



**Municipal Shared Services Committee
Regular Budget Meeting Agenda**

Date: November 19, 2020
Time: 1:30 p.m.
Location: Teleconference

Pages

1. Call to Order

2. Disclosure of Pecuniary Interest

The *Municipal Conflict of Interest Act* requires that any member of Council declaring a pecuniary interest and general nature thereof, where the interest of a member of Council has not yet been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the Act.

3. Confirmation of the Agenda

4. Adoption of the Previous Minutes – September 17, 2020 Page 3

5. Business arising from the previous minutes

6. 2020 Budget Presentations

- | | | |
|-----|---|---------|
| 6.1 | Spruce Lodge Home for the Aged – Peter Bolland, Administrator and David Schlitt, Business Manager | Page 7 |
| 6.2 | Stratford Perth Museum – John Kastner, General Manager | Page 17 |
| 6.3 | Huron Perth Health Unit – Dr. Miriam Klassen, Medical Officer of Health and Julie Pauli, Director of Corporate Services | Page 22 |
| 6.4 | Social Services – Kim McElroy, Director of Social Services | Page 25 |
| 6.5 | Stratford Perth Archives – Betty Jo Belton, Manager of Archives Services/Archivist | Page 28 |
| 6.6 | Provincial Offences Administration – Linda Becker, Manager of | |

6.7 Paramedic Services – Mike Adair, Chief of Paramedic Services

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7. New Business

8. Next Meeting Date

December 17, 2020 – (City of Stratford hosts)

All meetings commence at 1:30 PM. Location to be advised

9. Adjournment



Municipal Shared Services Committee
Thursday, September 17, 2020 – 1:30 p.m.
Stratford – Zoom Meeting

REGULAR MINUTES

A meeting of the Municipal Shared Services Committee was held at
1:30 p.m. on September 17, 2020
Hosted by the City of Stratford via Zoom

Where appropriate, motions contained in the Municipal Shared Services Committee Minutes are considered recommendations to the affected municipalities.

Committee Members Present:

Mayor Dan Mathieson, City of Stratford (Chairperson)
Councillor Tom Clifford, City of Stratford
Councillor Bonnie Henderson, City of Stratford
Warden Jim Aitcheson, County of Perth
Councillor Robert Wilhelm, County of Perth
Mayor Rhonda Ehgoetz, County of Perth
Mayor Al Strathdee, Town of St. Marys

Regrets:

Deputy Mayor Martin Ritsma, City of Stratford
Councillor Margaret Luna, Town of St. Marys

Staff Present:

Joan Thomson – CAO, City of Stratford
Janice Beirness – Director of Corporate Services, City of Stratford
Kim McElroy – Director of Social Services, City of Stratford
Linda Becker – Provincial Offences Coordinator, County of Perth
Betty Jo Belton – Archivist – Stratford-Perth Archives, County of Perth
Tyler Sager, Manager of Legislative Services/County Clerk, County of Perth
Rachel Seffern, Administrative Assistant to CAO, County of Perth

Lori Wolfe – Interim CAO, County of Perth
Mike Adair, Chief of Operations Paramedic Services, County of Perth
Andre Morin – Treasurer, Town of St. Marys
Brent Kittmer – CAO/Clerk, Town of St. Marys
Casey Riehl- Recording Secretary, City of Stratford

1.0 Call to Order

The Regular Meeting of the Municipal Shared Services Committee with quorum present was called to order by Committee Chair, Mayor Mathieson at 1:30 p.m.

2.0 Disclosure of Pecuniary Interest and the General Nature Thereof

None disclosed.

3.0 Confirmation of Agenda

Moved by: Mayor Strathdee
Seconded by: Mayor Ehgoetz

THAT the Committee Agenda for the September 17, 2020 meeting be approved.
Carried.

4.0 Adoption of the Previous Minutes – June 18, 2020

Moved by: Warden Aitcheson
Seconded by: Councillor Clifford

THAT the Municipal Shared Services Committee minutes dated June 18, 2020 be approved.
Carried.

5.0 Business Arising from the Previous Minutes

None identified.

6.0 Social Services 2020 Second Quarter Update – September 17, 2020

Kim McElroy, Director of Social Services, reviewed the report and was available for questions.

Moved by: Councillor Henderson
Seconded by: Warden Aitcheson

THAT the Social Services 2020 Second Quarter Update dated September 17, 2020 be accepted as circulated.
Carried.

7.0 Stratford-Perth Archives Activities Report – September 3, 2020

Betty Jo Belton, Manager of Archives Services/Archivist, reviewed the report and was available for questions. Ms. Belton added that since re-opening to the public on August 31, 2020 they have had 22 in-person research appointments booked and staff has had 30 requests for services by phone/e-mail. Since re-opening, staff has been screening visitors and asking them to wear masks. They are also quarantining records for one week after then have been handled by the public and digitizing a lot of the indexes, records books and city indexes. These are now available on public computers in the reading room.

Moved by: Mayor Ehgoetz

Seconded by: Councillor Wilhelm

THAT the Stratford-Perth Archives Activities Report dated September 3, 2020 be accepted as circulated.

Carried.

8.0 Provincial Offences Administration Operational Update – August 6, 2020

Linda Becker, Manager of Court Services, reviewed the report and was available for questions.

Moved by: Warden Aitcheson

Seconded by: Mayor Ehgoetz

THAT the Provincial Offences Administration Operational Update dated August 6, 2020 be accepted as circulated.

Carried.

9.0 Paramedic Services September 2020 Report – September 17, 2020

Mike Adair, Chief of Operations Paramedic Services introduced himself to the committee members, reviewed the report and was available for questions.

Moved by: Councillor Wilhelm

Seconded by: Councillor Clifford

THAT the Paramedic Services September 2020 Report dated September 17, 2020 be accepted as circulated.

Carried.

10.0 New Business

None.

11.0 Next Meeting Dates

November 19, 2020 – 1:30 p.m. - Budget Meeting (County of Perth hosts)

December 17, 2020 – 1:30 p.m. - Regular Meeting (City of Stratford hosts)

12.0 Adjournment

Moved by: Mayor Ehgoetz

Seconded by: Councillor Clifford

THAT the meeting adjourn.

1:42 P.M.

November 10, 2020

Tyler Sager
Manager of Legislative Services/Clerk
County of Perth *(delivered via email)*

Dear Tyler,

Re: Spruce Lodge 2021 Budget



Please find attached the 2021 operating and capital budgets for Spruce Lodge Long Term Care, along with related explanatory notes. Be aware that these budgets do not include provincial funding for COVID-19 related expenses, and our experience over the past 8 months has been that provincial COVID funding has fully covered COVID related expenses.

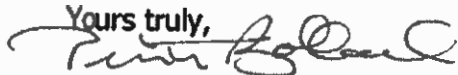
The 2021 operating budget is driven largely by labour costs, (+85%) and level of care staffing requirements, with labour costs influenced by collective bargaining. Spruce Lodge is in the midst of collective bargaining for 2020 and the attached budget reflects settlement trends for the sector of Long Term Care the Lodge has followed for decades. The Lodge hopes to settle in keeping with these established settlement trends, failing which Arbitration may be required.

The committee may recall last year that Spruce Lodge was having to phase in the impact of several provincial funding cuts, with the plan to have incremental increases both to the operating and capital budget again this year. In the interest of municipal fiscal restraint, the Board of Spruce Lodge proposes to transfer \$89,000 from its level of care contingency reserve to cover the projected operating budget shortfall, and has frozen its capital request for 2021 at the 2020 level. Even with these restraint measures the net municipal levy increase amounts to \$51,344, or a 3.99% increase over 2020, as outlined on the last page of the attached package.

Note that our 2022 and 2023 budget projections reflect a 5% annual increase, once again reflecting the same earlier referenced funding cuts, as well as staffing level changes that the Province now purports to be generational. We know for example that the Province has announced a plan to increase staffing levels for LTC to achieve an average of 4 hours per resident per day, however the specifics, the timeline, and the impact on provincial funding, have yet to be announced. We also hope over these future years to reduce, if not eliminate, the need to draw down Spruce Lodge level of care reserves to pay operating expenses.

Kindly advise if any additional information or clarification is required in advance of the Municipal Shared Services Committee, otherwise myself and Spruce Lodge Business Manager David Schlitt will be attending via Zoom on Thursday November 19th at 1:30pm, to answer any questions.

Yours truly,



Peter L. Bolland
Administrator

**Spruce Lodge Home for the Aged
2021 Operating and Capital Budgets
Explanatory Comments and Assumptions**

Pending Board Approval – To be presented to the Board of Directors on November 18, 2020

Total Request from Municipal Shared Services Committee

The total funding request to the Municipal Shared Services Committee, representing The County of Perth, City of Stratford and Town of St. Marys from Spruce Lodge Home for the Aged for the 2021 budget year is summarized as follows:

Budget Year	2021	2020
Operating Funding	\$969,400	\$918,580
Capital Reserve Funding	\$350,000	\$350,000
Active Living Centre Funding	\$18,009	\$17,485
Total Funding Request	\$1,337,409	\$1,286,065
Percentage Increase Over 2020	3.99%	

For comparison purposes, our total Municipal budget request for the 2020 fiscal year was a 10.90% increase over 2019.

Executive Summary – Operating Budget

For the year ending December 31, 2021, we are presenting a budget which indicates a budgeted surplus for the year of approximately \$900.

Total Revenues, excluding the contributions from our Municipal partners, is budgeted to increase by approximately \$237,400.

Total Expenses are budgeted to increase by approximately \$279,000, primarily due to budgeted increases in Salaries and Benefits expenses.

This results in a budgeted shortfall for 2021 revenue versus of expenses of \$138,900. This shortfall will be covered by a requested increase in our Municipal Contribution to our Operating Budget of approximately \$50,820 and a transfer of \$89,000 from the Lodge's Level of Care Contingency Reserve to cover off the cumulative effect of deficit budgeting.

This Contingency Reserve was established to address level of care funding fluctuations or unusual expenditures.

Our detailed comments follow.

Revenues

Total 2021 budgeted revenues are \$288,227 higher than 2020 budget, which represents a 2.8% increase.

Resident Revenues and Province of Ontario Revenues are set by the Ministry of Health Long-term Care.

Resident Revenues

- Total Resident Revenues are \$47,600 higher than 2020 budget.
- In past years, on July 1, the Ministry of Health Long Term Care adjusts the resident co-payment by the rate of inflation as measured by the National Consumer Price Index, to a maximum of 2.5%. However, given the COVID Pandemic Environment, there was no increase on July 1, 2020 and co-payment rates were frozen for the remainder of the 2020 calendar year.
- Effective January 1, 2021, the Ministry of Health Long Term Care announced an increase of 1.8% over the co-payment rates that have been in place since July 1, 2019.
- With the exception of Respite Revenue, we have set our 2021 Resident Revenue budget based on the 2020 budget amounts adjusted by 1.8% for the entire 2021 year.
- By using the 2020 budget as a base, we are assuming that Occupancy rates will return to their normal levels anticipated in 2020. Actual Occupancy rates for 2020 have been lower than normal due to various COVID-related restrictions on accepting new admissions at various points in the year.
- With the on-going COVID restrictions, we have not been able to accept Respite stays since March, 2020. For this budget, we have assumed that will re-commence Respite stays commencing on July 1, 2021 at an estimated revenue of \$1,000 per month.

Ministry of Health Revenues

While the Ministry of Health is not required to provide funding increases year over year, historically the Ministry has provided annual increases. Until 2019, the ten-year average increase to Ministry funding was 2.4%. In 2019, while the increase to resident accommodation fees amounted to 2.3%, the increase flowed to long-term care amounted to 1%.

Effective April 1, 2020, the current base Level of Care per diem increase from \$178.02 to \$180.46, an increase of \$2.44 or 1.4%. The majority of this increase was reflected in the Nursing and Personal Care envelope which increased by \$2.08 or 2%.

As well, effective April 1, 2020, our Global Level of Care funding increased from \$1.77 to \$4.50 per resident day.

For our 2021 budget, we have assumed that effective April 1, 2021, both the Nursing and Personal Care envelope and the Global Level of Care funding will increase by 1.5%.

Municipal Contribution

- Our budget proposes an increase of \$50,820 over the 2020 Municipal Contribution.
- This Municipal Contribution represents 9% of our total operating expenses for 2021 (8.8% of total expenses in 2020).
- The allocation of the Municipal Contribution between the three funding partners is based on information provided to us regarding the 2021 percentage allocation.

Expenses

Total budgeted expenses for 2021 are \$279,060 over the 2020 budget, which represents a 2.7% increase.

This increase in expenses is summarized in the following table:

All Departments	2021	2020	\$ Variance	% Variance
Salaries and Wages	\$7,182,997	\$6,962,703	\$220,294	3.2%
Benefits	\$2,060,473	\$2,070,002	(\$9,529)	(0.5%)
Other Expenses	\$1,527,420	\$1,459,125	\$68,295	4.7%
Total Expenses	\$10,770,890	\$10,491,830	\$279,060	2.7%

Overall Comments for Wages and Benefits

Total budgeted Salaries and Wages across all departments increased by \$220,294 (3.2%) as compared to 2020.

Please note that this overall percentage increase includes both a 1.5% increase to the wage grids (as further discussed below) as well as anticipated movement on the grids by certain job positions.

Union Positions

Our previous collective agreement expired on December 31, 2019 and bargaining has been on-going thru 2020.

For decades, Spruce Lodge has bargained in line with the private long-term care sector. Note that for 2020 and 2021, the SEIU arbitrated award was a 1.5% increase for each year.

For budgeting purposes, Spruce Lodge has projected a wage increase of 1.5% for 2020 and 2021 and pending Board approval, will voluntarily settle up to this amount.

Non-Union Positions

Consistent with the union positions and consistent with past practice at Spruce Lodge, we have assumed that each non-union staff member also received 1.5% increases effective January 1, 2020 and January 2021.

Benefits

Total budgeted benefits across all departments decreased by \$9,529 (0.5%) as compared to 2020.

For the 2021 budget, we budgeted a 1.4% decrease in Sun Life benefits which was based on the actual decrease effective November 1, 2020.

Contribution rates for OMERS, WSIB, CPP, EI and EHT are based on the actual contribution rates for 2021, or if this information was not yet available, consistent with the 2020 rates.

Staffing Levels and Hours

With respect to staffing levels and hours, the 2021 budget incorporates the following changes:

- Dietary Department – Dietary student hours were increased to seven shifts per day at three hours per shift, providing full student coverage of our seven-unit dining rooms during the dinner hour. This change resulted an increase in Dietary student hours of 66.5 hours per week
- Resident Care Department – we increased the Week-end Scheduler position from one day to two days (8 additional hours per week).

The increase in the Wage expenses in the Life Enrichment department results from the correction of an error in the 2020 budget process which understated the department's Wage expenses for 2020. There has been no change to the total staff hours in the department in 2020 compared to 2021.

Overall Comments for Other (Non-Wage) Expenses

Total budgeted Other (Non-Wage) Expenses across all departments increased by \$68, 295 (4.7%) as compared to 2020.

Significant changes in Other Expenses are discussed below

Dietary Services Department

Actual Raw Food expense for 2020 is currently trending at budget. Given the spending patterns in 2020 and an assumed increase of 2.8% for 2021 (based on our review of available industry information), we have calculated the Raw Food budget to increase to \$740,160 in 2021 (an increase of \$20,160)

Resident Care Department

Purchased Services increased by \$25,000 to reflect the estimated usage of Agency staffing to assist in times of staffing shortages.

Ostomy Supplies, Medical Nursing Supplies and Continence Supplies expenses were budgeted based on spending patterns for the nine months ended September 30, 2020 and reflect the increasing acuity and care needs of our residents.

Administration Department

Budgeted Computer Repairs and Maintenance Agreements increased by \$4,375, based primarily on current spending trends for computer and network support services provided by our external service provider and for our website maintenance and support.

Latest Forecast for 2020

Based on our actual results for the nine months ended September 30, 2020, we are forecasting a break-even position for the 2020 fiscal year.

COVID-Related Incremental Expenses

For the 2021 budget, we have not budgeted any incremental expenses related to the COVID pandemic for any of the departments. We have assumed that any incremental expenses would be fully funded by the Province of Ontario's Pandemic Containment Funding (consistent with 2020). Any unfunded expenses would be absorbed into our Operations and may increase the required transfer from our Level of Care reserve.

Spruce Lodge Home for the Aged
Budgeted Statement of Operating Revenue & Expenses
For the fiscal year ending December 31, 2021

Pending Board approval - To be presented to the Board of Directors on November 18, 2020

	Annual Budget 2021	Annual Budget 2020	\$ Variance 2021 versus 2020
REVENUE			
Total Resident Revenue	3,188,900	3,141,300	47,600
Interest Revenue (net of Bank Charges)	1,000	1,000	00
Province of Ontario Revenue (excluding Minor Capital Funding contribution)	6,523,505	6,333,698	189,807
Municipal Contribution			
COUNTY OF PERTH (50.82% of total)	492,649	460,668	
CITY OF STRATFORD (41.13% of total)	398,714	382,037	
TOWN OF ST. MARYS (8.05% of total)	78,037	75,875	
Total Municipal Contribution	969,400	918,580	50,820
OTHER INCOME			
Total Revenue	10,682,805	10,394,578	288,227
EXPENSES			
Program & Support Services (Life Enrichment)	694,070	666,182	27,888
Dietary Services	1,909,787	1,816,331	93,456
Nursing & Resident Care	5,635,892	5,506,517	129,375
Housekeeping	690,940	681,319	9,621
Laundry & Linen Services	312,010	297,497	14,513
Building & Property Maintenance	816,466	810,643	5,823
Administration	711,725	713,341	(1,616)
Total Expenses	10,770,890	10,491,830	279,060
Net Surplus (Deficit) before transfers from reserves	(88,085)	(97,252)	9,167
Contribution from Level of Care Reserve	89,000	98,000	(9,000)
Net Operating Surplus/ (Deficit)	915	748	167

Spruce Lodge Home for the Aged
Details of 2021 Capital Expenditures Budget

Board Approval Pending - To be presented to the Board of Directors on November 18, 2020

Project Description		Amount
PLANNED PROJECTS/ EXPENDITURES FOR 2021		
MEDICAL LIFTS/SHOWER CHAIRS		
Ceiling Lift Motor Replacement for THE Track (2)	\$6,000	
Ceiling Lift and Track Installations (2)	\$10,000	\$16,000
MEDICAL EQUIPMENT		
	\$0	\$0
TUB ROOM RENOVATION/REDSIGN		
Tub Room Renovation (South)	\$25,000	
Tub Room Renovation (East)	\$25,000	\$50,000
FLOORING		
Resident Room washrooms (10 rooms per year)	\$12,000	\$12,000
BEDS-MATTRESSES		
20 mattresses	\$11,200	\$11,200
KITCHEN REFURBISHINGS		
Cabinets, countertops and flooring - South Unit	\$40,000	
Adaptable Tables (7)	\$9,300	\$49,300
LAUDNRY EQUIPMENT		
Stainless Steel Laundry Carts (6)	\$5,700	\$5,700
HOUSEKEEPING EQUIPMENT		
	\$0	\$0
COMPUTER HARDWARE & SOFTWARE		
Work Station Replacements (17 units)	\$20,000	
Laptop - Business Office	\$1,250	\$21,250
FACILITY - EXTERIOR		
Window and door replacement - South Unit	\$147,000	
Masonry - Garage and South Unit courtyard	\$30,000	
Concrete Work - Front entrance (replace paving blocks)	\$18,000	\$195,000
FACILITY - INTERIOR		
Way Finding Interior Signage	\$5,000	
Corridor Refurbishing (painting)	\$10,000	
Air Conditioner replacement - Chapel	\$12,000	
Main stairwell refurbishment (drywall and painting)	\$10,000	
Staff Change Room refurbishment (painting and bathroom partitions)	\$10,000	\$47,000
FURNISHINGS		
Hallways and Common Area Furnishings	\$15,000	\$15,000

Spruce Lodge Home for the Aged
Details of 2021 Capital Expenditures Budget

Board Approval Pending - To be presented to the Board of Directors on November 18, 2020

GENERAL CONTINGENCY FOR UNKNOWN ITEMS	\$15,000	\$15,000
TOTAL PLANNED PROJECTS/ EXPENDITURES FOR 2021		\$437,450
CONTINGENT PROJECTS/ EXPENDITURES FOR 2021		
MEDICAL LIFTS/SHOWER CHAIRS		
Replacement Allowance - Lift Equipment	\$10,000	
Replacement Allowance - Shower chairs (2 per year)	\$4,600	\$14,600
KITCHEN EQUIPMENT		
Hobart Planetary Mixer (40 quart capacity)	\$18,000	
Hobart Planetary Mixer (20 quart capacity)	\$4,600	
Meat Slicer (carried forward from 2018)	\$4,630	
Hand Sinks (Main Kitchen)	\$1,680	
Exhaust Fan (Main Kitchen)	\$14,000	
Allowance: wing fridges/ovens/coffee makers/steam wells	\$1,800	\$44,710
COMPUTER HARDWARE & SOFTWARE		
Zoom Video Conference System	\$2,500	\$2,500
FACILITY - EXTERIOR		
Air Conditioner replacement - North Unit	\$15,000	
Retaining Wall	\$95,000	\$110,000
FACILITY - INTERIOR		
Allowance: Replacement A/C units	\$4,500	\$4,500
TOTAL CONTINGENT PROJECTS/ EXPENDITURES FOR 2021		\$176,310
Total - Budgeted 2021 Capital Expenditures		\$613,760

SPRUCE LODGE HOME FOR THE AGED

Overview of Capital Reserve Fund Projection

Years ending December 31, 2015 - 2035

Board Approval Pending - To be presented to the Board of Directors on November 18, 2020

Capital Reserve Fund (\$)							
Year	Opening Balance	Annual Ministry Contribution	Annual Municipal Contribution	Investment Earnings	Total Contributions	Capital Expenditures	Closing Balance
2015 (actual)	\$281,788	\$140,160	\$300,000	\$6,417	\$446,577	\$299,507	\$428,858
2016 (actual)	\$428,858	\$140,544	\$300,000	\$7,212	\$447,756	\$292,391	\$584,223
2017 (actual)	\$584,223	\$140,160	\$300,000	\$8,835	\$448,995	\$236,807	\$796,411
2018 (actual)	\$796,411	\$140,160	\$300,000	\$14,331	\$454,491	\$297,855	\$953,047
2019 (actual)	\$953,047	\$140,160	\$300,000	\$18,113	\$458,273	\$554,756	\$856,564
2020 (estimated)	\$856,564	\$140,544	\$350,000	\$14,990	\$505,534	\$435,000	\$927,098
2021	\$927,098	113,799	\$350,000	\$16,224	\$480,023	\$613,760	\$793,361
2022	\$793,361	79,768	\$400,000	\$13,884	\$493,652	\$568,766	\$718,247
2023	\$718,247	71,342	\$440,000	\$12,569	\$523,911	\$738,642	\$503,517
2024	\$503,517	-	\$440,000	\$8,812	\$448,812	\$587,526	\$364,802
2025	\$364,802	-	\$440,000	\$6,384	\$446,384	\$888,074	(\$76,887)
2026	(\$76,887)	-	\$440,000	(\$1,346)	\$438,654	\$250,542	\$111,226
2027	\$111,226	-	\$440,000	\$1,946	\$441,946	\$419,797	\$133,375
2028	\$133,375	-	\$440,000	\$2,334	\$442,334	\$229,723	\$345,986
2029	\$345,986	-	\$440,000	\$6,055	\$446,055	\$196,081	\$595,960
2030	\$595,960	-	\$440,000	\$10,429	\$450,429	\$300,905	\$745,484
2031	\$745,484	-	\$440,000	\$13,046	\$453,046	\$242,903	\$955,626
2032	\$955,626	-	\$440,000	\$16,723	\$456,723	\$219,237	\$1,193,113
2033	\$1,193,113	-	\$440,000	\$20,879	\$460,879	\$420,446	\$1,233,547
2034	\$1,233,547	-	\$440,000	\$21,587	\$461,587	\$420,446	\$1,274,688
2035	\$1,274,688	-	\$440,000	\$22,307	\$462,307	(\$1,233,546)	\$2,970,542
Totals (2021-2035)		\$264,909	\$6,470,000	\$171,835	\$6,906,744	\$4,863,301	

NOTES:

Opening Balance: for 2015 is per our Dec 31, 2015 Audited Financial statements.

Annual Ministry Allocation: To March 31, 2020, this is the Structural Compliance funding we receive from the Ministry of Health. In July, 2020, the Ministry announced a new Minor Capital Program that will run from April 1, 2020 to March 31, 2023.

Annual Municipal Contribution: This was phased in over 4 years starting with \$150,000 in 2012 until it reached \$300,000 in 2015. We have increased the Municipal contribution over a multi-year period until it reaches \$440,000 in 2023.

Investment Earnings: Used 1.75% of opening balance each year.

Capital Expenditures

- We have adjusted over time for current quotes and/or revised replacement dates.
- We added major categories that were not specifically included in the original Brown & Beattie study including: medical lifts, tubs, resident room flooring, beds, mattresses, computer hardware/software system upgrades as required by the Ministry and major renovations that were not identified at the time of the study.
- Timing of replacement of assets is based on expected life and/or yearly allowances.
- We used an inflationary factor of 2% per year.

Other: Our full study covers 30 years ending 2044. We are only showing the 15 years commencing January 1, 2020. since the accuracy of estimates and costs decreases the farther out the plan goes.

Spruce Lodge Home for the Aged
Projected Municipal Contributions - 2021 - 2023

Budget Request for 2021

	County of Perth	City of Stratford	Town of St. Marys	Total - 2021
Operating Funding	\$492,649	\$398,714	\$78,037	\$969,400
Capital Reserve Funding	\$177,870	\$143,955	\$28,175	\$350,000
Active Living Centre Funding	\$9,152	\$7,407	\$1,450	\$18,009
	\$679,671	\$550,076	\$107,662	\$1,337,409

Budget Request for 2021 and Forecast for 2022 and 2023

	2020 - Actual	2021 - Budget	2022	2023	2021-2023 Total
Operating Funding	\$918,580	\$969,400	\$1,017,870	\$1,068,764	\$3,056,034
Capital Reserve Funding	\$350,000	\$350,000	\$400,000	\$440,000	\$1,190,000
Active Living Centre Funding	\$17,485	\$18,009	\$18,550	\$19,106	\$55,665
	\$1,286,065	\$1,337,409	\$1,436,420	\$1,527,870	\$4,301,698

Contribution by Municipality - Budgeted 2021 and Forecast for 2022 and 2023

	2020 - Actual	2021 - Budget	2022	2023	2021-2023 Total
County of Perth (50.82%)	\$644,962	\$679,671	\$729,989	\$776,463	\$2,186,124
City of Stratford (41.13%)	\$534,874	\$550,076	\$590,799	\$628,413	\$1,769,288
Town of St. Marys (8.05%)	\$106,229	\$107,662	\$115,632	\$122,993	\$346,287
	\$1,286,065	\$1,337,409	\$1,436,420	\$1,527,870	\$4,301,699

Notes:

Budget request

- 1./ Spruce Lodge Operating request reflects an increase of 5.5% for 2021 and 5% per year thereafter.
- 2./ Spruce Lodge Capital request reflects our Capital reserve plan; amounts committed effective January 2012 to a maximum of \$300,000 effective 2015. Over a three-year period, we have phased in an increase to the Municipal Contribution to offset the loss of Minor Capital funding from the Ministry of Health.
- 3./ Spruce Lodge Active Living Centre request reflects an annual increase of 3% for 2021 - 2023.

November 2020

MUNICIPAL SHARED SERVICES COMMITTEE REPORT

Like just about every cultural or heritage institution in Canada, if not the world, 2020 will go down as a trying year for the Stratford Perth Museum.

The museum closed on March 12 and remained closed for exactly three months, reopening on June 12. Our attendance in June and July was a fraction of what it was in previous years, if not non-existent, and the best metric to demonstrate that is the demographic of our patrons.

Historically, 65% of our visitors from May to Thanksgiving were at the Stratford Festival that day, the day before or the next day. In addition, 30% of our visitors annually are not from Canada. Needless to say, with the Festival shuttered and the borders closed – regular attendance dried up.

Also, our signature fundraiser the Innkeepers' Dinner, which raises almost 10% of our annual operating budget, was postponed and then cancelled.

Our programming on the other hand is in the midst of a solid year. When we reopened we made a strategic decision to move all of our programming outdoors, taking advantage of our seven acres of property. In particular, a concert series featuring talent from the Stratford Festival was very successful.

Despite COVID, the Stratford Perth Museum is on track for a reasonably good year and unlike many similar institutions, our existence is not in peril.

Thankfully, the board and staff of the museum have been able to navigate through this storm - we cut expenses dramatically and we think we have taken advantage of just about every government program available to museums.

We are on track to finish this fiscal year with a small surplus and expect to make our scheduled contribution to our capital asset management plan.

Looking forward to 2021, the museum remains very cautious and has crafted a lean and balanced budget that shows both a drop in revenue and expenses. Of importance to this committee, the budgeted contributions from the City and the County are both in keeping with the funding agreement.

Each year at MSSC, as part of our funding agreement with the City of Stratford and the County of Perth, the museum gives an update on capital expenditures in the fiscal year. The museum was successful in obtaining a Cultural Spaces Grant from the federal government to help offset the cost of a natural gas generator. That generator was installed this year and the museum now has a seamless transition to alternate power should there be a power outage.

Also, as stated in the grant proposal, the museum can now serve as a community warming centre or to provide shelter in the event of an extended power outage or catastrophic weather.

The funding agreement has a provision for the museum to ask the City of Stratford and the County of Perth for funds for capital improvements. We are happy to inform this committee that the museum was able to independently fund this important upgrade and in the past six years, the museum has realized approximately \$350,000 in capital improvements without requesting any assistance from our municipal funding partners.

Moving forward, COVID, or post-COVID, a lot of our programming will be outdoors. To that end the museum was successful in obtaining a federal grant for the construction of an outdoor stage and performance space. Dubbed The Player's Back Stage, this performance space will be able to seat 300-plus spectators and ideally will be used not only by the museum but also community partners.

The federal grant, gifts in-kind, naming rights, sponsorship and a small and short capital campaign will mean that this project will be completed with little or no fiscal impact on the museum. Also, the museum will not be requesting any municipal funds for this important and we think transformational project.

Finally, the Stratford Perth Museum is very grateful to our partners, the City of Stratford and the County of Perth for their financial support. Over and above that, the museum is also thankful for the excellent working relationship with the City, the County and our municipality Perth South. There are a number of joint projects, many on-going, that expand the role of the museum and we also feel make these communities stronger.

• 4275 Huron Road, RR 5 Stratford ON N5A 6S6 • Telephone 519-393-5311 •
• www.stratfordperthmuseum.ca •

STRATFORD PERTH MUSEUM
BUDGET INCOME AND EXPENSE STATEMENT

2020 - 2030

					PROPOSED						
	Budget 2020	Budget 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
REVENUE											
GOVERNMENT GRANTS											
City of Stratford	150.6	153.6	156.7	159.8	163.0	166.3	169.6	173.0	176.5	180.0	183.6
County of Perth	100.4	102.4	104.4	106.5	108.6	110.8	113.0	115.3	117.6	120.0	122.4
Property tax grants, governments	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Federal & Provincial Grants											
HRDC - CSE/YCW	35.0	35.7	36.4	37.1	37.9	38.6	39.4	40.2	41.0	41.8	42.7
CMOG - Provincial	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Sub-Total	312.2	317.9	323.7	329.6	335.7	341.9	348.2	354.7	361.3	368.0	374.9
SELF GENERATED											
Admissions	30.0	20.0	31.2	31.8	32.4	33.0	33.7	34.4	35.1	35.8	36.5
Education/Workshops/Lectures	24.7	17.0	25.7	26.2	26.7	27.3	27.8	28.4	28.9	29.5	30.1
Gift Shop											
Museum Merchandize	10.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Festival Theatre/Rheo/Scottish	2.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Rentals	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Rentals - backstage		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Misc. Income/Interest	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Sub-Total	69.2	51.5	73.4	74.5	75.6	76.8	78.0	79.3	80.5	81.8	83.1
MEMBERSHIPS, DONATIONS & SPONSORS											
Membership Fees	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Member Donations	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Public/Memorial Donations	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Exhibit Sponsorship	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Education Donations	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Business & Industry (web site)	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Sub-Total	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5
SPECIAL EVENTS (NET)											
Flavours of Perth Barbecue	3.4	3.4	3.3	3.3	3.2	3.2	3.1	3.1	3.0	3.0	2.9
Special Events		5.0	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.8	5.9
Innkeepers Dinner	35.4	20.3	35.2	35.1	35.0	34.9	34.8	34.7	34.6	34.5	34.4
Outkeepers		9.0									
Car Rally	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Sub-Total	45.8	44.7	50.6	50.6	50.5	50.5	50.4	50.4	50.3	50.3	50.2
TOTAL REVENUE	468.7	455.6	489.2	496.3	503.3	510.7	518.1	525.9	533.7	541.6	549.7

STRATFORD PERTH MUSEUM
BUDGET INCOME AND EXPENSE STATEMENT

2020 - 2030

		PROPOSED									
	Budget 2020	Budget 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
SALARIES											
Regular Staff	183.0	188.0	191.8	195.6	199.5	203.5	207.6	211.8	216.0	220.3	224.7
Part time Staff	21.4	19.2	19.6	20.0	20.4	20.8	21.2	21.6	22.1	22.5	22.9
Students (CSE & YCW)	44.8	47.6	48.6	49.5	50.5	51.5	52.6	53.6	54.7	55.8	56.9
Benefits/Insurance/Pension	47.3	46.9	47.8	48.8	49.8	50.8	51.8	52.8	53.9	55.0	56.0
Contract Services (bookkeeper/Volunteer)	8.2	8.4	8.6	8.7	8.9	9.1	9.3	9.5	9.6	9.8	10.0
Professional Development	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Health and Safety	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Sub-Total	305.7	311.1	317.4	323.6	330.1	336.6	343.5	350.3	357.3	364.4	371.6
BUILDING OPERATION											
Mortgage (present)	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0
Capital Mortgage (new)	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1
Contingencies - building repairs	3.4	3.0	18.4	15.2	14.1	13.2	12.1	11.0	10.1	9.1	8.0
Property Taxes	8.0	7.5	7.7	7.8	8.0	8.1	8.3	8.4	8.6	8.8	9.0
Heat/Hydro - house and storage buildings	13.2	13.5	13.7	14.0	14.3	14.6	14.9	15.2	15.5	15.8	16.1
Yard Maintenance	5.8	1.0	1.0	1.0	1.1	1.1	1.1	1.1	1.1	1.2	1.2
Elevator Maintenance Contract	3.0	3.1	3.2	3.2	3.3	3.4	3.4	3.5	3.6	3.6	3.7
Building Repair & Maintenance	3.0	3.1	3.2	3.2	3.3	3.4	3.4	3.5	3.6	3.6	3.7
Security	2.0	2.0	2.0	2.1	2.1	2.2	2.2	2.3	2.3	2.3	2.4
Insurance	10.0	11.5	13.2	15.2	15.5	15.8	16.1	16.5	16.8	17.1	17.5
Janitorial	8.8	9.0	9.2	9.4	9.6	9.7	9.9	10.1	10.3	10.5	10.8
Rental - Rostock garage	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Sub-Total	109.8	106.3	124.2	123.8	123.8	124.0	124.1	124.2	124.5	124.7	124.9
MUSEUM OPERATIONS											
Telephone/Internet	4.0	4.0	4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9
Office Expense	4.1	3.1	3.2	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9
Office Equipment	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Postage	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.5
Photocopy	3.2	3.0	3.2	3.2	3.3	3.3	3.4	3.5	3.6	3.7	3.8
Audit	7.4	7.5	7.6	7.7	7.8	7.9	8.0	8.1	8.2	8.3	8.4
Bank Charges /Merchant Fees	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Membership Costs	1.0	1.0	1.1	1.1	1.1	1.1	1.1	1.2	1.2	1.3	1.3
Gift shop	7.0	3.6	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
Advertising	5.1	2.0	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9
Staff travel	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6
Software/Pastperfect	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Miscellaneous	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.6
Web	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.4	1.4	1.4	1.5
Sub-Total	37.2	29.7	31.6	32.9	33.5	34.0	34.6	35.4	35.9	36.5	37.2
EXHIBITS/COLLECTIONS/											
Exhibits -	11.0	5.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Conservation	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Education	3.0	1.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Sub-Total	16.0	8.5	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
TOTAL EXPENDITURES	468.7	455.6	489.2	496.3	503.3	510.7	518.1	525.9	533.7	541.6	549.7
Surplus/deficit	0.0	0.0	0.0	(0.0)	0.0	0.0	0.0	(0.0)	(0.0)	0.0	(0.0)

November 13, 2020

Tyler Sager
County of Perth
1 Huron Street
Stratford, ON N5A 5S4

Re: Municipal Budget

Dear Mr Sager,

2020 has been a highly unusual year for Huron Perth Public Health. Not only did we legally merge Huron County and Perth District Health Units on January 1, 2020, but we also have been working through an extraordinary pandemic; which has impacted many close to home.

Another significant impact of recent is the new funding formula that the Ministry began to implement in 2020. This formula shifted the Ministry contribution from 75% for many programs to 70% for the majority of programs supported by the Health Unit. The new formula was based on the expectation that the municipalities would be paying for this offset through municipal revenue. To support this transition of funding shift we received mitigation funding for 2020 to offset the download to the municipalities and have been promised this again in 2021. This accounted for just over \$1.2 million dollars from the Ministry. The Board of Health has also approved reducing the \$169,000 dollar municipal reserves and applying it to the 2021 budget to further decrease the ask from the municipalities.

That being said we wanted you to be aware that we have not been given any indication that this mitigation funding will continue into 2022. Therefore, municipal contributions will be significantly higher for 2022.

Please let me know if you have any further questions.

Thank you,



Julie Pauli, CMA, CPA, CMP
Director of Corporate Services



**2020 -2022
BUDGET PACKAGE**

Revenue/Funder	2020	2021	2022
Cost Shared MOHLTC	\$9,682,600	\$9,682,600	\$9,827,839
Mitigation Funding MOHLTC	\$1,224,300	\$1,224,300	\$0
Huron County	\$1,339,189	\$1,192,693	\$1,822,685
Perth County	\$880,516	\$784,194	\$1,198,414
City of Stratford	\$730,101	\$650,235	\$993,694
Town of St Marys	\$144,844	\$129,000	\$197,138
Municipal Larvicide	\$3,862	\$3,862	\$3,862
100%Ministry	\$959,930	\$1,614,020	\$1,614,020
MCCSS	\$1,505,459	\$1,505,459	\$1,505,459
CPNP	\$67,390	\$67,390	\$67,390
Other Revenue	\$604,892	\$582,000	\$582,000
Municipal reserve	-\$169,264	\$169,264	\$0
Total Revenue	\$16,973,819	\$17,605,017	\$17,812,501

Type of Expense	2020	2021	2022
Salary and benefits	\$14,500,129	\$15,351,182	\$15,524,858
Travel/memberships/Education	\$414,948	\$379,117	\$384,804
Professional Services	\$683,007	\$618,000	\$627,270
Program Supplies	\$535,865	\$495,077	\$502,503
Property Expenses	\$409,423	\$315,427	\$320,158
Administration Expenses	\$430,447	\$446,215	\$452,908
Total Expenses	\$16,973,819	\$17,605,018	\$17,812,502

MANAGEMENT REPORT

Date:	November 19, 2020
To:	Municipal Shared Services Committee
From:	Kim McElroy, Director of Social Services Consolidated Municipal Service Manager, Stratford
Report:	Social Services 2021 Budget Submission

Title: Social Services 2021 Budget Submission

Objective: To provide an overview of the proposed Social Services 2021 budget

Background: The City of Stratford is one of 47 designated Consolidated Municipal Service Managers (CMSMs) in the Province of Ontario. Our designated service areas include: The City of Stratford, Town of St. Marys, and the County of Perth. The CMSM is responsible for the management and delivery of the following provincially mandated programs:

- Community and Social Housing
- The Perth and Stratford Housing Corporation
- Ontario Works
- Early Years
- Child Care Services

Overall budget of \$29.5 Million, funded as follows:

- Upper tier Government – 65.8% (\$19.4 Million)
- Partner Municipalities – 15.2% (\$4.5 Million)
- User Fees – 8.4% (\$2.5 Million)
- City of Stratford Tax Levy – 10.6% (\$3.1 Million)

Analysis:

ONTARIO WORKS DIVISION

The programs and services of the Ontario Works Division fall under the jurisdictions of the Ministry of Community and Social Services. Under the *Ontario Works Act (1997)*, the Ontario Works Division has the responsibility to effectively deliver services and supports that respond to the need of Ontario Works participants within the service area.

A key responsibility of the Ontario Works Division is the delivery of Ontario Works provincially cost-shared programs to eligible recipients living within the service area. The program provides basic needs, shelter, health, and employment benefits to eligible clients and helps them prepare a plan to become self-sufficient.

The Community Homelessness Prevention Initiative (CHPI) program falls under the Ontario Works portfolio. CHPI aims to prevent, address, and reduce homelessness by improving access to adequate, suitable, and affordable housing that is linked to flexible support services based on people's needs.

Estimated 2021 Budget: \$10,446,800

Provincial Funding: \$8,941,070 (85.6%)

Municipal Contribution: \$1,505,730 (14.4%)

COMMUNITY AND SOCIAL HOUSING DIVISION

The Community and Social Housing Division "Housing Division" offers geared-to-income housing and subsidized rental accommodation to qualified singles and families. Housing is provided in apartments, townhouses and houses owned by Perth & Stratford Housing Corporation, of which the City of Stratford is the sole shareholder. The City is responsible to manage the day-to-day operations and management of the assets of the Perth & Stratford Housing Corporation, including the rent Supplement Programs and any programs related to the housing projects. It also oversees the administration of geared-to-income and affordable market units owned and managed by non-profits, co-operatives, and private landlords. Further, it oversees and administers Affordable Housing programs such as Housing Allowances, In-Situ Rental Allowances and the building or renovations of affordable housing units in the private market.

The mandate of the Housing Division is to administer the *Housing Services Act (2011)* in accordance with Ministry of Municipal Affairs and Housing legislation and guidelines. The Division is also governed by the *Residential Tenancies Act (2006)*.

Estimated 2021 Budget: \$11,008,210

Provincial Funding: \$3,360,260 (30.5%)

Municipal Contribution: \$5,178,950 (47.0%)

User Fees: \$2,469,000 (22.5%)

CHILD CARE DIVISION

The programs and services of the Child Care Division fall under the jurisdiction of the Ontario Ministry of Education. The mandate of the Child Care Division is to administer and manage all programs within the parameters of provincial legislation, regulations, standards and policies established by both the Ministry of Education, as legislated under the *Child Care and Early Years Act, 2014*, and according to local policies set by the City of Stratford as the Consolidated Municipal Service Manager.

Estimated 2021 Budget: \$7,989,160

Provincial Funding: \$7,084,660 (88.7%)

Municipal Funding: \$ 904,500 (11.3%)

Financial Impact: The proposed 2021 budget increased \$431,970 over 2020. Despite this increase, the overall municipal contribution increased by only \$266,810 (3.6%). Due to the proposed weighted assessment agreement of municipal share contribution, this increase is split between the three municipalities as follows:

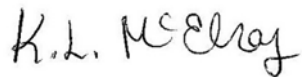
Town of St. Marys: An increase of \$6,100

City of Stratford: An increase of \$76,060

Perth County: An increase of \$184,650

Staff Recommendation: THAT the proposed Social Services 2021 Operating Budget is received

Respectfully submitted,



Kim McElroy, Director of Social Services
Consolidated Municipal Service Manager, Stratford

To: Warden Aitcheson and Members of Council
Meeting Date: November 19, 2020
Prepared By: Betty Jo Belton, Manager of Archives Services / Archivist
Subject: MSSC 2021 Budget Report and Operational Update for Stratford-Perth Archives

Recommended Action:

THAT Perth County Council receives the MSSC 2021 Budget Report and Operational Update for Stratford-Perth Archives; and,

THAT Council approves the report for submission to the MSSC budget meeting of November 19, 2020.

Executive Summary:

This reports provides a budgetary outlook for 2021 and an update on activities at Stratford-Perth Archives for 2020.

Background Information:

Stratford-Perth Archives supports efficient and effective governance by providing timely access to historical records for municipal staff and elected officials for the City of Stratford and the County of Perth, including its four member municipalities. The Archives supports transparent and accountable government by capturing key evidence of local government decisions and activities and making it available to citizens.

Comments:

Budgetary Outlook for 2021

Subject to Perth County Council's budget review process, Archives overall expenses in 2021 are expected to decrease by approximately 5.5%. Two temporary Archives Clerks positions are not going to be extended beyond the end of 2020. The budget reflects a request to, instead, hire another permanent Archives Technician in 2021. The staffing change accounts for virtually all of the budget decrease.

2020 Activities

1.Collections Management

On-going work in this service area includes maintaining optimal storage conditions for collections, cataloguing and documenting the status of collections, and having an up to date disaster response plan.

This year, Archives staff have completely updated the disaster response plan and Perth County Facilities have created a separate Fire Safety Plan for the Archives building.

Data entry and scanning projects have significantly improved access to the postcard, map and local directories collections.

2.Research and Reference Services

On-going work in this service area includes responding to requests for information from the public and local government staff and creating digital copies of documents and photographs as requested. Some requests take a few minutes while others require days of work. Since the end of August, staff have been providing these services in accordance with a plan developed over the summer to allow for the resumption of in-person service during the pandemic. The plan outlines changes in procedures to provide in-person access for researchers as safely as possible while protecting Archives collections from damage. It also addresses staff safety while working with the public. Staff and researchers are pleased to have the Reading Room open again and have successfully adjusted to these changes.

Recent examples of these services include several Stratford and Perth County property histories for legal reasons, for renovation projects, and for recognition by the Stratford-Perth branch of the Architectural Conservancy of Ontario; photographs for the Stratford and District Historical Society's recent series of heritage videos; history of the Shakespearean Gardens for a Stratford Horticultural Society project; photographs for the Stratford Festival's digital series of "ghost tour" videos and for a historical display at the new Tom Patterson Theatre.

3.Collections Development

Archives staff will continue to work in partnership with municipal clerks to ensure that historically and legally significant local government records are captured and preserved for public use in accordance with legislation such as the Municipal Freedom of Information and Protection of Privacy Act.

On-going work in this service area also includes outreach to potential donors (local businesses, community organizations and families) publicizing the benefits of donating records to Stratford-Perth Archives. Recent donations include records of Stratford Central Secondary School and Northwestern Secondary School, following a joint project with the school board and Stratford Perth Museum; papers and small artifacts that belonged to a Mitchell resident who was the son of a British Home Child and served in the navy during World War II; records of the local 100th Anniversary of the Vote for Canadian Women Steering Committee; records of the Kiwanis Club of Festival City; and, a large collection of records documenting Loyal Orange Lodge groups in North Perth.

Community outreach, including exhibits and other public events, encourages use of Archives collections for personal and academic research, community celebrations and marketing local businesses. Archives staff continue to research and plan for our postponed 2020 exhibit – In the Spotlight: Community Theatre in Stratford and Perth County. The exhibit will be installed for 2021, assuming that it will be safe to encourage larger numbers of visitors to the facility.

Between January and September, 118 local history articles were written by Archives staff for County newspapers. Contact information that appears at the end of each of these articles encourages the public to contact the Archives to book an appointment to visit in person or to request virtual service, depending on their circumstances during the pandemic.

4. Major Initiatives for 2021

Advance planning for Archives 50th anniversary in 2022.

Continued work on enhanced cataloguing and digitizing for commonly used collections to provide safe access to researchers and to protect the original records. For example, in 2020, staff digitized local directories from the 1860s to the 1950s to make them easily available on public computers in the Reading Room. Local tax assessment rolls and fire insurance maps – key records for researching property histories – are priorities for 2021.

Connection to Strategic Plan:

Goal 3 – Customer Service Excellence

Attachments:

[MSSC Archives Operating Budget - 2021 -2023](#)

Reviewed By:

County of Perth
ARCHIVES
2021 - 2023 OPERATING BUDGETS

	2020 Budget	2021 Budget		2022 Budget		2023 Budget	
Revenues	\$5,050	\$5,050		\$5,050		\$5,050	
Salaries and Benefits	372,505	331,123		329,421		339,127	
Program Expenses	58,395	58,561		58,712		58,874	
Interdepartmental Charges - Overhead	52,223	52,357		45,686		45,953	
Interdepartmental Charges - Rent	275,000	275,000		275,000		275,000	
Net Municipal Share	753,073	711,991	(5.5%)	703,769	(1.2%)	713,904	1.4%
City of Stratford (44%)	331,352	313,276	(5.5%)	309,658	(1.2%)	314,118	1.4%
County of Perth (56%)	421,721	398,715	(5.5%)	394,111	(1.2%)	399,786	1.4%

To: Warden Aitcheson and Members of Council
Meeting Date: November 19, 2020
Prepared By: Linda Becker, Manager of Court Services
Subject: POA Operational Update and MSSC Budget

Recommended Action:

THAT Perth County Council receives the “POA Operational Update and MSSC Budget” report for information.

Executive Summary:

This report provides an operational update on activities at the Provincial Offences Administration office to the end of September 2020 for both County Council and MSSC.

The MSSC Budget meeting is scheduled for November 19 and a copy of the MSSC budget is included for Council approval.

Background Information:

The courts were first closed by order of the Chief Justice on March 13, 2020. Provincial Offences Courts have been closed to in person appearance by order of the Chief Justice up to and including January 22, 2021.

The Perth County Provincial Offences Court has been scheduling matters for resolution and audio plea since July 7. The Municipal Prosecutor has been meeting with defendants by telephone. Those cases identified for resolution are adjourned to an audio plea date. There are many cases that will require a trial. At this time, we cannot schedule these matters.

Timelines for registering convictions and fine enforcement have been extended by order of the Chief Justice to at least December 1, 2020.

Comments:

Teleconferences designed to work towards the resumption of Provincial Offences Courts and video court appearances are held at the behest of the Ministry of Attorney General and Ontario Court of Justice. As of the writing of this report, video conferencing platforms are still under discussion between MAG and OCJ. Information will be shared when it is available.

Charges filed show a 22% reduction from the average number of charges from the yearly average number of charges filed to the end of September

Year	Charges filed to September 30
2020	6,139
2019	8,711
2018	6,985
2017	8,057

Fines collected shows a 25% reduction from the average revenue collected to the end of September.

Year	Fines collected to September 30
2020	\$854,549
2019	\$1,152,299
2018	\$1,085,695
2017	\$1,191,912

Of the fine revenue collected, 74% results from charges under the Highway Traffic Act, 17% from charges under the Compulsory Automobile Insurance Act and the remaining 9% other statutes under the Provincial Offences Act.

Distribution of Revenue as of September 30 has been calculated

Municipality	% of Net Fines
St. Marys	3.77%
Stratford	27.62%
Perth County	68.61%

MSSC Budget:

Estimated revenue is based on the average of five-year actuals and all those years are pre-COVID-19. In these uncertain times, it is more difficult than ever to predict revenue.

Expenses have increased due to the need to rent more space for waiting areas within the Perth County Courthouse to facilitate physical distancing while revenue has decreased.

Distribution of revenue is also based on an average of five-year actual fine distribution rates.

County of Perth
PROVINCIAL OFFENCES
2021 - 2023 OPERATING BUDGET

	2020 Budget	2021 Budget	2021 % Change	2022 Budget	2022 % Change	2023 Budget	2023 % Change
Revenues	\$1,637,000	\$1,595,500		1,595,500		1,570,500	
Salaries and Benefits	359,736	411,867		376,128		381,289	
Program Expenses	367,291	370,202		370,360		370,529	
Interdepartmental Charges - Overhead	132,339	129,794		129,216		126,279	
Interdepartmental Charges - Rent	52,143	102,810		102,810		102,810	
Paid to the Province	341,170	320,109		320,109		320,109	
Net Municipal Share	384,321	260,718	(32.2%)	296,877	13.9%	269,484	(9.2%)
2020 - Est. based on Current Year %							
City of Stratford (27.62%)	106,149						
Town of St. Marys (3.77%)	14,489						
County of Perth (68.61%)	263,683						
2021-2023							
City of Stratford (5 yr average = 36.70%)		95,684		108,954		98,901	
Town of St. Marys (5 yr average = 3.42%)		8,917		10,153		9,216	
County of Perth (5 yr average = 59.88%)		156,118		177,770		161,367	

Financial Implications:

The financial impacts of COVID-19 can be seen in the fines collected. As of September 30, financial analysis shows that revenue collected by Provincial Offences is still covering operating costs with a modest \$147,000 exceeding expenses to be distributed to the member municipalities.

The order which halts the courts' the ability to convict defendants for failing to respond and/or failing to appear and also stops the enforcement of defaulted fines by licence suspension in particular, has a direct impact on the courts' ability to collect fines.

Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Reviewed By:

Lori Wolfe, Interim CAO

To: Warden Aitcheson and Members of Council
Meeting Date: November 19, 2020
Prepared By: Linda Becker, Manager of Court Services
Subject: Request for Support for MCMA on POA Modernization

Recommended Action:

THAT Perth County Council receives the “Request for Support for MCMA on POA Modernization” report for information; and

THAT Perth County Council directs Staff to write letters of support to the Attorney General, MPP Pettapiece, AMO and other municipalities.

Executive Summary:

The Municipal Court Managers' Association (MCMA) is asking for support from municipal partners on POA Modernization. The attached POA Advocacy Summary outlines several recommendations to resume and improve court operations.

Background Information:

The MCMA is seeking significant improvements and a system that promotes greater flexibility and innovation. Prior to the Pandemic, the Municipal Court Managers' Association had called upon the Province to modernize and streamline POA Court operations.

Comments:

The attached POA Advocacy Summary asks for assistance and support in the following areas:

- Provide resources, direction and commitment to immediate recovery efforts for COVID-19 related backlogs.
- Solutions to Improve Access to Justice, including implementation of Bill 177 reforms and adequate judicial resources.
- Creating a sustainable Justice System through the enhanced enforcement of court ordered fines and by decreasing costs to POA by indexing fines and increasing court costs as set out by regulation.
- Improving partnership to streamline and modernize Provincial Offences Court by improving working relationships and prioritizing the allocation of

judicial resources. Demonstrating of equal partnership and sharing of responsibility.

Financial Implications:

None.

Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Attachments:

[MCMA-Advocacy-Summary-on-POA-Modernization-Final](#)

Reviewed By:

Lori Wolfe, Interim CAO



MCMA



Municipal Court Managers' Association on POA Modernization

Provincial Offences Act (POA) Courts play an integral role in the Ontario Court of Justice (OCJ) system with an average 1.5 million POA hearing events held across the province annually. The POA courts are part of the Ontario justice system that Ontarians are most familiar and most frequently access.

Prior to the pandemic, municipalities were calling on the Province to modernize the POA Courts due to increasing times to trial, limited judicial resources, increasing costs and restrictive legislation that stifles innovation. With the current OCJ order extending most time limitations under the POA and the suspension of in-person proceedings, this has created additional unanticipated pressures on the POA court system. Without significant improvements and a system that promotes greater flexibility and innovation, municipalities are at a disadvantage to move forward.

COVID-19 Related Backlogs

The recent OCJ order keeps courts closed for in person appearances until January 25, 2021 at the earliest (an unprecedented ten months plus court closure) and only recently permitted a limited number of non-trial hearings to proceed exclusively via audio conference. This has resulted in the adjournment of roughly 450,000 POA hearings across the province and drastically limits access to justice. It is not reasonable to assume regular POA operations will resume on that date. The focus should be on a joint venture between the Province and the Municipal Partners in identifying existing capabilities that can be leveraged to support the gradual resumption of court hearings mainly through remote means. To achieve this the MCMA is calling on the Province to:

1. Provide municipalities with the technology standards required to support the immediate implementation of remote hearings (video and audio).
2. Provide municipalities with a commitment to immediately focus recovery efforts to ensure full resumption of in-person POA services by *no later than January 22, 2021*.
3. Provide timely direction to Regional Senior Justices of the Peace to ensure they are engaged and committed to local recovery planning.



4. Provide a detailed roadmap and timeline for the transition to allow municipalities to start working through the backlog of court cases and allowing for registering of convictions for fail to respond matters.
5. Provide the judicial resources required to respond to the backlog.
6. Provide municipalities with access to OCJ digital tools to support access to justice and commit to ICON enhancements/upgrades to enable digital service delivery e.g. ehub, JVN.

Solutions to Improve Access to Justice:

One of the challenges faced by POA Courts is managing the high volume of trial requests. As POA tickets increase in demerit points and severity, an increasing number of defendants choose to exercise their right to trial. Issues such as not having the capacity within the current court schedule to accommodate increasing trial requests, provincewide shortages of judicial resources, and unforeseen court closures have all contributed to putting an additional strain on already limited POA court resources.

The following should be considered by the Province to ensure timely access to Justice:

1. Prioritize and implement those reforms of Bill 177 – *Stronger, Fairer Ontario Act* that will support active recovery and reduce pressure and delays on court dockets.
2. Provide adequate judicial resources to respond to the backlog.
3. Amend the *Provincial Offences Act* (POA) to allow the prosecutor and defendant or legal representative to agree to a resolution in writing for proceedings commenced under Part I or II of the POA in all courts not just legislated early resolution section 5.1 courts.
4. Implement an administrative penalty framework for all automated enforcement offences and for minor certificate offences to conserve valuable and scarce court time for matters requiring a judicial process.
5. Suspend the imposition of demerit points for prepaid fines where three or fewer points are involved for first time offender.



Creating a Sustainable Justice System through the Enforcement of Court Ordered Fines, and Decreasing Costs to POA:

Municipal operating costs have continued to increase due to; increasing operational and overhead costs; investments in new technology; increasing demand for disclosure and trials; and the imminent download of responsibility for Part III prosecutions to municipalities.

Meanwhile the ability to recover operating costs through fine revenue and administrative fees has decreased largely due to certain fines, administrative fees and court costs not being indexed to inflation and a limited number of tools to pursue fine enforcement.

In order to improve the financial credibility of POA courts for municipalities, the following needs to be considered by the Province:

1. Expand Section 441 of the *Municipal Act* allowing POA defaulted fines to be added to property tax rolls with joint ownership.
2. Index the fines for speeding in relation to inflation. Except for speeds of 30-34 over the speed limit, speeding fines remain unchanged since 1994, meanwhile inflation has increased by 81.9%.
3. Increase administrative fees under O. Reg. 945 to meet the real costs to deliver services and put a mechanism in place for regular review and updating of this regulation. The scale of costs under O. Reg. 945 have not increased since January 1, 2006.
4. Provide solutions for POA to obtain complete and reliable defendant personal information (i.e. date of birth, phone numbers, address, email, place of employment) to allow internal collections staff to actively engage the debtor.
5. Consider regulatory change to support preapproved payment plans as part of the extensions of time to pay application process.
6. Consider additional sanctions for fines involving a company-owned vehicle or for companies with Highway Traffic Act or Compulsory Automobile Insurance Act offences.

Improving Partnership to Streamline and Modernize Provincial Offences Court Program

There is a need to work on building more positive working relationships, where joint accountability between service delivery partners exists in practice, as identified in the Memorandum of



Understanding. In order to achieve an efficient justice system, the province needs to look at prioritizing where judicial resources are allocated. The general public is most likely to encounter the justice system at the POA court level and without adequate resources this directly impacts access to justice. There is an equal responsibility on the province to provide these resources and for too long municipal court managers have had to find innovative methods to make things work with limited support.

The MCMA feels that in order to truly modernize and streamline the justice system there needs to be representation at the table where decisions are being made to modernize technology for the sections of the OCJ administered by the province. Without consulting as an equal partner municipalities who administer POA, technology and procedural gaps become problematic for the judicial bench, justice sector stakeholders and the public, whom we all serve. The current OCJ table for MAG should include municipal representation. It is important to develop a proper decision-making structure to ensure that recommendations and potential concerns are heard and considered before Ministries develop programs that could potentially produce greater pressures on the POA courts system.

Partner municipalities have demonstrated their ability over the last 20 years to deliver excellence in court services and respond to the local needs of court users. The pandemic has amplified the concern's municipalities have long had with the operations of the POA courts. With increasing backlogs there is a need for:

- Advancement of modernization through an organized measured partnership approach
- Demonstration of equal partnership and sharing of responsibility through meetings between the municipal leaders, the Premier, the Attorney General and the Minister of Transportation to discuss the current issues at POA courts across the province
- Urgent legislative and regulatory reforms.

To: Warden Aitcheson and Members of Council
Meeting Date: November 19, 2020
Prepared By: Mike Adair, Chief of Paramedic Services
Corey Bridges, Manager of Finance / Treasurer
Subject: Paramedic Services Financial Forecast Projection 2020

Recommended Action:

THAT Perth County Council receives “Paramedic Services Financial Forecast Projection 2020” for information; AND

THAT Council Approve the report for submission to the November 19, 2020 meeting of the Municipal Shared Services Committee meeting.

Background Information:

This report provides Council and the Municipal Shared Services Committee (MSSC) with an update regarding variance and budget reporting for 2020. Included in section three of this report are further considerations in preparing the 2021 budget. There are two areas creating a variance in the 2020 budget. The first is the response to COVID-19. Perth County Paramedic Services (PCPS) has already spent over \$815,000 as part of the necessary response to the pandemic. Next, this report explains that an error that occurred in 2019 was recently discovered, resulting in a failure to budget for all necessary required hours that part-time staff work to backfill for fulltime employees during 2020. Finally, the report provides considerations for the 2021 budget year.

1. PCPS COVID-19 Response

Perth County Paramedic Service (PCPS) continues responding to the community each day during this ongoing health crisis and under extremely difficult situations. Our staff are courageous, resilient and continue to support the community each day. One recent example is the response to Cedarcroft where our paramedics were critical to ensure staff and residents of the facility are supported in COVID-19 testing and treatment of patients. The pressures of the pandemic are psychological, physically and financially very real. I will take this moment to acknowledge the work of our paramedics, their professionalism and commitment to our community.

Issues that have and will continue to impact PCPS are not limited to:

- Provincial or federal policy such as that occurred with COVID-19 pay, changes to regulation, changes to PPE requirements or other mandates as they emerge.
- Public health policy. Such policies may impact changes to how we select or use PPE, respond to local outbreaks such as assisted living centers, or when and how staff end up in isolation away from work.
- Capacity, resources, or expertise of local system partners to respond to COVID-19 related health emergencies in the community.
- Fluctuation in market pricing for supplies. Vendors have been changing prices of supplies based on current market status. This may have an impact as an example on cost of PPE in 2021.
- Diligent and appropriate use of sick time. Policies require paramedics to stay at home if they have any one of a broad range of symptoms. While we always encourage employees to stay home if not feeling well, we are very alert to risk and are using their time as required.
- PPE purchases. Part of our strategy is to have a one-year supply of PPE to support paramedic services operations. Standardizing supplies and having a back up of PPE supplies will continue to have an impact on PCPS PPE spending into 2021.
- Changes to process. Changes to decontamination process such as requiring on-site laundry machines, purchasing reusable gowns, increases to laundry costs, are among examples that have impacted and created variances in the PCPS budget in multiple areas.
- Training and psychological support of responders. Supporting our employees who are working through a pandemic remains a priority to PCPS. Specialized training and communications need to occur as part of the response to this pandemic.

Total costs directly related to COVID-19 have already exceeded \$815,000 at PCPS. These costs are seen in variances within the PCPS budget for 2020 in both staffing and operational lines. Examples of necessary spending are not limited to PPE purchases, medical supplies, information technology (for records keeping), facilities to make changes supportive of decontamination and intensive cleaning. The province continues to request that we track and submit these costs. PCPS continues to follow through with this request, and where possible submit any pandemic related costs to the province for reimbursement. PCPS remains hopeful that 100% of these expenses are funded by the province.

Examples of submitting these costs for direct funding include:

- COVID-19 funding of \$246,000 for the pandemic pay implemented by the Province. We have submitted for and subsequently received this funding.
- The Ministry of Health has set aside 77 Million dollars for paramedic COVID-19 operations across the province. We are tracking and reporting these expenses as requested by the Ministry.
- Community Paramedic Funding. PCPS has submitted to Ontario Health South expenses for the Mobile Integrated Health Paramedic Community Outreach Program (MIH/PCOP). This funding is pending approval, however we are able to submit to other avenues as well as they are COVID-19 related based on availability of funding.
- The Home and Community Care (HCC) through the Local Health Integrated Network (LHIN South West) Has announced \$441,500 in funding available across several paramedic services. Approximately \$73,000 of this funding has been earmarked to support MIH programming for patients within our community requiring intensive care, but are unable to receive that care in a timely fashion.
- County of Perth received \$916,600 in Ontario Safe Restart Funding to assist in 2020 COVID-19 related pressures. If funds are remaining at the end of 2020 the remaining funds can be used to assist 2021 COVID-19 related costs continuing into the 2021 budgets.

2. Part-time Hours Allocation 2020

This section of the report brings forward an error detected surrounding the allocation of part-time hours at PCPS dating back to 2019. For context, part-time hours are used at PCPS to backfill when our 58 fulltime paramedics are not at work for a variety of reasons not limited to vacation, banked time, holiday pay, sick time, parental leave, modified duties, overtime, or end-of-shift overrun.

As a result of an organizational review conducted during 2019, a reorganization of paramedic services included adding additional resources to improve the service delivery to the ratepayers and visitors whom we serve. In 2019 a 24/7 ambulance unit was added to our operations. In addition to this the Milverton vehicle was extended to also include holidays. An error was made when determining the number of part-time hours required to budget based on organizational needs.

Part-time (PT) hours are underfunded in the PCPS annual budget that Medavie assumed earlier this year. To illustrate this impact there are approximately 7.5 PT full time equivalent (FTE) hours budgeted, whereas in 2019 there were a total of 10.56 PT FTE hours associated to the same budget line. Previous years such as 2018 had approximately 16 PT FTE hours allocated to this budget line. In addition

to this the same budget line is also used as a “catch-all” for other items such as when a fulltime person is in training. What this means for PCPS is an approximate nine FTE hours or a total of 19,656 shortfall in 2020, which will also need to be addressed moving into 2021.

The shortage for 2020 has resulted in an estimated \$300,000 to \$450,000 variance to the current years staffing budget related specifically to part-time hours. To address this PCPS has reached out to the Ministry of Health (MOH) to report the error, and request an adjustment to the 50% funding model.

In addition to this to contain cost as much as possible, while balancing the needs of our community in a pandemic, PCPS is taking measures such as and not limited to placing a delay hiring a non-union position in 2021, ensuring all COVID-19 related expenses are submitted to the ministry, redesign how the budget is formatted to breakdown lines for specific performance monitoring. Further, the county will access Paramedic General Reserve fund of approximately \$194,000 to cover the municipal portion of the overage. These funds were retained when there was a potential Ministry funding freeze during the 2019 budget.

3. 2021 Resource Considerations

This section of the report provides considerations for the 2021 budget.

Staffing Budget

Perth County Paramedic Services will submit the 2021 staffing budget addressing the part-time shortfall. PCPS has reached out to work with the Ministry of Health to request an adjustment to our 2021 staffing effective January 1, 2020 that matches the commitment of our council. Normally approved paramedic service enhancements are funded July 1 of each year, however in this case we are reporting an issue impacting 2020, as such we are under the impression that the MOH will implement the council approved 50% portion of spending at a calculated rate beginning of 2021.

Pandemic Response

The provincial and local context of response to COVID-19 suggests that PCPS will be focusing our efforts in supporting our community under the context of operating in or recovering from a pandemic for the duration of 2021. We expect that this will continue to place pressure that we can plan for but also unexpected variances to our budget.

PCPS will be factoring these and other COVID-19 related considerations into the budget requests for 2021. All COVID-19 related expenses will continue to be tracked and where possible we will submit invoices to the province. We have already submitted over \$815,000 of expense to the province specific to COVID-

19. We expect similar COVID-19 related expenses during 2021 as experienced this year. These will be budgeted to be offset by provincial funding related to COVID-19 operating expenses.

Capital

Vehicles

During 2021 PCPS has a single ambulance scheduled for replacement. The budget request will be around \$200,000 and to cover current market value for an ambulance plus a stretcher loading system. The US dollar with a single vendor supplying ambulances to Ontario impact the overall cost of these units. On average PCPS has two ambulances scheduled to be replaced each year, with a seven-year replacement cycle.

As the Mobile Integrated Health (MIH) program continues within the county, a request for an emergency response vehicle is necessary. The MIH paramedic will use this vehicle to support patients throughout the community. In addition to this having a vehicle that is response capable will ensure that this paramedic can respond to critical emergencies as required. Taking into consideration the strain of correcting part-time funding hours, PCPS for 2021 will move this request to the 2022 budget cycle. In the meantime, PCPS is investigating holding a single paramedic response ambulance from retirement at the end of this year until the following year. Not only will this support the MIH function, it will also remain response capable and can be used as a spare ambulance to support the system should it be needed. As an example PCPS had to borrow an ambulance recently from Huron County as we experienced three simultaneous breakdowns.

AED Program

Perth County has agreements with partner municipalities surrounding the replacement of the Automatic External Defibrillators (AEDs). An assessment is underway regarding which of these would be replaced by the County, and which replaced by system partners. While the current focus remains that of COVID-19 over this program, once completed any purchases for the AED program will be determined by PCPS and are funded through a reserve fund in place.

Medical Equipment

Specific equipment required for ambulances are required to be replaced on a scheduled basis. The 2020 budget has some of this equipment scheduled to be replaced and may carryover into 2021. Purchases come from the reserve fund and will be made as required.

Training

PCPS must continue to develop staff and ensure the continuing high-quality patient care each year. Our core training with a focus on the pandemic will continue at PCPS in both clinical education and leadership development. Other

considerations will include training for our Community Paramedics. In addition to the core learning activities PCPS is in a position to participate in a palliative care program. Oxford and Huron Counties have committed to a palliative care program that enables paramedics to support those at the end of their life in home, or to support transport to hospice. During COVID-19 and beyond this can make a significant difference to persons within the community we service by improving the capacity to support persons who are being cared for in their homes. The training of this program will cost approximately \$17,000 and will be brought forward into the 2021 budget request. PCPS will seek funding options to support this program should they become available.

Technology

Provincial Data Plans

PCPS expects that the data rates for the Ministry of Health cellular phones to increase during 2021. Phones are supplied by the ministry, however data and voice rates are the responsibility of the service.

Records Management

The PCPS currently uses iMedic as our main source of records management as related to the provision of patient care. The vendor was sold in 2020 and PCPS will monitor to see if there are pricing model changes. This may be a good opportunity to examine all options.

Mobile connectivity enables PCPS to access a system status dashboard, along with in the future paramedics to access mapping and call information directly through dispatch. Such technology can help to enhance our operations in an exceptional way. As an example, we can reduce human error from the equation and improve efficiency by having immediate access to mapping and locations of calls, pre-populated patient information from the Ambulance Communications Centre, enhances quality assurance monitoring of response times and reaction times from when a paramedic receives a call to the time they start traveling to the call. Continuing to leverage technology and to keep up with emerging industry standard will require future investments in technology.

Collective Agreements and Labour Relations

During 2020 the Teamsters negotiated their first collective agreement with the Commanders of PCPS. Costs are projected to remain similar as to when the Commanders were part of management. CUPE is scheduled to start negotiations in 2021 for the next round of collective bargaining. PCPS expects legal fees to remain higher than in the past due to the bargaining and operating with two unions.

Financial Implications:

- Section 1 of this report outlines that COVID-19 continues to have a significant impact to our budget. Pandemic costs are exceeding \$815,000. PCPS is tracking all related costs and will submit to provincial programs as appropriate for reimbursement.
- Section 2 of this report indicates that during 2019 an error was made when determining the number of part-time hours required to budget based on organizational needs. The shortage for 2020 has resulted in an estimated \$300,000 to \$450,000 variance to the current years staffing budget related specifically to part-time hours. To address this PCPS has reached out to the Ministry of Health (MOH) to report the issue, and request an adjustment to the 50% funding model.
- Section 3 of this report highlights considerations in developing the 2021 budget. Finance has included a correction of required part-time hours as part of the budget submission for 2021 as per attachment 1. The attachment indicates that the County will utilize reserves to fund the municipal portion for 2020 as indicated in this report. This will ensure the partners will not be impacted above their amount that was presented at MSSC in November 2019 budgeted for 2020. 2021 impacts are highlighted below:

Paramedic Services MSSC Budget 2020-2021				
	2020	2021	Change	
			\$	%
City of Stratford	\$ 2,705,595	\$ 2,904,374	\$ 198,779	7.35%
Town of St. Marys	\$ 537,346	\$ 568,447	\$ 31,101	5.79%
County of Perth	\$ 3,262,458	\$ 3,588,629	\$ 326,171	10.00%
Totals	\$ 6,505,399	\$ 7,061,450	\$ 556,051	

Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Attachments:

1. MSSC PS Operating Budget – 2021-2023

Reviewed By:

Lori Wolfe, Interim CAO

County of Perth
PARAMEDIC SERVICES
2021 - 2023 OPERATING BUDGETS

	2020 Budget	2020 Projected Actuals	2021 Budget	2021 % Change	2022 Budget	2022 % Change	2023 Budget	2023 % Change
Total Revenues	\$6,370,702	\$7,754,918	\$6,984,230		\$6,998,066		\$7,125,950	
Salaries and Benefits	9,530,230	10,475,370	10,137,727		10,351,519		10,525,404	
Program Expenses	532,800	927,144	1,049,967		978,698		990,312	
Interdepartmental Charges - Overhead	1,183,571	1,213,824	1,198,486		1,396,335		1,434,899	
Interdepartmental Charges - Facilities Rent	834,500	834,500	834,500		834,500		834,500	
Interdepartmental Charges - Fleet Rent	670,000	670,000	700,000		720,000		720,000	
2020 Capital Transfers	125,000	125,000						
2021 Capital Transfers			125,000					
2022 Capital Transfers					130,000			
2023 Capital Transfers							135,000	
Total Expenses	12,876,101	14,245,838	14,045,680	9.1%	14,411,052	2.6%	14,640,115	1.6%
Net Municipal Share	6,505,399	6,490,920	7,061,450	8.5%	7,412,986	5.0%	7,514,165	1.4%
2020								
City of Stratford (41.59%)	2,705,595	2,699,574						
Town of St. Marys (8.26%)	537,346	536,150						
County of Perth (50.15%)	3,262,458	3,255,196						
2021								
City of Stratford (41.13%)			2,904,374					
Town of St. Marys (8.05%)			568,447					
County of Perth (50.82%)			3,588,629					
2022								
City of Stratford (41.13%)					3,048,961			
Town of St. Marys (8.05%)					596,745			
County of Perth (50.82%)					3,767,279			
2023								
City of Stratford (41.13%)							3,090,576	
Town of St. Marys (8.05%)							604,890	
County of Perth (50.82%)							3,818,699	