106,688	\$11,000
Repairs & Maintenance - Building	\$575,000	\$100,000
Repairs & Maintenance - Equipment	\$40,000	\$50,000
Repairs & Maintenance - Software & System	\$400,000	\$21,377
Rents & Other Expenses		
Financing, Insurance, and Financial Fees	\$12,000	\$1,900
Internal Transfers - Rent	\$984,720	\$160,000
<b>Total Services</b>	<b>\$2,329,158</b>	<b>\$366,790</b>
<b>Total Expenses</b>	<b>\$9,679,524</b>	<b>\$851,008</b>
<b>Revenue</b>		
Rental Revenue, Lost Materials Fees, Registration Fees	\$6,000	\$0
Printing Fees	\$15,000	\$0
Non Resident Fees	\$5,000	\$0
Fines & Penalties	\$0	\$0
Grant Revenue & Contributions		
Local Board Contribution	\$194,322	\$0
Province of Ontario Grant Revenue		
Provincial Grant	\$107,501	\$0
Pay Equity Grant	\$71,937	\$0
Pay Equity Downpayment	\$92,370	\$0
Other Revenue (Development Charges)		\$160,000
Transfer from Reserve	\$718,257	\$0
<b>Total Other Revenue</b>	<b>\$1,210,387</b>	<b>\$160,000</b>
<b>Municipal Grant Revenue</b>	<b>\$8,469,137</b>	<b>\$691,008</b>
<b>Total Revenue</b>	<b>\$9,679,524</b>	<b>\$851,008</b>

\*Total for 12 months of operation

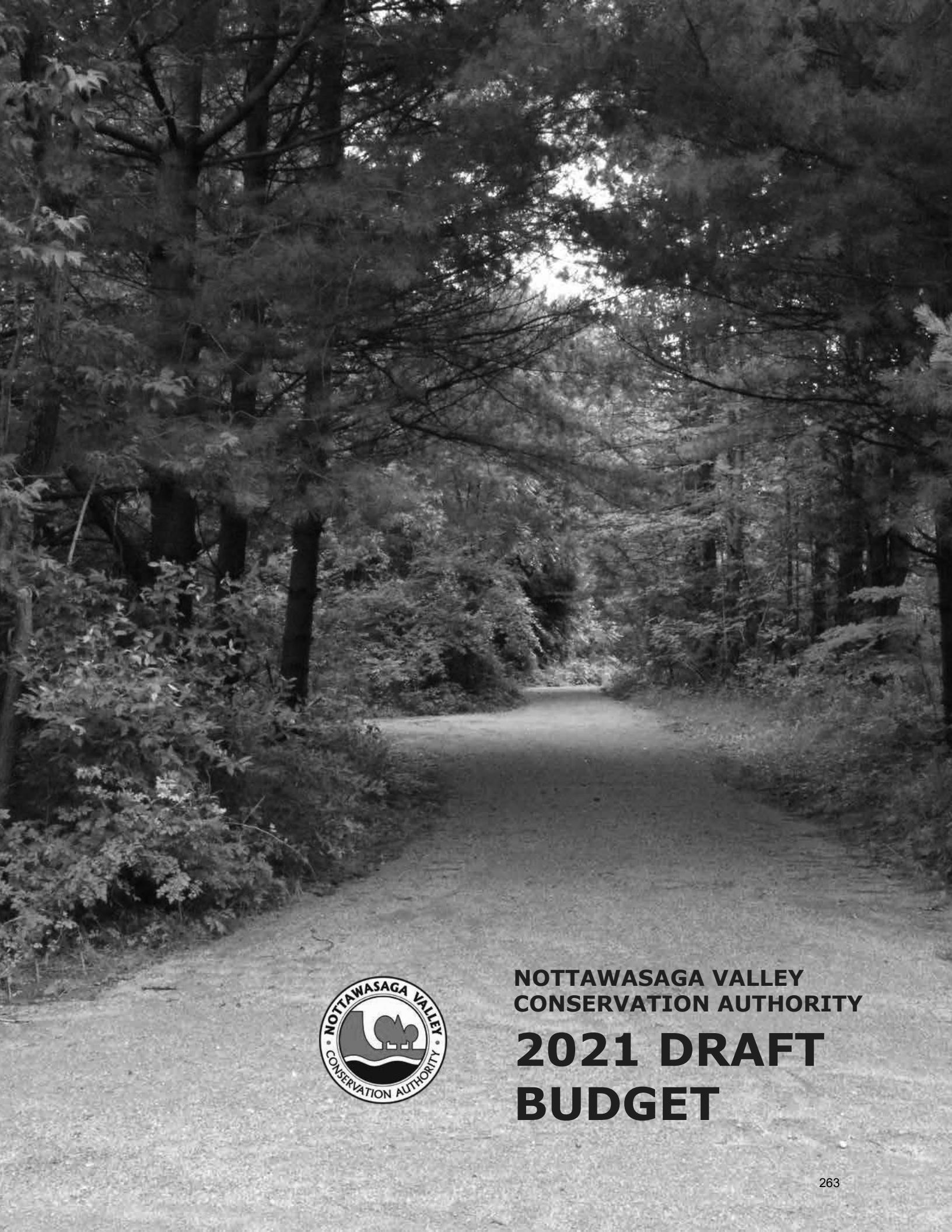
**Lake Simcoe Regional  
Conservation Authority**

Lake Simcoe Region Conservation Authority  
 Budget Submission  
 City of Barrie  
 05-10-20

Special Capital Programs	2020 Approved		2021 Proposed		2022 Outlook		2023 Outlook	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
<b>Corporate</b>								
Governance	44,972	271,589	45,167	273,063	46,133	278,784	47,138	284,601
Asset Management	16,416	34,747	16,420	34,676	16,770	35,430	17,135	36,197
Human Resources	1,917	9,115	1,941	9,233	1,984	9,434	2,027	9,638
Information Management	48,182	281,358	48,458	282,360	49,496	288,499	50,574	294,743
<b>Ecological Management</b>								
Ecosystem Science and Monitoring	95,461	556,174	96,599	561,682	98,680	573,895	100,829	586,316
Forestry Services	0	175,656	0	188,492	0	191,510	0	194,570
Restoration and Regeneration	121,630	818,770	123,228	826,448	125,886	844,417	128,627	862,693
<b>Greenspace</b>								
Maintenance	0	181,518	0	181,857	0	185,811	0	189,833
Management	0	137,723	0	139,578	0	142,613	0	145,700
<b>Planning &amp; Development Services</b>								
Legal	0	25,000	0	25,000	0	25,000	0	25,000
<b>Water Risk Management</b>								
Flood Management	46,722	292,759	47,300	295,540	48,320	301,917	49,372	308,501
Water Management/Restoration	44,767	350,775	45,445	354,398	46,427	362,103	47,438	369,940
Water Science and Monitoring	48,193	281,300	48,531	282,674	49,572	288,821	50,651	295,071
<b>Watershed Studies and Strategies</b>								
Climate Change	25,386	191,178	25,858	193,562	26,418	197,771	26,994	202,051
Watershed Subwatershed Planning	42,751	413,107	42,774	413,455	43,880	422,444	44,836	431,587
Research and Innovation	45,547	273,774	45,911	275,330	46,898	281,317	47,902	287,405
Asset Management	0	0	0	0	5,877	42,477	11,950	86,860
Strategic Initiatives/Growth	0	0	0	0	5,877	42,477	11,950	86,860
<b>Subtotal</b>	<b>581,944</b>	<b>4,294,543</b>	<b>587,631</b>	<b>4,337,348</b>	<b>612,216</b>	<b>4,514,719</b>	<b>637,421</b>	<b>4,697,566</b>
			0.98%	1.00%	4.18%	4.09%	4.12%	4.05%
<b>Operating</b>								
Previous Tax Levy	682,719	3,898,497	685,505	4,008,824	678,498	4,048,795	706,149	4,129,546
COLA, Step and Inflation	19,322	110,327	8,361	48,887	39,564	150,416	17,427	101,917
Additional Operating	0		7,182	42,000				
CVA Adjustment	-16,536	0	-13,843	0	0	0	0	0
Strategic Initiatives/Growth	0	0	0	0	6,923	40,488	7,062	41,295
Efficiencies	0	0	-8,707	-50,916	-18,836	-110,153	0	0
<b>Subtotal</b>	<b>685,505</b>	<b>4,008,824</b>	<b>678,498</b>	<b>4,048,795</b>	<b>706,149</b>	<b>4,129,546</b>	<b>730,638</b>	<b>4,272,758</b>
			-1.02%	1.00%	4.08%	1.99%	3.47%	3.47%
<b>Special Operating Programs</b>								
Previous Tax Levy	50,844	476,644	51,044	488,133	50,513	492,987	53,321	509,895
COLA, Step and Inflation	1,439	11,489	840	6,793	2,292	11,978	767	7,325
CVA Adjustment	-1,239	0	-1,041	0	0	0	0	0
Strategic Initiatives/Growth	0	0	0	0	516	4,930	533	5,099
Efficiencies			-330	-1,939	0	0	0	0
<b>Subtotal</b>	<b>51,044</b>	<b>488,133</b>	<b>50,513</b>	<b>492,987</b>	<b>53,321</b>	<b>509,895</b>	<b>54,621</b>	<b>522,319</b>
			-1.04%	1.39%	5.56%	3.43%	2.44%	2.44%
<b>Total</b>	<b>1,318,493</b>	<b>8,791,500</b>	<b>1,316,641</b>	<b>8,879,130</b>	<b>1,371,686</b>	<b>9,154,160</b>	<b>1,422,680</b>	<b>9,492,643</b>
			-0.14%	1.00%	4.18%	3.10%	3.72%	3.70%

Assumptions	2020	2021	2022	2023
COLA	1.75%	1.00%	1.75%	1.75%
Inflation	2.00%	1.50%	1.50%	1.50%
Strategic Initiative	0.00%	0.00%	1.00%	1.00%
Asset Management	0.00%	0.00%	1.00%	1.00%

**Nottawasaga Valley  
Conservation Authority**



**NOTTAWASAGA VALLEY  
CONSERVATION AUTHORITY**

**2021 DRAFT  
BUDGET**

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# OUR VISION

A sustainable watershed that is resilient to the effects of climate change, urban growth and other stressors and provides for safe, healthy and prosperous people and communities.

# OUR MISSION

Working together to deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed.



## A NEW DIRECTION

NVCA's new 2020 – 2025 Strategic Plan, emphasizes the important role that conservation authorities play in protecting human life and property from natural hazards. Equally important is the expertise NVCA provides to safeguard and enhance water quality and natural places while providing education and engagement with our residents.

We look forward to continuing to collaborate with our valuable partnerships with municipalities, residents, interest groups and many other stakeholders to accomplish these essential tasks.

As the Province of Ontario has not provided an update on Bill 108, *More Homes, More Choice Act*, NVCA will be moving forward with the 2021 budget and will make adjustments as required once the legislation is finalized.

## OUR WATERSHED

The Nottawasaga Valley Watershed is approximately 3,700 km<sup>2</sup>, with jurisdiction in 18 municipalities in the counties of Simcoe, Dufferin and Grey. The watershed is the source of watercourses that flow into Georgian Bay at Wasaga Beach, Collingwood and Severn Sound.

NVCA's Board of Directors is comprised of one representative appointed from each of our member municipalities.

Board members have a very important role and responsibility to represent the interests of their municipalities, consider the interests and needs of the conservation authority, and establish an effective reporting relationship with their municipal council and staff.



# Budget Process

In September 2020, Board members approved a staff report on the budget pressures projected for 2021 and directed staff to prepare a 2021 budget for consideration based on a \$38,000 increase to general levy.

Staff have developed a draft budget based on a \$35,768 increase. The draft budget is reviewed at the September 25, 2020 Board of Directors meeting and subsequently circulated to NVCA watershed municipalities for comments of which a minimum of 30 days is given as per the *Conservation Authorities Act*. The Board of Directors will vote on the budget at the December Board meeting.

# Budget Vote

The Board of Directors will vote on the budget and levy using a weighted vote. The weighting formula is based on the Current Value Assessment (CVA) levy apportionment found on the next page.



# 2021 Draft Budget

The 2020 operational budget is organized into business units and departments and is intended to reflect all associated costs. Operating programs have been maintained at the previous years' service levels.

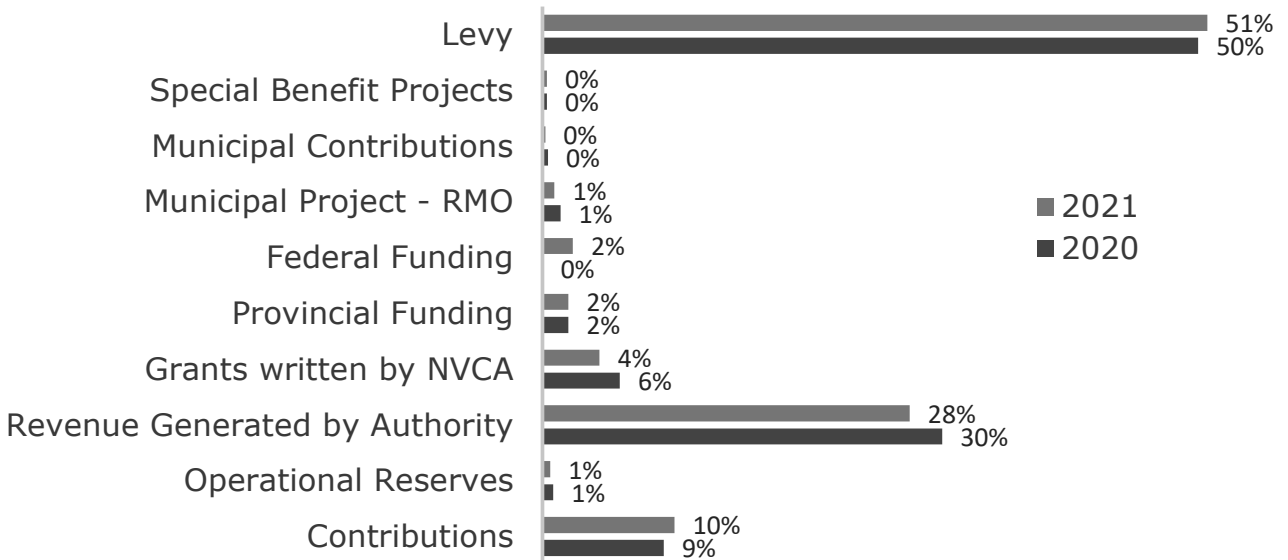
A \$35,768 increase in municipal levy, is needed to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the CVA apportionment percentages provided by the Ministry of Natural Resources and Forestry.

## Summary of Municipal Levy Contribution

Municipality	2020 CVA Apportionment Percentage	2021 CVA Apportionment Percentage	2020 Operating Levy	2021 Draft Operating Levy	\$ Increase
			\$2,529,056.91	\$2,564,825.14	\$35,768.23
Township of Adjala-Tosorontio	4.16%	4.13%	\$105,257.72	\$105,929.84	\$672.12
Township of Amaranth	0.22%	0.22%	\$5,506.24	\$5,611.84	\$105.60
City of Barrie	15.38%	15.25%	\$388,933.47	\$391,240.99	\$2,307.52
Town of The Blue Mountains	1.37%	1.38%	\$34,577.82	\$35,445.88	\$868.06
Bradford/West Gwillimbury	4.19%	4.26%	\$106,065.78	\$109,284.63	\$3,218.86
Clearview Township	4.94%	4.89%	\$124,970.26	\$125,440.47	\$470.20
Town of Collingwood	10.00%	9.99%	\$252,858.40	\$256,313.24	\$3,454.84
Township of Essa	6.96%	7.02%	\$175,977.75	\$179,955.83	\$3,978.08
Municipality of Grey Highlands	0.35%	0.34%	\$8,742.10	\$8,707.58	(\$34.51)
Town of Innisfil	6.94%	7.15%	\$175,539.87	\$183,474.77	\$7,934.90
Township of Melancthon	0.47%	0.47%	\$11,953.68	\$12,129.06	\$175.38
Town of Mono	3.77%	3.74%	\$95,298.04	\$95,850.08	\$552.04
Mulmur Township	1.63%	1.64%	\$41,214.21	\$41,993.88	\$779.67
Town of New Tecumseth	13.61%	13.66%	\$344,082.16	\$350,370.50	\$6,288.35
Township of Oro-Medonte	7.43%	7.43%	\$187,922.26	\$190,499.82	\$2,577.57
Town of Shelburne	2.01%	2.00%	\$50,862.97	\$51,250.34	\$387.37
Township of Springwater	7.45%	7.48%	\$188,420.02	\$191,877.13	\$3,457.11
Town of Wasaga Beach	9.13%	8.95%	\$230,874.17	\$229,451.82	(\$1,422.35)

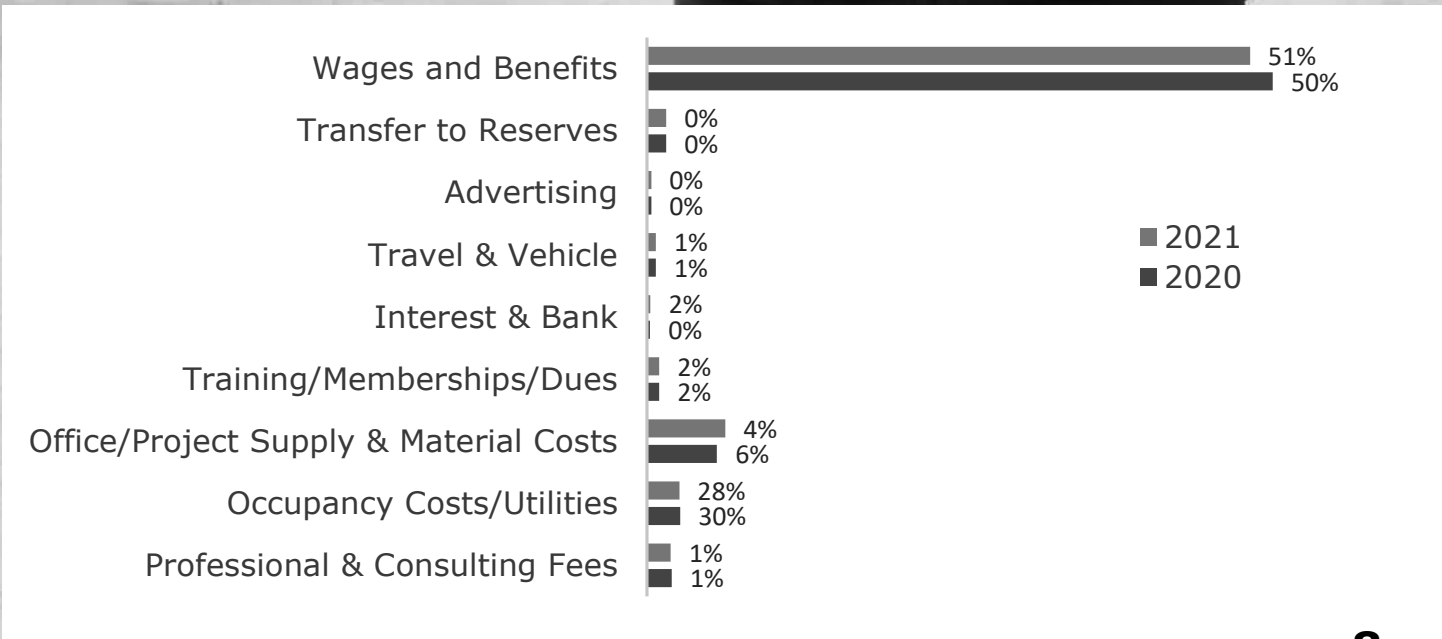


# Revenues





# Expenses



# Asset Management

The capital asset levy, which funds the asset management plan (AMP), is shared by the municipal partners based on their apportionment percentage.

The AMP is based on the annual approval of the asset management plan by the Board of Directors. The AMP was approved by the Board of Directors at the August 2020 Board meeting.

Below are the contributions for 2021 based on the approved Asset Management Plan:

## Capital Asset Levy

	<b>2021 CVA Apportionment %</b>	<b>2020 Capital Levy Contribution</b>	<b>2021 Capital Levy</b>
Township of Adjala-Tosorontio	4.13%	\$5,407.46	\$5,802.89
Township of Amaranth	0.22%	\$282.87	\$307.42
City of Barrie	15.25%	\$22,863.83	\$21,432.38
Town of The Blue Mountains	1.38%	\$2,032.69	\$1,941.74
Bradford/West Gwillimbury	4.26%	\$6,235.18	\$5,986.67
Clearview Township	4.89%	\$6,420.16	\$6,871.69
Town of Collingwood	9.99%	\$14,864.52	\$14,040.97
Township of Essa	7.02%	\$10,345.02	\$9,858.07
Municipality of Grey Highlands	0.34%	\$449.11	\$477.01
Town of Innisfil	7.15%	\$9,490.88	\$10,050.84
Melancthon Township	0.47%	\$614.10	\$664.44
Town of Mono	3.74%	\$5,602.19	\$5,250.72
Mulmur Township	1.64%	\$2,117.32	\$2,300.45
Town of New Tecumseth	13.66%	\$20,227.20	\$19,193.47
Township of Oro-Medonte	7.43%	\$11,047.19	\$10,435.68
Town of Shelburne	2.00%	\$2,613.01	\$2,807.52
Township of Springwater	7.48%	\$11,076.45	\$10,511.13
Town of Wasaga Beach	8.95%	\$11,860.81	\$12,569.49

# Reserves

These amounts will be put into reserves to pay for the repair maintenance and replacement of the assets as identified in the AMP.

Some of the 2021 expenditures as per the AMP:

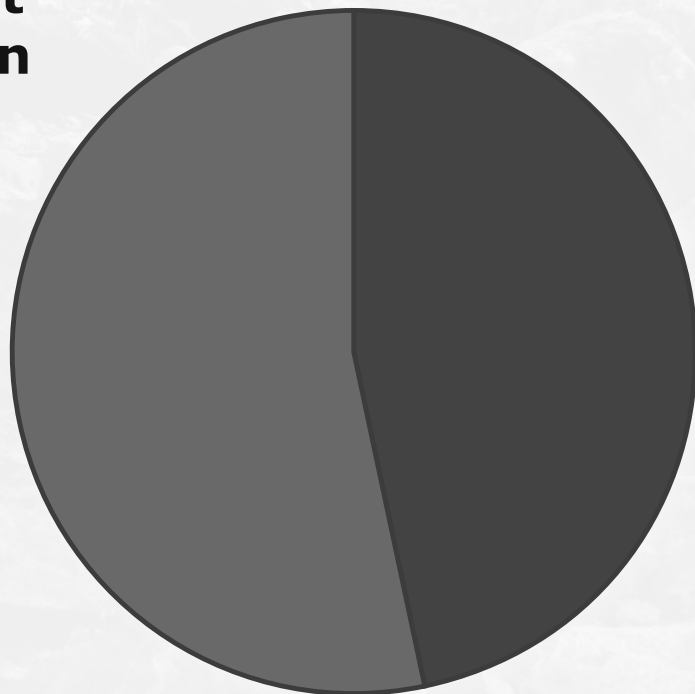
1. Dyke safety review for the Pretty River Dyke & a new Truck
2. Parts replacement on flood and monitoring equipment to extend life as well as replacement of some end of life equipment
3. Computers and server upgrades and network hardware
4. Upgrade of the water system at Tiffin, replacement of an AED, some signage upgrades and replacement of folding chairs used for schools and events.

## Funding for Asset Management Plan

**2021 Total Cost:**  
**\$264,574**

**Capital Reserves:**  
\$124,071  
47%

**Asset Levy:**  
\$140,502  
53%



**Nottawasaga Valley Conservation Authority  
Proposed 2021 Budget**

**Consolidated**

	BUDGET 2020	BUDGET 2021	\$ CHANGE
<b>REVENUE:</b>			
Municipal Levy	2,529,056.89	2,564,825.14	35,768.25
Special Benefit Projects	16,000.00	16,000.00	-
Oro-Medonte MOU	(37,943.72)	(38,478.73)	(535.01)
Municipal Contributions	20,000.00	10,000.00	(10,000.00)
Municipal Project - RMO	68,000.00	45,000.00	(23,000.00)
Total Municipal Revenue	2,595,113.17	2,597,346.41	2,233.24
MNR Transfer Payment-Flood	97,307.20	97,307.00	(0.20)
Other Provincial Sources	182,500.00	215,500.00	33,000.00
Federal Sources	110,460.00	114,510.00	4,050.00
Total Government Grants	390,267.20	427,317.00	37,049.80
Contributions	460,540.00	501,040.00	40,500.00
<b>User Fees</b>			
Reforestation	53,200.00	46,000.00	(7,200.00)
Conservation Lands	21,000.00	21,600.00	600.00
Planning	989,600.00	989,600.00	-
Environmental Monitoring	13,000.00	13,000.00	-
Environmental Education	298,500.00	148,950.00	(149,550.00)
Tiffin Operations	95,500.00	117,300.00	21,800.00
Conservation Land Leases	32,400.00	33,590.00	1,190.00
Investment Income	15,000.00	25,000.00	10,000.00
Total Contributions and User Fees	1,978,740.00	1,896,080.00	(82,660.00)
Operational Reserves	40,143.72	28,678.73	(11,464.99)
TOTAL REVENUE	5,004,264.10	4,949,422.14	(54,841.96)

**EXPENSES:**

Wages and Interprogram Charges	3,934,404.10	3,791,892.14	(142,511.96)
	3,934,404.10	3,791,892.14	(142,511.96)
<b>Other Expenses</b>			
Staff Cost	10,600.00	10,600.00	-
Memberships/Professional Dues	47,100.00	47,350.00	250.00
Educations and Training	29,000.00	29,500.00	500.00
Materials & Supplies - General	354,900.00	358,120.00	3,220.00
Materials & Supplies - Cost of Trees	5,000.00	90,000.00	85,000.00
Vehicles & Large Equipment Costs	42,450.00	42,450.00	-
Office Expenses	23,000.00	16,000.00	(7,000.00)
Equipment Costs	9,000.00	9,000.00	-
Transportation Costs	13,000.00	13,000.00	-
Legal	22,000.00	22,000.00	-
Consultants	116,500.00	109,500.00	(7,000.00)
Insurance	79,600.00	92,700.00	13,100.00
Taxes	23,790.00	23,890.00	100.00
Heat and Hydro	33,000.00	32,000.00	(1,000.00)
Telephones and Internet Access	25,000.00	23,000.00	(2,000.00)

**Nottawasaga Valley Conservation Authority  
Proposed 2021 Budget**

**Consolidated**

	<b>BUDGET 2020</b>	<b>BUDGET 2021</b>	<b>\$ CHANGE</b>
Audit Fees	18,000.00	18,000.00	-
Interest and Bank Charges	19,200.00	21,200.00	2,000.00
Maintenance Expense	31,700.00	31,700.00	-
Uniform Expense	6,000.00	6,500.00	500.00
Leases	14,000.00	14,000.00	-
Advertisement and Communications	26,520.00	26,520.00	-
Bad Debt Expense	500.00	500.00	-
Transfer to Reserves	120,000.00	120,000.00	-
	<u>1,069,860.00</u>	<u>1,157,530.00</u>	<u>87,670.00</u>
TOTAL EXPENSES	<u>5,004,264.10</u>	<u>4,949,422.14</u>	<u>(54,841.96)</u>
SURPLUS (DEFICIT)	-	-	-





**Nottawasaga Valley Conservation Authority**

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@nottawasagaca

Member of



Conservation  
ONTARIO  
275

# **Simcoe Muskoka District Health Unit**

September 2, 2020

Craig Millar  
Director of Finance & Treasurer  
City of Barrie  
70 Collier Street, P.O. Box 400  
Barrie, ON L4M 4T5

Dear Craig Millar:

**Re: Email to SMDHU dated July 6, 2020 and potential tax increase.**

Thank you for your email on July 6<sup>th</sup> requesting draft budgets and levy projections for 2021. I appreciate the information requests that you have raised regarding this matter, and will ensure that they are brought to the attention of the Board of Health during the budgeting process.

The Board of Health will enter into 2021 budget deliberations at its October meeting with the expectation it will approve the SMDHU 2021 budget before March 1, 2021 and inform municipalities of the established levy.

It should be noted that the COVID-19 pandemic has made public health costs in 2021 both larger and more uncertain. Further, a news release dated March 12, 2020 from the Province of Ontario states the following:

“In addition to these extensive planning measures, Ontario is extending one-time mitigation funding for an additional calendar year for public health units.”

“This action, which recognizes the considerable time and resources necessary for public health units to effectively respond to COVID-19, would keep municipal funding levels for public health units in calendar year 2021 at the same level as calendar year 2020.”

We await further details from the Province regarding access to COVID-19 Extraordinary Funding and other financial details related to the delivery of public health programming.

Sincerely,



Charles Gardner, MD, CCFP, MHSc, FRCPC  
Medical Officer of Health

cc. Simcoe Muskoka District Health Unit Board of Health

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705-721-7520  
FAX: 705-721-1495

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FAX: 705-445-6498

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☐ **Gravenhurst:**  
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☐ **Midland:**  
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705-526-9324  
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☐ **Orillia:**  
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Orillia, ON  
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705-325-9565  
FAX: 705-325-2091

# **County of Simcoe**

## Service Partners

### City of Barrie – Operating and Capital

The City of Barrie shares costs for Health & Emergency Services, Social & Community Services divisions as well as Archives and Museum and Lake Simcoe Regional Airport. The 2021 budgeted cost sharing contributions are outlined in the following chart.

City of Barrie Operating Budget (000's)	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2021B vs 2020F Change		2021B vs 2020B Change	
Department						\$	%	\$	%
Homes	892	1,021	1,131	1,695	1,885	190	11.2	754	66.7
Paramedic Services	6,016	6,536	7,026	7,002	6,583	(418)	(6.0)	(443)	(6.3)
<b>Health and Emergency Services</b>	<b>6,908</b>	<b>7,557</b>	<b>8,157</b>	<b>8,697</b>	<b>8,469</b>	<b>(228)</b>	<b>(2.6)</b>	<b>312</b>	<b>3.8</b>
Children Services	1,322	1,041	2,102	1,908	2,045	137	7.2	(57)	(2.7)
Community Services	739	742	765	844	868	24	2.8	103	13.5
Ontario Works	2,509	3,157	3,235	3,266	3,493	227	7.0	259	8.0
Simcoe County Housing Corporation	1,339	1,650	1,756	1,745	2,143	398	22.8	387	22.1
Social Housing - Non-Profit	4,236	4,246	4,784	4,829	4,688	(141)	(2.9)	(97)	(2.0)
<b>Social and Community Services</b>	<b>10,144</b>	<b>10,837</b>	<b>12,642</b>	<b>12,593</b>	<b>13,237</b>	<b>644</b>	<b>5.1</b>	<b>596</b>	<b>4.7</b>
Archives	46	47	48	48	49	1	2.0	1	2.0
Museum	61	62	63	63	65	1	2.0	1	2.0
<b>Total Archives and Museum</b>	<b>107</b>	<b>109</b>	<b>111</b>	<b>111</b>	<b>113</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>
<b>Total Lake Simcoe Regional Airport</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>75</b>	<b>111</b>	<b>36</b>	<b>47.8</b>	<b>36</b>	<b>47.8</b>
<b>Total Operating</b>	<b>17,159</b>	<b>18,503</b>	<b>20,985</b>	<b>21,476</b>	<b>21,930</b>	<b>455</b>	<b>2.1</b>	<b>945</b>	<b>4.5</b>
<b>Total Capital</b>	<b>7,764</b>	<b>10,820</b>	<b>3,042</b>	<b>7,573</b>	<b>6,250</b>	<b>(1,323)</b>	<b>(17.5)</b>	<b>3,208</b>	<b>105.5</b>
<b>MFC Projects</b>									
- Current year MFC payment	506	996	174	596	448	(148)	(24.9)	274	157.4
- Prior years MFC payment	86	627	2,485	1,744	2,708	964	55.3	223	9.0
<b>Total MFC payment</b>	<b>592</b>	<b>1,623</b>	<b>2,659</b>	<b>2,340</b>	<b>3,155</b>	<b>816</b>	<b>34.9</b>	<b>496</b>	<b>18.7</b>
<b>Non MFC capital projects</b>	<b>2,709</b>	<b>824</b>	<b>1,298</b>	<b>1,655</b>	<b>1,771</b>	<b>116</b>	<b>7.0</b>	<b>473</b>	<b>36.5</b>
<b>Total Adjusted Capital</b>	<b>3,301</b>	<b>2,447</b>	<b>3,957</b>	<b>3,995</b>	<b>4,927</b>	<b>932</b>	<b>23.3</b>	<b>970</b>	<b>24.5</b>
<b>Total Operating and Adjusted Capital</b>	<b>20,459</b>	<b>20,950</b>	<b>24,942</b>	<b>25,471</b>	<b>26,857</b>	<b>1,386</b>	<b>5.4</b>	<b>1,915</b>	<b>7.7</b>

## City of Barrie – Capital Projects

2021 - MFC Projects Department and Project	Budget (000's)
LTC - Simcoe Manor Redevelopment	494
<b>Homes</b>	<b>494</b>
PAR - Bradford Paramedic Station	105
<b>Paramedic Services</b>	<b>105</b>
SCHC - Affordable Housing - Bradford	134
SCHC - Affordable Housing - Orillia	3,746
<b>Simcoe County Housing Corporation</b>	<b>3,880</b>
<b>Total MFC Projects</b>	<b>4,478</b>

MFC Financing Balance	
MFC Opening Balance	17,231
Current Year Build	4,478
Current Year MFC Principal Payment	(448)
Prior Years MFC Principal Payment	(2,232)
<b>MFC Closing Balance</b>	<b>19,030</b>

MFC Financing Payment	
Current Year MFC Principal Payment	448
Prior Years MFC Principal Payment	2,232
Interest	476
<b>Total MFC Financing Payment</b>	<b>3,155</b>

2021 - Capital Projects (Non MFC) Department and Project	Budget (000's)
LSRA - Runway Expansion	384
<b>Lake Simcoe Regional Airport</b>	<b>384</b>
LTC - Homes Building and Equipment	169
LTC - Scheduling Software	309
<b>Long Term Care &amp; Seniors Services</b>	<b>478</b>
PAR - Ambulance	53
PAR - Ambulance Replacement	233
PAR - Power Stretcher Replacement	111
PAR - Rapid Response Unit Replacement	67
PAR - Station Site Improvements	49
<b>Paramedic Services</b>	<b>513</b>
SCHC - Burton Avenue (Barrie)	19
SCHC - King Street (Midland)	65
SCHC - Maria Street (Penetanguishene)	40
SCHC - Miller Park Avenue (Bradford)	18
SCHC - Oxford Street (Orillia)	16
SCHC - Peter Street (Orillia)	13
SCHC - Regent Street (Orillia)	85
SCHC - Seventh Lane (Wasaga Beach)	46
SCHC - Sophia Street East (Barrie)	25
SCHC - Wellington Street West (Alliston)	19
SCHC - Yonge Street (Elmvale)	36
SCHC - Yonge Street (Midland)	15
<b>Simcoe County Housing Corporation</b>	<b>397</b>
<b>Total Capital</b>	<b>1,771</b>

# **Barrie Area Physician Recruitment**

July 6, 2020

Mayor Lehman and Members of Council  
c/o City of Barrie Clerk's Office  
City of Barrie  
70 Collier Street, P.O. Box 400  
Barrie, ON, L4M 4T5

Dear Mayor Lehman and Members of Council,

On behalf of the Barrie Area Physician Recruitment Task Force I'd like to take this opportunity to thank the Council of the City of Barrie for their ongoing support of the recruitment and retention initiative in our community.

We have made significant progress in bringing much needed Family Physicians and Specialists into the area; however, there is still a tremendous amount of work to be done. Health care human resources will be a significant issue facing all residents of the area in the coming years and recruitment will be the key initiative to alleviate the hardships of the physician shortage.

In addition to recruitment The Task Force also focuses on the various needs of incoming physicians; we tour visiting physicians throughout the catchment area as well as ensure a unique support system is in place for both the physician and their families should they choose to start a practice in Barrie or elsewhere in the Barrie Area. The Task Force also ensures a structured retention plan is in place to maintain physician satisfaction within the Barrie Area for years to come.

In order to continue to be successful in the recruitment and retention of family physicians and specialists into the area we kindly request your financial support, in the amount of \$60,000 to help further our initiatives for the 2021-2022 fiscal year. As you are aware your financial contribution allows for your representatives, currently Gary Harvey and Susan Rockey, to hold a seat on the Task Force, which will ensure that your input and accountability needs are met.

If you have any questions please do not hesitate to contact me at any time, or if you prefer to meet I am available at your convenience. I can be reached directly at 905-751-5588 or by e-mail at [GreeneM@rvh.on.ca](mailto:GreeneM@rvh.on.ca)

Thank-you for your continued support.

Sincerely,

*Mitchell Greene*

Mitchell Greene  
Physician Recruitment Coordinator  
Barrie Area Physician Recruitment

