

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #7102

A BY-LAW to adopt the 2021 Budget of the County of Middlesex.

WHEREAS Section 289 (1) of The Municipal Act, 2001, provides that an upper tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality;

AND WHEREAS Subsection 5(3) of the Municipal Act, 2001 provides that a municipal power shall be exercised by by-law;

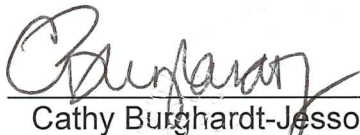
WHEREAS Subsection 9 of the Municipal Act, 2001 provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

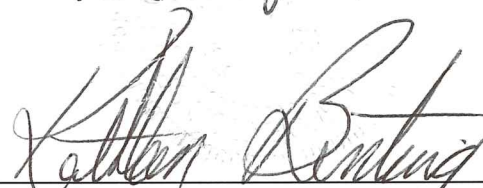
AND WHEREAS section 10 of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, provides that a municipality may pass by-laws respecting any service or thing that the municipality considers necessary or desirable for the public;

THEREFORE the Council of The Corporation of the County of Middlesex enacts as follows:

1. That the 2021 Budget of the County of Middlesex with estimated expenditures of \$123,068,188. requiring a contribution from the local municipalities in the amount of \$45,975,942. be adopted, attached as Schedule "A"

PASSED IN COUNCIL this 23rd day of March, 2021.


Cathy Burghardt-Jesson, Warden


Kathleen Bunting, County Clerk

Schedule A

COUNTY OF MIDDLESEX 2021 BUDGET

Summary

AGENDA

COMMITTEE / BOARD

	TOTAL EXPENDITURES BUDGET			OPERATING BUDGET EXPENDITURES			CAPITAL/CAPITAL RESERVE			NET TAXATION REQUIREMENT			
	2020	2021	%	2020	2021	%	2020	2021	%	2020	2021	\$ Change	%
COMMITTEE OF THE WHOLE													
Administration	\$ 5,539,423	\$ 7,170,305	29.4	\$ 5,506,523	\$ 6,142,505	11.5	\$ 32,900	\$ 1,027,800	3,024.0	\$ 3,246,748	\$ 3,339,989	\$ 93,241	2.9
Planning and Woodlots	1,283,381	1,331,396	3.7	1,283,381	1,331,396	3.7	-	-	0.0	1,232,381	1,270,396	38,015	3.1
Economic Development	599,209	767,893	28.2	599,209	767,893	28.2	-	-	0.0	552,876	687,876	135,000	24.4
Information Technology	1,766,225	1,749,383	(1.0)	1,616,225	1,599,383	(1.0)	150,000	150,000	0.0	1,267,815	1,225,282	(42,533)	(3.4)
Social Services	15,335,249	15,325,853	(0.1)	15,324,249	15,310,753	(0.1)	11,000	15,100	37.3	6,514,694	6,887,351	372,657	5.7
Transportation	23,633,450	26,582,479	12.5	9,624,785	10,073,814	4.7	14,008,665	16,508,665	17.8	19,542,546	22,392,912	2,850,366	14.6
Strathmere Lodge	14,924,259	15,005,221	0.5	14,637,977	14,702,061	0.4	286,282	303,160	5.9	2,661,606	2,688,368	26,762	1.0
Strathmere Lodge - Debenture	1,361,440	1,361,440	0.0	1,361,440	1,361,440		-	-		757,000	757,000	-	0.0
MLEMS AUTHORITY													
Land Ambulance	43,081,555	46,864,128	8.8	40,829,223	44,480,937	8.9	2,252,332	2,383,191	5.8	3,683,927	4,184,659	500,732	13.6
LIBRARY BOARD													
Library	5,284,544	5,627,180	6.5	5,094,864	4,917,530	(3.5)	189,680	709,650	274.1	4,553,773	4,331,633	(222,140)	(4.9)
HEALTH UNIT	1,277,057	1,282,910	0.5	1,277,057	1,282,910	0.5		-		1,277,057	1,282,910	5,853	0.5
RESERVES													
Transfer from Res. - Tax Rate										(151,452)	(1,420,450)	(1,268,998)	(837.9)
Transfer to Res. - Working Capital										-	-	-	
ONT. MUN. PARTNERSHIP FUND										(508,600)	(432,400)	76,200	15.0
Surplus - Winter Maintenance											(494,532)	(494,532)	
COVID-19											(60,052)	(60,052)	
Surplus - Library											(665,000)	(665,000)	
Total before growth	\$ 114,085,792	\$ 123,068,188	7.9	\$ 97,154,933	\$ 101,970,622	5.0	\$ 16,930,859	\$ 21,097,566	24.6	\$ 44,630,371	\$ 45,975,942	\$ 1,345,571	3.01
Growth and Reassessment Impact										577,050		-	
TOTAL	\$ 114,085,792	\$ 123,068,188	7.9	\$ 97,154,933	\$ 101,970,622	5.0	\$ 16,930,859	\$ 21,097,566	24.6	\$ 45,207,421	\$ 45,975,942	\$ 768,521	1.7

ADMINISTRATION

Introduction

Governance

- The 2021 budget provides for salaries, and benefits for Council members and the Warden and various Council, Committee and Warden expenses. This budget also includes membership fees for organizations such as AMO and FCM.
- The Middlesex County Council is made up of the mayors and deputy mayors representing seven of the eight local municipalities within the county's borders: Municipality of Adelaide Metcalfe, Municipality of Lucan Biddulph, Municipality of Middlesex Centre, Municipality of North Middlesex, Municipality Southwest Middlesex, Municipality of Strathroy-Caradoc, Municipality of Thames Centre and Village of Newbury.
- Middlesex County is governed by County Council. The head of county council is elected annually, in December, by a vote at council and is known as the Warden.
- In 2020 County Council approved its 2021 to 2024 Strategic Plan, The Middlesex Initiative – Breaking New Ground. Council will be focused on implementing the objectives identified in this strategic document.

Office of the CAO

- The Office of the CAO is the administrative head of the County and reports directly to Council. The CAO is focused on the day-to-day operations of the County and the implementation of council's decisions.

County Clerk's Office

- The Clerk oversees and manages the legislative process and related activities for Council and Committees of Council, responsible for the communication of Council directives and actions, the custodian of all corporate records such as minutes and by-laws, and oversees our legislative requirement for records management.
- The Clerk provides secretariat support including the preparation of agendas, minutes, reports and by-laws for County Council, Committees and Boards, responsible for the communication of Council directives and actions, the custodian of all corporate records such as minutes and by-laws, oversees our legislative requirement for records management ensuring we meet our records retention requirements, updates our Classification schedule for Records Management to ensure the correct retention and Citations are followed, responsible for ensuring that we meet all AODA requirements, and provides reception, directs phone calls and general information at the Middlesex County Administration Offices

ADMINISTRATION

Introduction - Continued

Human Resources

- The Human resource department is responsible for the management of employees through various HR functions: recruitment and selection; training and development; health and safety; compensation and benefits; performance management; succession planning; employee and labour relations.
- The department formulates and implements policies and procedures that are aligned with the organization's strategy to ensure that employees have the competencies and behaviours required to achieve the organization's strategic goals.

Treasury Department

- Treasury provides financial management and advice to County Council, CAO, County Departments, MLEMS Authority Board and Library Board. Develops innovative approaches and initiatives in the areas of Strategic Financial Planning, Budgeting and Forecasting, Tax Policy, Financial Policies and Risk Management, Payroll and Pension Administration.
- Treasury also provides transactional services relating to the maintenance of the general ledger, revenue, accounts payable, accounts receivable, banking, cash management and investments, reserve accounts and tangible capital assets. The department completes year end procedures, prepares audit materials and prepares financial statements. Administration of required Federal and Provincial grant programs and reporting requirements (FIR, Gas Tax, OCIF, etc.). Payroll services include pension administration and core payroll processing.

Legal Department

- The Legal department is a municipal law boutique legal office pioneered in 2012, which provides full service legal advice and representation and related corporate/business advice with respect to all challenges faced by the County.
- The department advises and litigates on a wide variety of subjects, Negotiate/draft a wide variety of agreements, licenses, leases, by-laws, policies, memoranda and other necessary corporate documents, Represent municipalities at various levels of court, Conduct municipal by-law prosecutions, etc.

ADMINISTRATION

2021 Budget Highlights

- Insurance Costs have been updated to reflect expected increases in premiums upon renewal in July 2021. This increase to premiums is being experienced across municipalities.
- Budget includes the union and non-union annual increases.
- Council and Warden travel and council dinners was reduced by 25% to reflect virtual meetings in the first quarter of 2021.
- The Human Resource Department includes 0.5 FTE of a Health and Safety position with the other 0.5 FTE in the Transportation budget (previously this position fully allocated in Transportation), and a Human Resource Position which will support Land Ambulance.
- Revenue includes \$400,000 that was part of the Use of Proceeds allocation.
- New facility development of \$1 million has been added as a capital expense.

ADMINISTRATION

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES			
COUNTY OF MIDDLESEX	\$ 2,855,571	3,246,748	3,339,989
SUPPLEMENTARY TAXES	700,000	700,000	700,000
INTEREST INCOME-GENERAL	250,000	250,000	250,000
RECOVERIES - AMBULANCE, ONTARIO WORKS	495,386	495,386	598,528
RENT - FACILITIES	722,289	722,289	787,051
COMMUNITY TRANSPORTATION PROJECT	211,848	-	369,737
COVID 19 PROGRAM	100,000	-	-
TRANSFER FROM RESERVE	125,000	125,000	1,125,000
TOTAL REVENUES	5,460,094	5,539,423	7,170,305
EXPENDITURES			
GOVERNANCE			
MEMBERS OF COUNCIL			
REMUNERATION	296,531	295,589	323,379
BENEFITS	16,580	19,490	19,639
INSURANCE	2,748	3,867	4,447
TRAVEL	6,478	28,700	21,500
EXPENSES	7,377	27,000	25,450
CONVENTIONS	26,292	70,882	70,659
MEMBERSHIPS	75,746	66,332	67,142
SPECIAL EVENTS	1,324	9,000	9,000
TOTAL MEMBERS OF COUNCIL	433,076	520,860	541,216



2021 BUDGET

ADMINISTRATION

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
LIBRARY BOARD			
REMUNERATION	5,963	12,798	13,016
BENEFITS	277	583	593
CONVENTIONS - PER DIEMS	6,434	20,400	20,400
TOTAL LIBRARY BOARD	12,674	33,781	34,009
MIDDLESEX ACCESSIBILITY			
REMUNERATION	1,280	2,400	2,441
BENEFITS	29	77	77
TRAVEL/EXPENSES/CONVENTIONS	290	510	510
TOTAL MIDDLESEX ACCESSIBILITY	1,599	2,987	3,028
TOTAL GOVERNANCE	447,349	557,628	578,253
ADMINISTRATION			
SALARIES	1,385,508	1,576,444	1,759,579
BENEFITS	432,658	453,012	492,017
SALARY/BENEFITS CONTINGENCY	20,000	20,000	20,000
EDUCATION/TRAVEL - CAO	11,256	20,000	20,000
EDUCATION/TRAVEL - CLERK	130	2,500	2,500
EDUCATION/TRAVEL - HR	2,910	10,400	10,400
EDUCATION/TRAVEL - HEALTH & SAFETY	262	9,000	9,200
EDUCATION/TRAVEL - TREASURY	6,000	27,000	27,000
EDUCATION/TRAVEL - COUNTY SOLICITOR	4,853	25,400	25,400
OPERATIONS	189,893	189,893	187,893
AUDIT	36,738	36,750	39,750
CONSULTING	120,800	120,800	122,600
INSURANCE	48,798	42,000	48,300
INSURANCE DEDUCTIBLE PAYMENTS	125,000	125,000	125,000
TAX WRITE-OFFS	400,000	400,000	400,000
PROPERTY TAX CAPPING - SHORT FALL	1,000	1,000	1,000
TOTAL ADMINISTRATION	2,785,806	3,059,199	3,290,639



2021 BUDGET

ADMINISTRATION

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
TRANSFERS			
TRANSFER TO RESERVE	125,000	125,000	125,000
TRANSFER TO CAPITAL	32,900	32,900	27,800
TOTAL TRANSFERS	157,900	157,900	152,800
TOTAL ADMINISTRATION	2,943,706	3,217,099	3,443,439
FACILITIES			
FACILITIES OPERATING			
SALARIES	86,705	94,157	90,886
BENEFITS	25,018	25,071	25,755
TRUCK MAINT./ EXP.	7,800	7,800	7,800
COUNTY BUILDING & GAOL - CLEANING	191,690	191,690	198,500
COUNTY BUILDING & GAOL - INSURANCE	14,730	14,730	16,940
COUNTY BUILDING & GAOL - UTILITIES	131,754	131,754	136,000
TOTAL FACILITIES OPERATING	457,697	465,202	475,881
TRANSFER TO CAPITAL			
TRANSFER TO CAPITAL	-	-	1,000,000
TOTAL FACILITIES	457,697	465,202	1,475,881
MPAC - ASSESSMENT SERVICES			
MPAC - ASSESSMENT SERVICES	1,299,494	1,299,494	1,302,996
COMMUNITY TRANSPORTATION			
COMMUNITY TRANSPORTATION PROJECT	211,848	-	369,736
COVID-19 PROGRAM	100,000	-	-
TOTAL EXPENDITURES	\$ 5,460,094	5,539,423	7,170,305

Description	2021 Budget
2021 CAPITAL PROJECTS	
BUILDING	1,000,000
TOTAL CAPITAL PROJECTS	1,000,000

PLANNING DEPARTMENT

Introduction

The Planning Department supports County Council and local municipal councils to make decisions that often have long-term implications for the protection of the environment and the growth and development of the communities within Middlesex County. The Planning Department includes four service areas.

- County Planning - the Department administers the County's Official Plan and the Provincially delegated Approval Authority role for plans of subdivision, plans of condominium and local municipal official plans and official plan amendments.
- Local Planning - the Department works with local municipalities to provide local planning services including development review and special projects. An agreement is in place to define service levels and the planners have on-site office days and function largely as municipal staff.
- Mapping and GIS - the Department provides Geographic Information Services (GIS) for the County and aspects of GIS services for local municipalities and emergency services. This includes joint purchasing, the sharing of standardized data, centralized storage and access to web-based applications.
- Woodlands - the Department manages the County-owned Forest (1040 hectares), administers the Woodlands Conservation By-law (regulates the cutting of trees within woodlands under the Municipal Act) and administers the County and local municipal responsibilities under the Weed Control Act (noxious weeds growing in close proximity to agriculture).

PLANNING DEPARTMENT

2021 Budget Highlights

Overall, the budget reflects maintaining current staff and service levels.

Funds have not been included for the Digital Development Planning Process project, which the local CAO working group have prioritized as one of their Top Ten Municipal Modernization projects. Working with ITS it is anticipated that opportunities for higher levels of government funding will be sought to support this initiative.

The budget includes \$30,000 for the Clean Water Project which is drawn from a Capital Account of funds realized from prosecutions under the Woodlands Conservation By-law. Staff have examined alternative options for this program, but recommend the Clean Water Project.

Special Project funding is increased to get the County Official Plan update 'over the finish line' including an agricultural policy review, implementation of Council's Strategic Priorities and the Economic Development Strategic Plan.



2021 BUDGET

PLANNING AND WOODLOTS

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES			
COUNTY OF MIDDLESEX	\$ 1,153,279	1,232,381	1,270,396
APPROVAL AUTHORITY FEES	76,100	50,000	60,000
OTHER	240	1,000	1,000
TOTAL REVENUES	1,229,619	1,283,381	1,331,396
EXPENDITURES			
PLANNING			
SALARIES	757,134	785,310	816,114
BENEFITS	203,829	199,929	199,573
OPERATIONS	37,554	47,600	58,560
MIDDLESEX GEOGRAPHY NETWORK	86,219	93,500	83,305
LEGAL SERVICES	415	2,500	2,000
SPECIAL PROJECTS	25,000	25,000	35,000
COVID-19 PROGRAM	951	-	-
TOTAL PLANNING	1,111,102	1,153,839	1,194,552
WOODLANDS			
SALARIES	83,377	88,006	89,692
BENEFITS	24,545	25,795	31,411
OPERATIONS	10,595	15,741	15,741
TOTAL WOODLANDS	118,517	129,542	136,844
TOTAL EXPENDITURES	\$ 1,229,619	1,283,381	1,331,396



2021 BUDGET

PLANNING AND WOODLOTS

Description	2021 Budget
2021 CAPITAL PROJECTS	
CLEAN WATER PROGRAM	30,000
HARDWARE REPLACEMENT (HRP)	18,900
SOFTWARE LICENSING	1,800
SPECIAL PROJECTS	35,000
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TOTAL CAPITAL PROJECTS	85,700

ECONOMIC DEVELOPMENT

Introduction

The Economic Development Department promotes Middlesex County as an ideal place to establish and grow business while enjoying a high quality of life.

The department's main objectives are to nurture and attract private sector investment thereby, creating and maintaining job opportunities, and increasing the property tax base. To accomplish these objectives, the department engages in strategic economic development planning, and partners with local area municipalities, private industry, educational institutions, along with various regional economic development and trade agencies.

Business retention and expansion, as well as new investment attraction are priorities. Visitor attraction is carried out by the department; which acts as the Destination Marketing Organization for the County.

Key sectors include:

- Agri-business
- Manufacturing
- Tourism
- Small Business and Entrepreneurship

These sectors are promoted through the development of goal-oriented programs, key partnerships, and marketing campaigns and by providing an effective response to investment inquiries.

The Department of Economic Development serves four main functions in its role of supporting both the Economic Development and Tourism Development of the County:

1. Research and Information Management
2. Marketing and Communications
3. Business Retention
4. Investment Attraction

ECONOMIC DEVELOPMENT

2021 Budget Highlights

- The Economic Development and Tourism budget is directly aligned with the priority objectives of the recently approved Middlesex County Strategic Plan and 2021-2025 Economic Development Strategic Plan which call for the Continuation/Enhancement of Tourism Marketing Support and for the Expansion of Foreign Direct Investment and Economic Development Services
- The 2021 budget places emphasis on Business Retention and new Investment Attraction in the wake of COVID-19. Alliance with regional investment attraction agencies is a key component; as well as supporting lower tier municipalities with Community Improvement Plan implementation
- Additional County resources are required in order to execute these strategic plan objectives and to maintain the level of supports that were provided in 2020 through the acquisition of Federal and Provincial grants
- Several grants have been confirmed and will be awarded to the Economic Development Department in 2021.
 - The Tourism Relief and Recovery Fund provided by FedDev Ontario continues to assist in the provision of Tourism marketing and promotional efforts (as well as full-time tourism staffing) to February 2021.
 - Rural Economic Development Funding from OMAFRA, combined with several partner sponsorships has been confirmed for our newly proposed "From our hands to your table" project celebrating local food and the relationship between producers and local tourism operators has been confirmed for 2021.
 - CanExport Funding from Global Affairs Canada has been confirmed to support the department's Foreign Direct Investment (FDI) efforts in 2021.
- A Canada Summer Jobs Funding application has been submitted and is currently pending approval to assist with the cost of a student intern assist in the department in 2021

ECONOMIC DEVELOPMENT

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES				
COUNTY OF MIDDLESEX	\$	516,498	552,876	687,876
GRANTS		176,576	46,333	80,017
TOTAL REVENUES		693,074	599,209	767,893
EXPENDITURES				
SALARIES		166,735	173,227	263,813
BENEFITS		45,360	44,943	72,633
OPERATIONS		23,489	40,271	38,542
ECONOMIC DEVELOPMENT SERVICES		230,964	213,435	239,728
TOURISM SERVICES		58,878	68,500	94,000
CANADIAN EXPERIENCES FUND		25,866	33,833	-
TOURISM RELIEF & RECOVERY FUND		121,099	-	19,177
OMAFRA FUNDING (RED)		-	-	40,000
SPECIAL PROJECTS		20,082	25,000	-
COVID-19 PROGRAM		601	-	-
TOTAL EXPENDITURES	\$	693,074	599,209	767,893

INFORMATION TECHNOLOGY SERVICES

Introduction

The ITS budget represents a Shared Services Model for: staff, infrastructure and services ("IT Services"). The ITS department is responsible for the provision of IT Services to various organizations ("Business Partners"); Middlesex-London Paramedic Service, Strathmere Lodge Long-Term Care, Middlesex County Library, County Administration (including Social Services), North Middlesex, Lucan Biddulph, Thames Centre, Adelaide Metcalfe, Middlesex Centre, Southwest Middlesex and The Business Help Centre (CFDC Middlesex).

With 2021 brings new opportunity and new challenges for the ITS team; from municipal modernization, digital transformation, enhanced cybersecurity efforts and continued response to the COVID-19 pandemic. As 2020 brought about a number of challenges related to the pandemic, many projects slated for 2020 have been pushed forward to 2021.

Each County department and supported local municipality have received their "IT Budgets". Each IT Budget represents items that are specific to their department or organization which include:

- Equipment required to be replaced under the Hardware Replacement Plan / Lifecycle Management Program
- Software or hardware licensing and maintenance renewals which are required to maintain day to day operations, as well, to allow the ITS department to effectively support the requirements of the Business Partner
- New equipment or services to create or enhance departmental or organizational service delivery

It is important to note that within the ITS budget, all operational and capital items are required to support the daily operations and strategic planning of each of our Business Partners.

INFORMATION TECHNOLOGY SERVICES

2021 Budget Highlights

Recoveries and Other Revenues

- Increase to Land Ambulance recoveries to better align their resource impacts on IT Services including dedicated staff at EMS HQ location
- Social Services remains the same to maintain costs of delivering the required support services
- Increased revenues from local municipalities to reflect their growing IT service requirements

Operating and Network

- Travel and Office Supplies have been reduced due to COVID-19
- Training remains status quo
- Internet Connectivity decreased slightly due to off-setting costs associated with multiple connections at the data centre
- Software Support and Licensing increased due to additional licenses for ticket management software, remote access software, anti-virus and electronic document management for ITS staff
- Overall increase in Network Expenditures
 - Hardware Maintenance increased:
 - Disaster Recovery and Business Continuity Program maintenance agreements increased
 - Network Support and Supplies
 - Small increase to yearly licensing and subscription fees
 - Reduced costs associated to Datacentre Hosting – City of London

Salary and Benefits

- Includes salary and benefits to reflect recent changes in service provision
- Includes union and non-union annual increases

Capital Program

- Computer Hardware
 - Hardware Replacement Plan
 - New Computer Hardware
- Software Licensing
- Enhancing Cyber Security Program
- Transfer to PSAB Capital Asset Replacement Plan
- ITS Strategic Plan Development

INFORMATION TECHNOLOGY SERVICES

2021 Budget Highlights - Continued

COVID-19 Program

- Added Zoom licensing
- Added license costs to account for additional remote access users
- Added additional internet capacity to account for additional remote access users

PSAB Related Projects for 2021

- PSAB related projects are funded through the PSAB Reserve Fund (Asset Management Planning)
- Replacement of Server and Storage Infrastructure
- Replacement of Email Filtering Equipment



INFORMATION TECHNOLOGY

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES			
COUNTY OF MIDDLESEX	\$ 1,124,020	1,267,815	1,225,282
RECOVERIES	360,693	357,293	374,428
OTHER REVENUES	152,021	141,117	149,673
TOTAL REVENUES	1,636,734	1,766,225	1,749,383
EXPENDITURES			
SALARIES	920,806	964,530	914,034
BENEFITS	264,230	265,014	264,851
OPERATIONS	33,373	57,000	47,000
NETWORK MAINTENANCE	254,256	329,681	343,446
COVID-19 PROGRAM	14,069	-	30,052
TRANSFER TO CAPITAL	150,000	150,000	150,000
TOTAL EXPENDITURES	\$ 1,636,734	1,766,225	1,749,383

Description	2021 Budget
2021 ITS CAPITAL PROJECTS	
COMPUTER HARDWARE (HRP)	10,500
COMPUTER HARDWARE (NEW)	5,000
SOFTWARE LICENSING	8,000
CYBER SECURITY - INTERNAL VULNERABILITY SCAN	10,000
ITS STRATEGIC PLAN	40,000
TRANSFER TO PSAB CAPITAL ASSET REPLACEMENT	76,500
TOTAL CAPITAL PROJECTS	150,000

DEPARTMENT OF SOCIAL SERVICES

Introduction

Social Services provides a wide range of programs and services including Ontario Works, Child Care and Early Years and Homelessness. Other initiatives and/or programs include Middlesex Supports and Homemakers and Nurses Program. The budget for Social Housing is also included here. The City of London is the provincially designated Service Manager; however, Ontario Works, Child Care and Early Years and Homelessness are delivered in the County through contracted service agreements with the Service Manager.

Ontario Works Program

- Ontario Works provides temporary financial assistance to residents in need while they are actively assisted in becoming employed and achieving self-reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in the regulations to those applicants who meet mandatory eligibility requirements. Employment Assistance may include options to help individuals and families find and retain employment, become more employment ready and access funding for training and other employment related expenses.

Child Care and Early Years

- Child Care and Early Years includes the provision of General Operating Grants, Fee Subsidies, One-Time Grants, Special Needs Resourcing, Capacity Building, EarlyON Program and Services, Wage Enhancement Grants and Home Child Care Enhancement Grants.
 - General Operating Grants: Provides financial assistance for the operation of licensed child care services to eligible operators who have a Child Care Services Agency Funding Agreement with the County of Middlesex.
 - Fee Subsidies: Provides financial assistance to eligible families to pay for child care fees in licensed child care who have a Purchase of Service Agreement for Fee Subsidy with the County of Middlesex.
 - Special Needs Resources: Provides Enhanced Support Services from a contracted community agency to promote equitable access for children with special needs, disabilities, and/or medical conditions to fully participate in child care and EarlyON programs and services.

DEPARTMENT OF SOCIAL SERVICES

Introduction - Continued

Community Homelessness Prevention Initiative (CHPI)

- CHPI aims to prevent and end homelessness by improving access to adequate, suitable and affordable housing and by providing services for people experiencing homelessness or at risk of becoming homeless.

Social Housing

- Responsibility for social housing access, eligibility, and waitlist management, the administration of social housing mortgage subsidies, supplements, and program compliance, and the administration of new affordable housing program responsibilities resides with the City of London as the Service Manager (Housing Services Act). The public housing stock within the City and County is owned and delivered by the London and Middlesex Community Housing (LMCH), as a corporate entity of the City of London.

The Homemakers and Nurses Services Program (HMNS)

- HMNS is a community-based service operated by the County of Middlesex. It provides homemaking services through a community agency contract to individuals who require assistance with household activities and who have limited financial resources.

DEPARTMENT OF SOCIAL SERVICES

2021 Budget Highlights

- The Ontario Works program costs budget line has decreased in 2021 by \$210,626 as a result of reductions made to caseload assumptions. Caseload has declined throughout 2020 due to clients opting for the Federal emergency benefits in light of COVID. The Ontario Works program costs are funded by the Ministry of Children, Community and Social Services (MCCSS).
- The provincial funding (MCCSS) for Ontario Works administration has been frozen in 2021. The Employment funding has been kept at the 2020 baseline to provide stability and opportunity to respond to shifting priorities and client needs. However, as per our Ontario Works services cost apportionment and agency agreement, the City of London calculated the Provincial funding based on the County share of the total CMSM case load. The Provincial funding decreased in 2021 for the County.
- Child Care and Early Years Funding from the Ministry of Education is determined on an annual basis. The budget reflects a required County contribution of \$224,031.
- Child Care funding changes were announced in 2019 to be phased in over a three-year period starting in January 2020. On January 1, 2021, the CMSM was to have been required to cost-share Expansion Plan operating funding at a rate of 80/20 provincial/municipal, and CMSMs were to be required to cost share all administrative funding at a rate of 50/50. On January 1, 2022, the threshold for the allowable administrative funding CMSMs can spend on childcare will be reduced from 10% to 5%. The Province announced on November 27, 2020, due to the current unique circumstances resulting from COVID-19, the ministry will provide a one-time transition grant of \$49M to CMSMs in 2021 to offset and assist with the new required cost share for provincial child care administration, and that CMSMs will continue to cost share Expansion Plan operating funding at a rate of 80/20 provincial/municipal. However, the Expansion Plan cost share for 2021 will remain voluntary and will not be required.
- Social Housing has increased by \$364,104 in 2021 compared to 2020. The 2021 budget figure is calculated using the blended formula based on using 70% weighted assessment and 30% actual costs basis (using location of housing units as the measurement). The City of London 2020-2023 Multi Year Budget included LMCH business cases that were approved (increases are expected each year).
- In December 2021, City of London Council approved the recommendation to integrate the London Housing Development Corporation (HDC) into the City of London's Civic Administration in early Q2 of 2021. At this time the County has not been advised of any cost savings.

FAMILY AND SOCIAL SERVICES

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES				
COUNTY OF MIDDLESEX	\$	6,407,489	6,514,694	6,887,351
GOVERNMENT CONTRIBUTION - PROVINCE/CITY & OW		7,979,988	8,820,555	8,438,502
TOTAL REVENUES		14,387,477	15,335,249	15,325,853
EXPENDITURES				
ONTARIO WORKS & EMPLOYMENT ADMINISTRATION				
SALARIES		943,605	1,036,030	1,028,285
LOCAL SYSTEM SUPPORT SALARIES		113,300	56,650	56,650
BENEFITS		299,840	291,035	307,892
LOCAL SYSTEM SUPPORT EQUIPMENT		57,936	46,012	45,452
TRAVEL		8,271	30,000	15,000
TRAINING AND EDUCATION		2,831	15,000	15,000
MEMBERSHIPS		1,900	2,500	2,500
GENERAL OFFICE EXPENSE		34,699	35,000	35,000
TECHNOLOGY		3,042	3,000	3,000
ACCOMODATION		81,500	66,500	81,500
PROFESSIONAL ADVISORS		-	2,500	2,500
PURCHASED SERVICE		47,970	50,000	50,000
PARTICIPATION EXPENSES		10,997	30,000	30,000
INTAKE SCREENING - CITY OF LONDON		-	28,000	28,000
PROGRAM COSTS		3,101,035	3,857,969	3,647,343
TOTAL ONTARIO WORKS & EMPLOYMENT ADMINISTRATION		4,706,926	5,550,196	5,348,122



FAMILY AND SOCIAL SERVICES

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
CHILDREN'S SERVICES			
ADMINISTRATION - SALARIES	149,787	119,695	135,000
ADMINISTRATION - BENEFITS	34,079	32,118	36,352
PROGRAM - FEE SUBSIDY	2,984,731	3,577,202	3,448,779
PROGRAM - SUMMER RECREATIONAL CHILD CARE	-	15,000	15,000
PROGRAM - SPECIAL NEEDS	260,184	311,629	264,087
MIDDLESEX SUPPORTS	124,000	124,000	124,000
PAY EQUITY	25,032	25,032	25,032
CAPACITY	31,200	31,200	31,200
TOTAL CHILDREN'S SERVICES	3,609,013	4,235,876	4,079,450
SOCIAL HOUSING			
SOCIAL HOUSING - SOCIAL HOUSING	5,358,781	5,358,781	5,722,885
OTHER PROGRAM COSTS			
OTHER PROGRAM COSTS	108,194	190,396	175,396
COVID-19 PROGRAM	604,563	-	-
TOTAL EXPENDITURES	\$ 14,387,477	15,335,249	15,325,853

The Corporation of the City of London Housing Division
 County of Middlesex Share of Social Housing Expenditures
 Forecast 2021-2023
 With information up to February 5, 2021

	Revised Budget		
	2021	2022	2023
Housing Division	16,435,273	16,794,779	17,169,564
Housing Development Corporation (HDC)	394,277	448,168	502,512
London Middlesex Community Housing (LMCH):			
- Operating (includes BC #19 Staffing & Security)	13,184,441	13,900,182	14,676,651
- Solid Waste Removal Costs incurred by City	322,320	328,766	335,342
- Capital - Annual Capital Allotment	2,208,000	2,208,000	2,208,000
- Capital - Business Case #12 Infrastructure Gap	3,042,000	4,542,000	6,142,000
- Capital - Business Case #18 CMHC Co-Investment	2,351,000	2,449,000	2,550,000
Total LMCH	21,107,761	23,427,948	25,911,993
Other Housing Projects:			
- Regeneration of Public Housing	-	-	-
- Housing Consortium Initiative	90,000	90,000	90,000
- Other draws from Social Housing Reserve Fund	100,000	100,000	100,000
Total Other Housing Projects	190,000	190,000	190,000
Total City of London Net Costs - Social Housing	38,127,311	40,860,895	43,774,069
2020 Weighted Assessment ¹	15.010%	15.010%	15.010%
County Billing	5,722,885	6,133,194	6,570,459

¹ This should be adjusted once future weighted assessments are confirmed.

Confirmed 2020 cost Sharing		
Social Housing	City of London Percent Share	County of Middlesex Percent Share
Weighted Assessment 70%	82.499021%	17.500979%
Actual Units 30%	90.80%	9.20%
Revised Cost Share	84.990%	15.010%

TRANSPORTATION

2021 Budget Highlights

2021 Operating Budget

County levy increased overall by 15.44% as per increases as indicated below:

- County Road and Bridge Assumption study resulted in an overall increase in total centreline kilometers of roads in the County system to 852 km (approximate 3% increase).
- No increase to provincial funding through the OCIF formula based funding, however Federal Gas Tax funding increased to \$2,269,251 for an increase of \$98,633.
- Non-union salaries increases assumed at 1.7% and union increase 1.85%. Also includes one-time salary adjustments for job evaluation of non-union staff.
- Material cost increases assumed at 1.5%
- Winter maintenance budget has finally increased to the point where the previously recommended 7% annual increases (over normal estimated cost increases) are no longer required.
- Per kilometer annual maintenance costs \$9,394 (winter maintenance costs \$6,602)

2021 Capital Budget

- Transfer to capital reserves for roads projects increased to \$11,058,665 (\$2,250,000 increase from 2020) to account for increased amount of road infrastructure and implementation of infrastructure recommendations of the Middlesex County Cycling Strategy.
- Proposed increase to County bridge capital budget to reflect findings of bridge study indicating an investment of \$45,500,000 over the next ten years in order to properly manage these assets. Budget levels have slowly increased and staff are recommending an increase of \$250,000 to bring this budget to the recommended \$4,500,000 per year.
- Approximately 64.5 lane km scheduled for reconstruction/rehab in 2021. Major road reconstruction with County forces scheduled for Glengyle Drive in Strathroy-Caradoc. Partnerships with Strathroy-Caradoc, Thames Centre and North Middlesex for urban renewal projects in Strathroy, Thorndale and Parkhill.
- County Central Operations Centre renovations scheduled for completion this spring.
- Detailed design and preliminary construction and utility relocation for the Glendon/Vanneck/Coldstream/Jeffries roundabout.
- Major bridge projects include Black's Bridge, Bothwell Bridge and Kilworth Bridge rehabilitations and several smaller bridge rehabilitations to be completed by County forces. Continued investment to fund the replacement of the Thorndale Bridge sometime over the next 8 to 10 years.

TRANSPORTATION

2021 Budget Highlights – Continued

2021 Operating Budget – Continued

- New traffic signals anticipated in Parkhill and the remainder of the traffic signal infrastructure to be converted to LED technology in 2021.
- Transfer to equipment capital as per asset management policies of \$800,000.
- Transfer to facilities capital as per asset management policies of \$150,000.

2021 Fire/EMS/911

- No change due to extended COVID-19 impacts on Emergency Management staff and resources.

2021 Environmental Services

- No change as per agreement with the City of London for household special waste. No special projects are anticipated in 2021.

County Highways Budget Considerations

1% of total highways budget ≈ \$265,000

Guiding Principles Operating Budget

The County of Middlesex operates on the principle of operating in both summer and winter with a generally static number of employees. Our staff perform various maintenance activities in the summer and winter maintenance in the winter months. Our fleet and staffing complement has been designed to provide a consistent level of service and although the total length of roads in the County system has increased several times since 1999 our full time staff complement has only increased by one full time employee.

The individual items in the County maintenance budget are estimated for our expected activities, but since we are working with a static number of employees and equipment and over expenditure in one area consequently requires an under expenditure in another.

Any reduction in a single maintenance item results in a change to our overall service levels and may necessitate a reduction in staff. Outside of the potential union issues with staff reductions, there would be a serious impact on the County winter maintenance operations. A reduction in our fleet would necessitate the hiring of private snow plow operators, which our history has shown to be at least 30% more expensive than using our own forces for winter maintenance.

TRANSPORTATION

2021 Budget Highlights – Continued

Guiding Principles Capital Budget

The County's road capital budget is calculated with an estimated service life of 18 years for pavements. For our current road network that would mean an average of 47.5 km (95 lane km) should be rehabilitated each year. Our current road transfer to capital allows us to maintain this practice. A reduction would result in a decline in the overall condition of our road network. The construction of the infrastructure recommended in the Middlesex County Cycling Strategy is expected to cost approximately \$64,000,000 over the next 20 years.

The recommendations of the county wide bridge study suggests that an investment of approximately \$45,500,000 over the next ten years is required in order to maintain this infrastructure to an acceptable level of service in accordance with good asset management practices.

TRANSPORTATION

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES			
COUNTY OF MIDDLESEX	\$ 19,542,546	19,542,546	22,392,912
TRANSFER FROM RESERVES	-	-	-
CITY OF LONDON	1,152,164	1,250,000	1,250,000
GRAVEL ROYALTY	122,614	50,000	50,000
FEDERAL GAS TAX	2,170,588	2,170,588	2,269,251
ONTARIO COMMUNITY INFRASTRUCTURE FUND	620,316	620,316	620,316
TOTAL REVENUES	23,608,228	23,633,450	26,582,479
EXPENDITURES			
OPERATING COSTS			
ROAD MAINTENANCE	7,474,412	7,780,088	8,003,600
BRIDGE & CULVERT MAINTENANCE	239,163	250,000	250,000
OVERHEAD	2,079,427	1,861,568	2,105,678
EQUIPMENT & HOUSING OPERATIONS	(701,074)	(784,875)	(830,464)
ENVIROMENTAL SERVICES	-	25,000	25,000
EMERGENCY PLANNING, FIRE & 911	507,635	493,004	520,000
TOTAL OPERATING COSTS	9,599,563	9,624,785	10,073,814
TRANSFERS			
TRANSFER TO ROADS CAPITAL	8,808,665	8,808,665	11,058,665
TRANSFER TO EQUIPMENT CAPITAL	800,000	800,000	800,000
TRANSFER TO FACILITIES CAPITAL	150,000	150,000	150,000
TRANSFER TO BRIDGE CAPITAL	4,250,000	4,250,000	4,500,000
TOTAL TRANSFERS	14,008,665	14,008,665	16,508,665
TOTAL EXPENDITURES	\$ 23,608,228	23,633,450	26,582,479

STRATHMERE LODGE

Introduction

Strathmere Lodge is a 160-bed long term care home. We provide around-the-clock nursing care to adults in need of such, which largely includes the frail elderly, but also includes adults with neurodegenerative diseases, and adults who have physical and mental developmental delays and disabilities.

2021 Budget Highlights

Revenue

Consistent with previous years, no provincial funding announcements for 2021 have been made.

Any provincial changes to the five (5) per diem funding envelope rates (multiplied by 160 beds and by 365 days to determine our annual envelope funding) will take effective as follows:

	Funding Envelope	Per Diem Change Date
1	Nursing & Personal Care (“Nursing Envelope”)	April 1, 2021
2	Program and Support Services (“Recreation Envelope”)	April 1, 2021
3	Other Accommodations (“Admin/Overhead Envelope”)	July 1, 2021
4	Food	July 1, 2021
5	Global	July 1, 2021

The province announced a multi-year plan in 2020 to significantly increase funding for Direct Care (Nursing) hours. Presumably, we will see movement on this for this year, but this remains to be seen.

Nursing envelope funding is further determined annually by each long term care home’s unique “Case Mix Index” (CMI) number. Hence, each home’s annual Nursing envelope funding is calculated as follows:

Provincial Nursing envelope Per Diem rate X # of beds X 365 days X **CMI**

Each home knows its “raw” CMI number (derived from the quarterly health assessments done on residents), but the “funded” CMI is a statistical calculation made by The Ministry of Long Term Care after The Ministry considers the “raw” CMI number from each of the province’s 625 long term care homes.

At this point, we know that our “raw” CMI slightly improved for 2021 funding, but we cannot forecast our “funded” CMI number, calculated by The Ministry.

STRATHMERE LODGE

2021 Budget Highlights - Continued

Expenditures

The long term care home sector is very labour intensive. At The Lodge, wage and benefit costs make up 82% of total operating costs.

Almost all of The Lodge's 121 FTE (full time equivalent) staff are unionized. The bulk of the staff belong to Unifor. The collective bargaining agreement with Unifor expired December 31, 2020. Negotiations on a renewed contract with Unifor have been delayed due to the pandemic.

Registered Nurses (RNs) belong to ONA (Ontario Nurses' Association). The collective bargaining agreement with ONA expired on March 31, 2020.

The anticipated approved wage increase for non-union staff (six in total) is 1.7%, effective January 1, 2021.

Benefit costs (including CPP and EI premiums, OMERS pension contributions, extended health and dental premiums, and WSIB charges) have decreased for 2021 as we have resolved two longstanding WSIB cases.

Other Expenses have increased by 2.4%, which can largely be attributed to the cost of Supplies, including Personal Protective Equipment (PPE).

1. Capital Requirements

Capital cost requirements for Strathmere Lodge for 2021 (\$303,160) are \$17,000 higher than 2020.

The major capital project for 2021 is the replacement of our building access control system (e.g., use of fobs for building security and resident safety).

2. County Contribution

As a result of the above, we have budgeted for a **\$27,000 (1%) increase** in the County's contribution amount.

STRATHMERE LODGE

2021 Budget Highlights - Continued

3. Considerations

From the most recent Benchmarking data available from AdvantAge Ontario, Middlesex County's contribution to Strathmere Lodge operations is well below the provincial average among municipalities (Middlesex County contribution per resident day at \$30.54 versus municipal average of \$55.17. At 57,000+ resident days per year at The Lodge, another \$1.4M of annual County contribution would bring Middlesex County to the municipal average).

4. 2021 Proposed Budget and Explanation Details

Please see the attached.

STRATHMERE LODGE

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES				
COUNTY OF MIDDLESEX	\$	1,908,293	2,661,606	2,688,368
PROVINCE OF ONTARIO		9,051,045	7,826,889	7,739,832
RESIDENTS		4,082,128	4,236,868	4,404,627
OTHER		111,436	82,614	39,234
TRANSFER FROM RESERVE - WSIB		30,000	30,000	30,000
TRANSFER FROM RESERVE - CAPITAL		86,282	86,282	103,160
TOTAL REVENUES		15,269,184	14,924,259	15,005,221
EXPENDITURES				
SALARIES		9,337,815	9,619,125	9,701,032
BENEFITS		2,421,896	2,625,891	2,560,428
SUPPLIES		256,179	213,570	229,130
FACILITY REPLACEMENTS		32,824	47,060	54,150
FACILITY MAINTENANCE		195,883	257,975	252,830
OTHER REPLACEMENTS		106,747	106,210	106,210
PURCHASED SERVICES		535,738	580,381	588,477
RAW FOOD		582,417	574,251	576,207
UTILITIES		340,734	356,500	366,500
INSURANCE		45,276	42,591	44,720
AUDIT		6,513	4,200	4,500
LEGAL & CONSULTING		26,971	15,000	20,000
TREASURY CHARGE		103,600	103,600	104,800
OFFICE EXPENSES		34,048	34,016	36,940
EDUCATION, TRAVEL & CONVENTIONS		24,328	57,607	56,137
CAPITAL		286,282	286,282	303,160
COVID-19 PROGRAM		931,933	-	-
TOTAL EXPENDITURES	\$	15,269,184	14,924,259	15,005,221



STRATHMERE LODGE

Description	Preliminary Actuals	2020 Budget	2021 Budget
STRATHMERE LODGE CAPITAL PROJECTS			
MAXI MOVE LIFT REPLACEMENT (1)	\$ -	13,282	-
BUILDING EXTERIOR REPAIR/PAINTING	-	43,000	-
SM RESIDENT HOME AREA FLOORING	-	50,000	-
SM LED LIGHTING RETROFIT	-	50,000	-
160 WINDOW COVERINGS	-	80,000	-
RESIDENT WINDOW REPAIRS (84)	-	31,500	-
ROBOCOUP BLIXER 7 QT 2 SPEED	-	-	6,500
ADJUSTABLE DINING TABLES (2)	-	-	11,100
EXTRA LOW BEDS (10)	-	18,500	18,500
SARA LIFT (1)	-	-	6,200
ARJO NINJO'S	-	-	53,260
PR RESIDENT HOME AREA FLOORING	-	-	40,000
PP LED LIGHTING RETROFIT	-	-	40,000
RESIDENT WINDOW PANE REPLACEMENT (14)	-	-	5,600
TERRACE FENCING	-	-	8,000
40' STEEL STORAGE CONTAINER	-	-	9,000
ACCESS BUILDING CONTROL SYSTEM REPLACEMENT	-	-	100,000
DIGITAL RESIDENT DIRECTORY	-	-	5,000
TOTAL CAPITAL PROJECTS	\$ -	286,282	303,160

STRATHMERE LODGE DEBENTURE

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES				
COUNTY OF MIDDLESEX	\$	757,000	757,000	757,000
PROVINCE OF ONTARIO		604,440	604,440	604,440
TOTAL REVENUES		1,361,440	1,361,440	1,361,440
EXPENDITURES				
PRINCIPAL		890,000	890,000	890,000
INTEREST		238,272	238,272	196,297
TSF. TO RESERVE - TAX RATE		233,168	233,168	275,143
TOTAL EXPENDITURES	\$	1,361,440	1,361,440	1,361,440

MIDDLESEX-LONDON PARAMEDIC SERVICE

Introduction

Middlesex-London Emergency Medical Services Authority, operating as Middlesex-London Paramedic Service is the direct provider of paramedic services for the County of Middlesex and the City of London, under the leadership of the Chief. Administrative offices are located in the Emergency Medical Services Headquarters located at 1035 Adelaide Street South, London, Ontario.

Paramedic Service management is provided by a Chief, two (2) Deputy Chiefs, a Commander of Operations, Manager of Administration, and twelve (12) Operational Superintendents, one Educational Superintendent, one Superintendent of Community Paramedicine, one Superintendent of Service Compliance and eight (8) Deputy Superintendents. Operations are conducted from thirteen ambulance stations located throughout the County and the City.

The front-line of the organization is made up of over 330 full-time and part-time paramedics. Our staff include 71 advanced care paramedics, with the remainder as primary care paramedics.

Middlesex-London Paramedic Service, delivers an efficient and high quality emergency medical response, patient care and other paramedic services to the population of Middlesex County and London. Governed by required provincial targets and standards as a minimum service level, Middlesex-London Paramedic Service will rapidly respond to patients in crisis, provide excellence in emergency medicine, be proactive in planning for our vulnerable patients, lead emergency preparedness for our community, collaborate with our partners, and contribute to evidence based best practice for the advancement of the paramedic profession.

Middlesex-London Paramedic Service has three outward facing edges:

1. 911 response operations – at peak, 28 ambulances staffed with 2 paramedics, strategically positioned throughout the City of London and County of Middlesex. Ambulances respond to request for service (Dispatched by provincial centres), rendering care and transport to patients. Included in this deployment is a dedicated neonatal transport unit (separately funding by the MOH) committed to assisting hospital based neonatal transport teams in moving their patients. Made up of highly qualified primary and advanced care paramedics, the operation responded to over 90,000 calls for service in 2020.

MIDDLESEX-LONDON PARAMEDIC SERVICE

Introduction - Continued

2. Community Paramedicine – Operating outside of the Ambulance Act, Middlesex-London Paramedic Service's Community Paramedicine program offers a variety of “non-traditional” services, aimed at reducing 911 requests for service, providing care to the communities most vulnerable patients, and providing follow-up to patients recently seen/treated by paramedics. Additionally, the Community Paramedic program is highly involved in providing community COVID19 testing both at testing centers and through its mobile testing program utilizing the Emergency Support Unit (ambulance bus). Community Paramedicine programming receives no municipal funding, and is subject to alternative funding streams, most recently, the now reformed Southwest Local Hospital Integration Network (SWLHIN), which is attached to the now Ontario Health.
3. Community Education/Public Access Defibrillation Program (PAD) – this program, delivered by one employee, oversees the delivery of education to the public (CPR, First Aid and PAD) as well as managing over 320 public access defibrillators throughout the community. This program is funding through cost recovery charges to community groups, who request our services.

2021 Budget Highlights

- The addition of (3) three new (12) twelve hour ambulances added in 2021. The proposed enhancement will add 12 full-time paramedic positions in 2021.
- Paramedic salary and collective agreement placeholders (CA expires on December 31, 2020).
- The proposed budget includes additional funds dedicated to paramedic training. Ongoing paramedic training is required in order to meet expanding paramedic scopes of practice and health and safety requirements, including COVID training for paramedics.
- Additional funds have been allocated for WSIB claims in the proposed 2021 budget. Middlesex-London Paramedic Service has experienced a rise in WSIB claim costs over the past several years.
- Included in the 2021 proposed budget are proactive investments in employee mental health for employees. This includes EFAP services, a consulting psychologist and a dedicated Peer Support Team.
- The proposed draft projection includes additional funds dedicated to auditing, quality assurance and risk management initiatives.

MIDDLESEX-LONDON PARAMEDIC SERVICE

2021 Budget Highlights - Continued

- Middlesex-London Paramedic Service has allocated additional funds for consumable supplies (medical supplies and medical equipment) in 2021. This is due to projected call demand, Ministry of Health requirements, COVID related material and supplies, inflationary considerations and special operations equipment.
- The proposed draft projection includes capital costs for the purchase of nine (9) new ambulance vehicles in 2021. This is to keep up with fleet department cycle.
- The proposed budget includes additional funds for liability and fleet insurance premiums.
- The proposed draft budget includes rent and station maintenance expenditures commensurate with station lease obligations and planned station replacements.

Budget Pressures in 2021:

Middlesex London Paramedic Service continues to face numerous financial and operating pressures in 2021. Specifically,

- Provincial funding uncertainty
- Community Paramedicine funding uncertainty
- Call volume
- Offload delays
- COVID19
- Rising insurance costs
- Sanctioned and Unsanctioned events
- Supply chain and inflation uncertainties
- Presumptive PTSD legislation cost
- One-year funding lag from the Ministry of Health
- The service is not supported by development charges

Thank you for your time and the opportunity to present the proposed 2021 budget for Middlesex-London Paramedic Service.

LAND AMBULANCE

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES			
COUNTY OF MIDDLESEX	\$ 3,738,182	3,683,927	4,184,659
PROVINCE OF ONTARIO - LAND AMBULANCE	20,799,286	18,954,677	21,540,778
CITY OF LONDON - LAND AMBULANCE	18,942,951	18,942,951	21,138,691
TRANSFERS FROM RESERVES	1,500,000	1,500,000	-
TOTAL REVENUES	44,980,419	43,081,555	46,864,128
EXPENDITURES			
SERVICES			
PAYMENTS TO MIDDLESEX-LONDON PARAMEDIC SERVICE	42,541,971	40,829,223	44,480,937
VEHICLES, EQUIPMENT & MEDICAL SUPPLIES			
TRANSFER TO VEHICLE & EQUIPMENT CAPITAL	2,438,448	2,252,332	2,383,191
TOTAL EXPENDITURES	\$ 44,980,419	43,081,555	46,864,128

MIDDLESEX COUNTY LIBRARY

Introduction

Middlesex County Library is responsible for the provision of library and information services throughout Middlesex County. We are a 15 branch system that serves a range of rural and small urban communities.

Middlesex County Library provides a variety of information, research, and recreational programs and services. These include:

- Access to print and digital collections
- Access to technology – public computers, wifi, printing/scanning/faxing, makerspace tech – and tech support
- Access to online courses and research databases
- Support for employment and government information requests
- Meeting and office space for service partners and community agencies
- Programming for all ages
- Services for homebound patrons and long term care/retirement homes
- EarlyON Child and Family programming

MIDDLESEX COUNTY LIBRARY

2021 Budget Highlights

- The proposed 2021 Library budget takes into consideration current service levels, and the eventual resumption of in-person services and programs. 2020 was a year that challenged the way we approach every aspect of library service, and some of those changes and transformations will remain after the pandemic has ended. Service level reductions due to the COVID-19 pandemic resulted in a significant surplus, which is reflected in the draft budget, and which offsets the County contribution for 2021.
- The proposed budget includes a reduced salary budget, recognizing that the library service level may not increase until the second quarter or later. Additional funds have been allocated to the supply budget, recognizing the ongoing cost of personal protective equipment and cleaning supplies to ensure the safety of both staff and the public.
- This budget reflects a number of transformative projects and initiatives planned for 2021:
 - The library website requires significant updating, and it is the recommendation of staff that we pursue an RFP for a redesign, to create a more responsive and user-friendly online presence.
 - To enhance the presence of the library in communities without a library branch, this budget includes funds to install a collection vending/dispensing unit – an exciting project that aligns with the Board’s strategic priority to “turn outwards” and “enhance our capacity to be an active presence in our communities.”
 - The proposed budget includes funds for a Radio-frequency identification (RFID) project, to enhance and streamline library inventory control. This project would include collection tagging, the purchase of RDIF technology (ie. Smart Bins) and the installation of self-checkout stations that are more intuitive and easier to use.
 - The branch enhancement projects include new children’s shelving in the Dorchester and Komoka branches, and improving the layout of the Lucan Branch public computer area.
- The 2021 Library Board budget will allow for the continuation of a number of projects and planned enhancements, as well as the implementation of new initiatives that will improve both the virtual and physical presence of Middlesex County Library.

LIBRARY

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
REVENUES			
COUNTY OF MIDDLESEX	\$ 4,553,773	4,553,773	4,331,633
PROV. OF ONT. - OPERATING	134,047	134,047	134,047
EARLYON CHILD AND FAMILY CENTRES	350,000	350,000	350,000
SOCIAL SERVICES	90,506	106,500	106,500
DONATIONS / FUNDRAISING	6,277	10,000	6,000
FINES & LOST BOOKS	2,918	15,000	4,000
OTHER REVENUES	1,312	12,000	5,000
ONE-TIME MODERNIZATION FUNDING	-	-	355,000
SURPLUS PRIOR YEAR	160,034	103,224	335,000
TOTAL REVENUES	5,298,867	5,284,544	5,627,180
EXPENDITURES			
SALARIES	1,749,398	2,621,762	2,419,890
BENEFITS	449,457	556,254	560,434
OPERATIONS	181,732	242,200	267,700
COLLECTIONS	366,329	471,000	471,000
BRANCH DEVELOPMENT	19,492	60,000	60,000
BRANCHES - RENT	699,355	700,024	700,290
AUTOMATION	105,460	134,643	129,091
TRANSFER TO CAPITAL	189,680	189,680	709,650
DELIVERY SERVICE	8,981	8,981	9,125
EARLYON CHILD AND FAMILY CENTRES	392,554	300,000	300,000
COVID-19 PROGRAM	87,931	-	-
TOTAL EXPENDITURES	\$ 4,250,369	5,284,544	5,627,180
SURPLUS / DEFICIT	\$ 1,048,498		



2021 BUDGET

LIBRARY

Description	2021 Budget
2021 CAPITAL PROJECTS	
HARDWARE REPLACEMENT	97,850
TECHNOLOGY BRANCH PROGRAMMING	10,000
NEW SOFTWARE SUBSCRIPTION	1,800
WIFI HOTSPOTS	20,000
BOOK DISPENSING MACHINE	65,000
WEBSITE REDESIGN	40,000
BRANCH ENHANCEMENT PROJECTS	75,000
RFID PROJECT	250,000
TECHNOLOGY REPLACEMENT RESERVE	150,000
TOTAL CAPITAL PROJECTS	709,650

**COUNTY OF MIDDLESEX
RESERVE - TAX RATE STABILIZATION**

	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Balance forward from prior year	\$ 1,089	\$ 1,071	\$ 1,072	\$ 2,443	\$ 3,092	\$ 7,645	\$ 8,499	\$ 8,815	\$ 8,952	\$ 8,989
Transfer to Reserve										
Transfer to Reserve - Surplus	8	195	688	585	471	-	-	-	-	-
Sale of property					4,000	2,000				5,000
Transfer to Operating	-95	-303	-108	-128	-151	-1,421				
Transfer to Capital										
Transfer from Strathmere Lodge - Senior Services			640							
Strathmere Lodge - Rebuild										
Strathmere Lodge - Debenture	69	109	151	192	233	275	316	137	37	2
Balance	\$ 1,071	\$ 1,072	\$ 2,443	\$ 3,092	\$ 7,645	\$ 8,499	\$ 8,815	\$ 8,952	\$ 8,989	\$ 13,991
Net change	\$ -18	\$ 1	\$ 1,371	\$ 649	\$ 4,553	\$ 854	\$ 316	\$ 137	\$ 37	\$ 5,002

Ontario Municipal Partnership Fund (OMPF) 2021 Cash Flow Notice



County of Middlesex

3900

A	Total 2021 OMPF (2021 Allocation Notice, Line A)	<i>See Note below</i>	\$432,400
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B	2021 OMPF Quarterly Payments Schedule		\$432,400
1.	2021 OMPF First Quarter Payment	<i>Scheduled for January 2021</i>	\$108,100
2.	2021 OMPF Second Quarter Payment	<i>Scheduled for April 2021</i>	\$108,100
3.	2021 OMPF Third Quarter Payment	<i>Scheduled for July 2021</i>	\$108,100
4.	2021 OMPF Fourth Quarter Payment	<i>Scheduled for October 2021</i>	\$108,100

Note: *Your municipality's 2021 OMPF allocation is identified on Line A of your 2021 OMPF Allocation Notice. Please refer to the enclosed correspondence for further details.*

Ontario Municipal Partnership Fund (OMPF)
2021 Cash Flow Notice



County of Middlesex

3900

2021 Cash Flow Notice - Line Item Descriptions

A Total 2021 OMPF allocation. See 2021 OMPF Allocation Notice, Line A.

B1 - B4 Scheduled quarterly payments in respect of the 2021 OMPF allocation. Fourth quarter payment will be subject to holdback pending submission of all 2021 OMPF reporting requirements. Please refer to the Reporting Obligations section of the 2021 OMPF Technical Guide.

**COUNTY OF MIDDLESEX
Reserves & Reserve Funds
Budget 2021**

	2019 Actual	2020 Projected	2021 Projected
Reserves			
Working Capital	\$ 730,607	\$ 730,607	\$ 730,607
Insurance	119,810	119,810	119,810
Tax Rate Stabilization	3,092,023	7,644,868	8,499,561
Workers' Compensation	712,791	764,261	734,261
Winter Control	-25,375	805,657	905,657
Ambulance - Equip. & Facilities - 50%/50%	173,289	49,689	76,089
Ambulance - Equip. & Facilities - 100%	803,929	203,929	203,929
Ambulance - Severance - 50%/50%	273,040	117,647	67,647
Ambulance - Severance - 100%	161,170	161,170	161,170
Ambulance - Cross Border Billings - 50%/50%	528,015	501,282	476,282
Ambulance - Operations - 50%/50%	45,949	15,343	15,343
Ambulance - Operations - 100%	901,853	337,853	337,853
Ambulance - ACR Chart Fees - 100%	27,006	32,933	37,933
Ambulance - Research Grant - 100%	55,261	55,261	57,261
Ambulance - PTSD Grant - 100%	142,610	142,610	142,610
Woodlands	203,724	179,709	159,709
Tree Bank	80,998	51,498	26,498
Totals	\$ 8,026,700	\$ 11,914,125	\$ 12,752,218
Reserve Funds			
Capital Works	\$ 10,206,895	\$ 13,247,790	\$ 16,324,983
County - Facilities	-	-	7,500
County - Revenue Replacement Investment	-	6,000,000	8,045,000
Future Road Construction	6,297,258	7,642,203	9,354,504
Transportation Vehicles & Equipment	2,747,371	3,092,710	3,125,981
Bridges	3,737,680	5,117,413	5,755,257
Sand & Salt Domes	43,381	43,707	64,184
Garages	167,868	169,127	301,370
Wind Farm Decommission - Fees	529,315	616,235	704,116
Lodge - Gifts & Donations	15,252	16,637	17,769
Lodge - Chapel Fund	3,660	3,516	4,046
Lodge - Equipments & Facilities	533,857	450,798	350,245
IT Equipments	343,262	293,907	373,185
Strathroy Library Reserve Fund	67,415	67,921	68,430
Murray Elliott Reserve Fund	68,576	69,090	69,608
Totals	\$ 24,761,789	\$ 36,831,053	\$ 44,566,179
Deferred Revenue- Obligatory Res.Fund			
Federal Gas Tax	\$ 4,712,433	\$ 3,322,264	\$ 2,661,327
Totals	\$ 4,712,433	\$ 3,322,264	\$ 2,661,327



TO: Chair and Members of the Finance & Facilities Committee

FROM: Chris Mackie, Medical Officer of Health and Michael Clarke, Interim CEO

DATE: 2021 February 11

2021 PROPOSED BUDGET

Recommendation

It is recommended that the Finance & Facilities Committee make a recommendation to the Board of Health to:

- 1) Approve the 2021 Proposed Budget in the gross amount of \$42,657,163 as appended to Report No. 04-21FFC re: "2021 Proposed Budget";*
- 2) Forward Report No. 04-21FFC to the City of London and the County of Middlesex for information; and*
- 3) Direct staff to submit the 2021 Proposed Budget in the various formats required by the different funding agencies.*

Key Points

- The 2021 Budget was developed according to the approved allocation from the Ministry of Health (MoH) on the Mandatory Program funding.
- The budget also includes other known or potential funding sources from the Public Health Agency of Canada (PHAC), Ministry of Children, Community & Social Services (MCCSS – 100%), and other sources of revenue.
- The overall 2021 Proposed Budget as presented in [Appendix A](#) is increasing by \$7,348,148 or 20.81%.
- Data presented in this report and appendices is limited compared to previous years due to pandemic response. Additional data will be provided prior to or at the FFC meeting on February 11.

Background

The 2021 Proposed Budget provides an overview of the work of the Middlesex-London Health Unit and outlines the programs and services that are delivered to the community. The Proposed Budget is designed to enhance the Board's understanding of how funding supports the programs and interventions that are delivered to meet the Ontario Public Health Standards: Requirements for Programs, Services and Accountability, 2018. Typically, the Budget is presented as part of a fulsome Annual Service Plan (ASP); however, due to COVID-19, to date, the full ASP reporting requirements have not been provided by the Ministry of Health (MoH) to Health Units, including MLHU. In the absence of that direction, a high-level summary ASP report has been prepared for the 2021 budget. The 2020 ASP, which may serve as a useful reference as a baseline for incremental changes, is available [here](#).

2021 Proposed Board of Health Budget

Included in the proposed budget are COVID-19 projected costs for 2021, specific to the ongoing work of the Case and Contact Management and Outbreak and Facilities Management teams. The MoH is requesting that Health Units continue to take all necessary measures to respond to COVID-19, giving assurances that there will be a process to request reimbursement of COVID-19 extraordinary costs incurred in 2021. This request from the MoH includes the roll-out of the COVID-19 Vaccine Program of which projected costs are currently unknown and are therefore not included in this budget. The COVID-19 Vaccine Program costs will be reported separately at a later date.

To accommodate inflationary pressures on salaries and wages and to address cost increases in connection with the relocation to new facilities at Citi Plaza, the 2021 proposed budget includes PBMA proposed disinvestments as well as investments that were approved by the Finance & Facilities Committee at the November 5, 2020 meeting (Report No. 027-20FFC). A summary of the proposed 2021 Board of Health Budget, including the PBMA proposals, is contained in [Appendix A](#).

The overall 2021 Proposed Budget as presented in Appendix A is increasing by \$7,348,148 or 20.81%. Components of this increase are as follows:

Source of Funding	Amount
Ministry of Health & Long-Term Care (Cost-Shared)	\$ (549,898)
The City of London	30,727
The County of Middlesex	5,853
Ministry of Health & Long-Term Care - mitigation funding	1,361,300
Ministry of Health & Long-Term Care (100%) - COVID-19	7,274,786
Ministry of Health & Long-Term Care (100%- Senior Dental)	(700,000)
City of London - CLIF Tobacco Enforcement	136,714
Public Health Agency of Canada	(5,898)
Public Health - Ontario	(3,564)
User Fees	(138,520)
Other Offset Revenue	(63,352)
Net Change to Funding	\$ 7,348,148

MoH base funding is projected to be lower by \$ 549,898 than budgeted in 2020 as the ministry has provided a reduced allocation amount for 2020 and has signaled that these levels will continue into 2021.

The City of London contribution is expected to be higher by \$ 30,727 than was budgeted in 2020, however, despite the \$ 6,704,565 that was budgeted from the City for 2020, the actual funding required was at the reduced 2019 levels of \$ 6,095,059 due to a one-time provincial grant. City staff have indicated to the Health Unit that thus far, City Council has approved \$ 6,095,059 for the Health Unit.

The County of Middlesex contribution is expected to be higher by \$ 5,853 than was budgeted in 2020, however, despite the \$ 1,277,057 that was budgeted from the County for 2020, the actual funding required was at the 2019 levels of \$ 1,160,961 due to a one-time provincial grant.

MoH is providing mitigation funding for 2021 in the amount \$ 1,361,300 included in Schedule "A" in attached [Appendix B](#).

COVID-19 funding requirement from the MoH is projected at \$7,274,786 to continue efforts to contain the pandemic. As noted above, this does not include vaccine-related costs.

Funding for the Senior Dental mobile clinic is being reduced from the 2021 budget as the mobile clinic is not being pursued by MLHU.

The City of London is providing temporary funding of \$303,560 to support local cannabis enforcement and education from the Cannabis Legalization Implementation Fund, an increase of \$136,714 from prior year's budget.

Expected funding from both, the Public Health Agency of Canada and Public Health Ontario are slightly lower for 2021 in relation to the 2020 budget.

User Fees and Other Offset Revenues are expected to be lower compared to prior year's budget due to ongoing pandemic efforts.

2021 Annual Service Plan

The 2021 Annual Service Plan (ASP) summary provides planning & budgeting information for the programs delivered by MLHU. The ASP allows the Board to make informed resource allocation decisions and ensure that programs address local public health issues, the Ontario Public Health Standards and other relevant program mandates.

Planning and budget information is organized by program, which are a grouping of public health interventions related to a disease, topic, population/age, or other relevant characteristics. The associated interventions are intended to achieve the desired short, intermediate and long-term program outcomes.

To develop the 2021 ASP summary, all MLHU staff [Full Time Equivalent (FTE), salary, wages, and benefits] were allocated from teams to the programs that they deliver. While redeployments continue across the organization to support COVID-19 work, program budgets were created based on PBMA decisions and assumptions that typical programmatic activity will resume and need to be supported accordingly. Careful tracking of redeployed employees is conducted by MLHU to ensure COVID-19-related costs are captured and submitted to the MoH for reimbursement. All other program expenses were allocated from team budgets to the relevant program budgets based on FTE allocations.

Conclusion

The 2021 proposed budget is \$42,657,163 which represents an increase of \$7,348,148 or 20.81% from the 2020 budget, exclusive of vaccine campaign costs.

This report was prepared by the Healthy Organization Division.



Dr. Chris Mackie, MD, MHSc, CCFP, FRCPC
Medical Officer of Health



Dr. Michael Clarke
Interim CEO