



## **AGENDA**

### **MIDDLESEX COUNTY COUNCIL 2021 BUDGET MEETING**

THE MEETING WILL BE AVAILABLE AS FOLLOWS AT 10:00 A.M. ON TUESDAY, March 9, 2021

<https://www.youtube.com/channel/UCSIRBMaSUbravUhLTjSKc9A>

- 1. CALL TO ORDER AND WARDEN'S REMARKS**
- 2. PROVISION FOR DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**
- 3. 2021 BUDGET POWER POINT PRESENTATION**  
[3 - CC Budget - March 9 - 2021 Budget Presentation](#)
  - Presentation by Cindy Howard, General Manager of Finance and Community Services
- 4. 2021 BUDGET**
  - a) 2021 Budget Summary  
[4 a - CC Budget - March 9 - 2021 Budget Summary](#)
  - b) 2021 Budget Committee Recommendations  
[4 b - CC Budget - March 9 - 2021 Budget Committee Recommendations](#)
  - c) Administration  
[4 c - CC Budget - March 9 - Administration Budget](#)
  - d) Planning and Woodlots  
[4 d - CC Budget - March 9 - Planning and Woodlots Budget](#)
  - e) Economic Development  
[4 e - CC Budget - March 9 - Economic Development Budget](#)
  - f) Information Technology Services  
[4 f - CC Budget - March 9 - Information Technology Services Budget](#)

- g) Social Services  
[4 g - CC Budget - March 9 - Social Services Budget](#)
- h) Transportation  
[4 h - CC Budget - March 9 - Transportation Budget](#)
- i) Strathmere Lodge  
[4 i - CC Budget - March 9 - Strathmere Lodge Budget](#)
- j) Middlesex-London Emergency Medical Services  
[4 j - CC Budget - March 9 - Land Ambulance Budget](#)
- k) Middlesex County Library Board  
[4 k - CC Budget - March 9 - Library Budget](#)
- l) Reserve - Tax Rate Stabilization  
[4 l - CC Budget - March 9 - Tax Rate Stabilization](#)
- m) OMPF (Ontario Municipal Partnership Fund)  
[4 m - CC Budget - March 9 - 2021 OMPF](#)
- n) Reserves and Reserve Funds  
[4 n - CC Budget - March 9 - 2021 Reserves and Reserve Funds](#)
- o) Middlesex-London Health Unit  
[4 o - CC Budget - March 9 - 2021 MLHU Budget](#)

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

That the 2021 Estimates be approved (as amended) and that the necessary by-laws be presented to Middlesex County Council at the March 23, 2021 meeting

## 5. ADJOURNMENT

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

That the meeting adjourn at p.m.

Accessible formats and communication supports are available upon request. Please contact Kathy Bunting, County Clerk to make a request. [kbunting@middlesex.ca](mailto:kbunting@middlesex.ca)





# 2021 Budget Agenda

- Welcome to Middlesex County
- Definitions
- COVID-19
- Budget Process
- Budget Committee Recommendations
- 2021 Middlesex County Budget
  - Summary
  - Budget Drivers
  - Departmental Budgets (Operating and Capital)
- Reserves and Reserve Funds



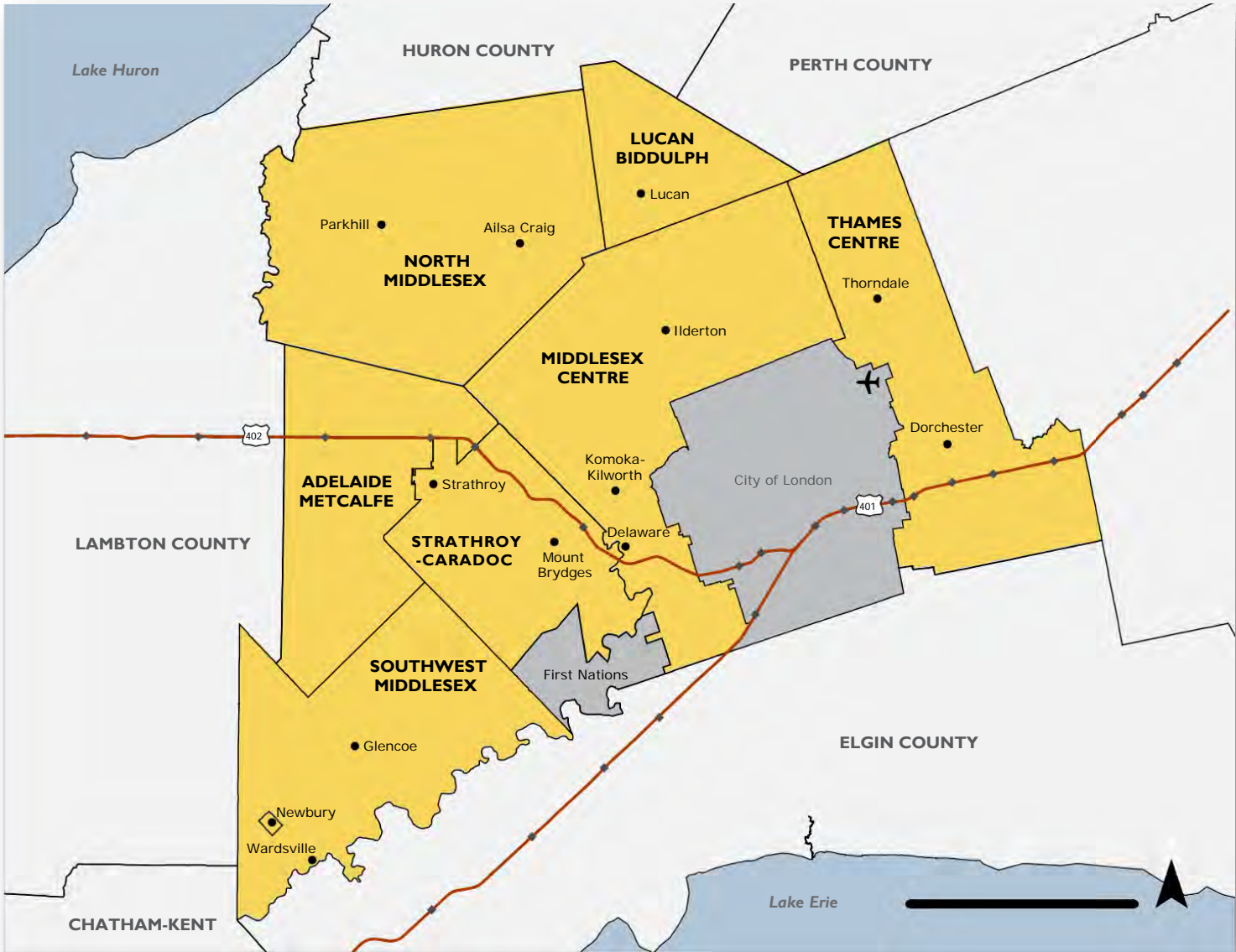


A photograph of the Middlesex County Building, a large, multi-story stone structure with a castle-like appearance. The building features several towers with crenellated roofs and numerous arched windows. The facade is covered in ivy, particularly on the lower levels. The building is framed by trees with vibrant autumn foliage in shades of orange, red, and yellow. A sign on the building reads "MIDDLESEX COUNTY BUILDING".

# Welcome to Middlesex County

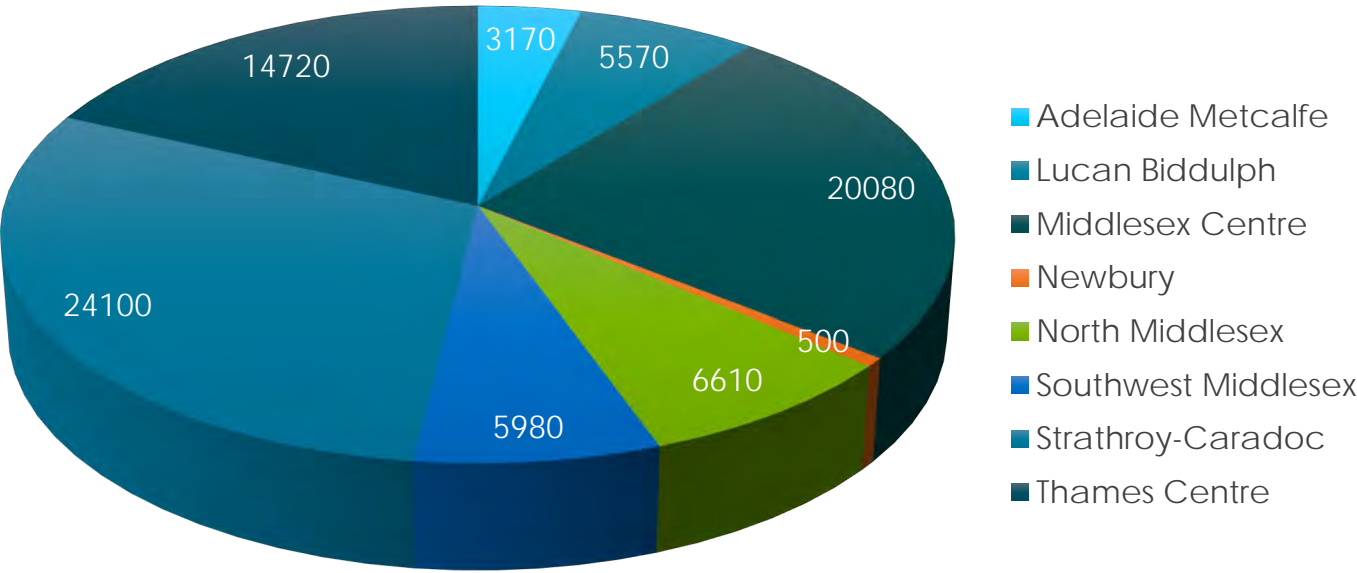


# County Map

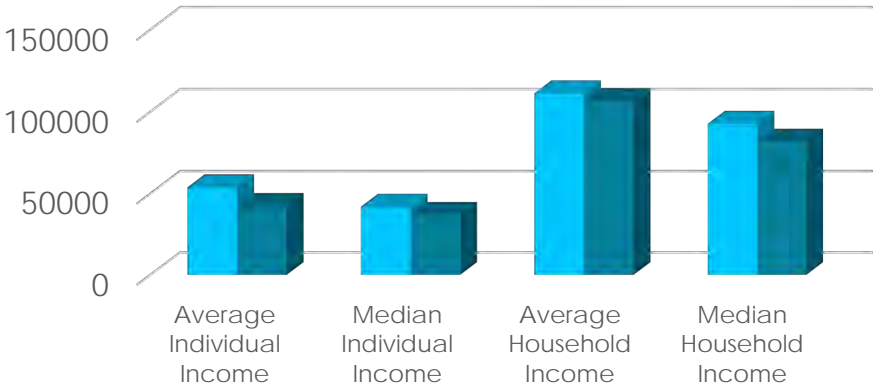


# Demographics

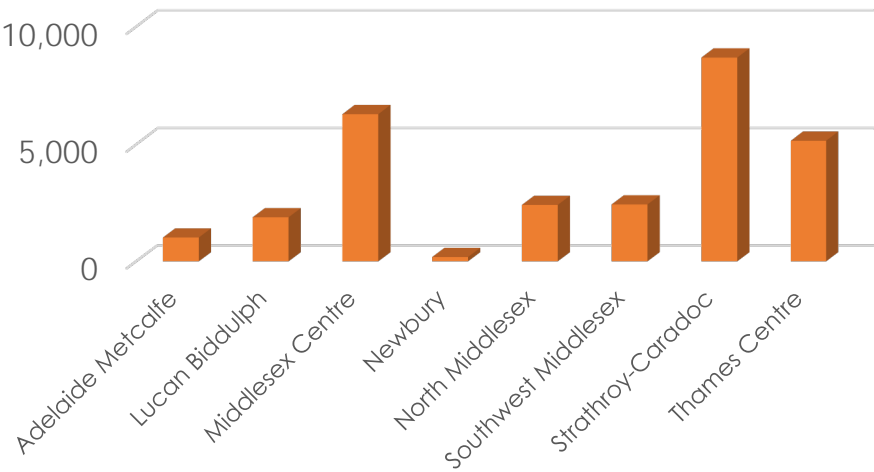
Population (2021)



Income (2019)

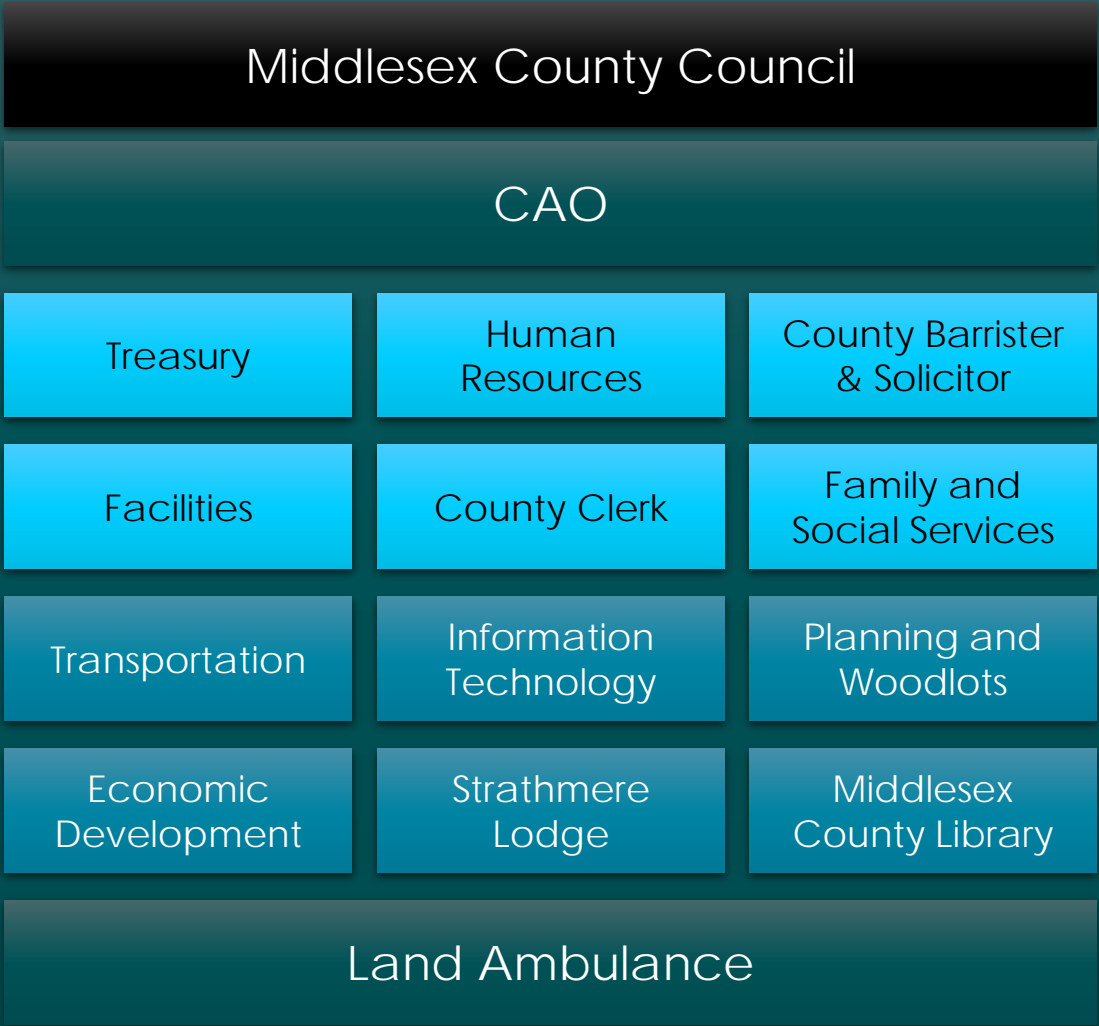


Home Ownership (2017)





# Organizational Chart





# Definitions



# Definitions



## Levy

A levy increase is an increase in the amount of money that the municipality requires from the community’s tax payers in a given year

## Tax Rate

A tax rate increase is impacted by the growth in assessment.

Assessment growth does not always relate to new development that is available to share the cost associated with funding the levy

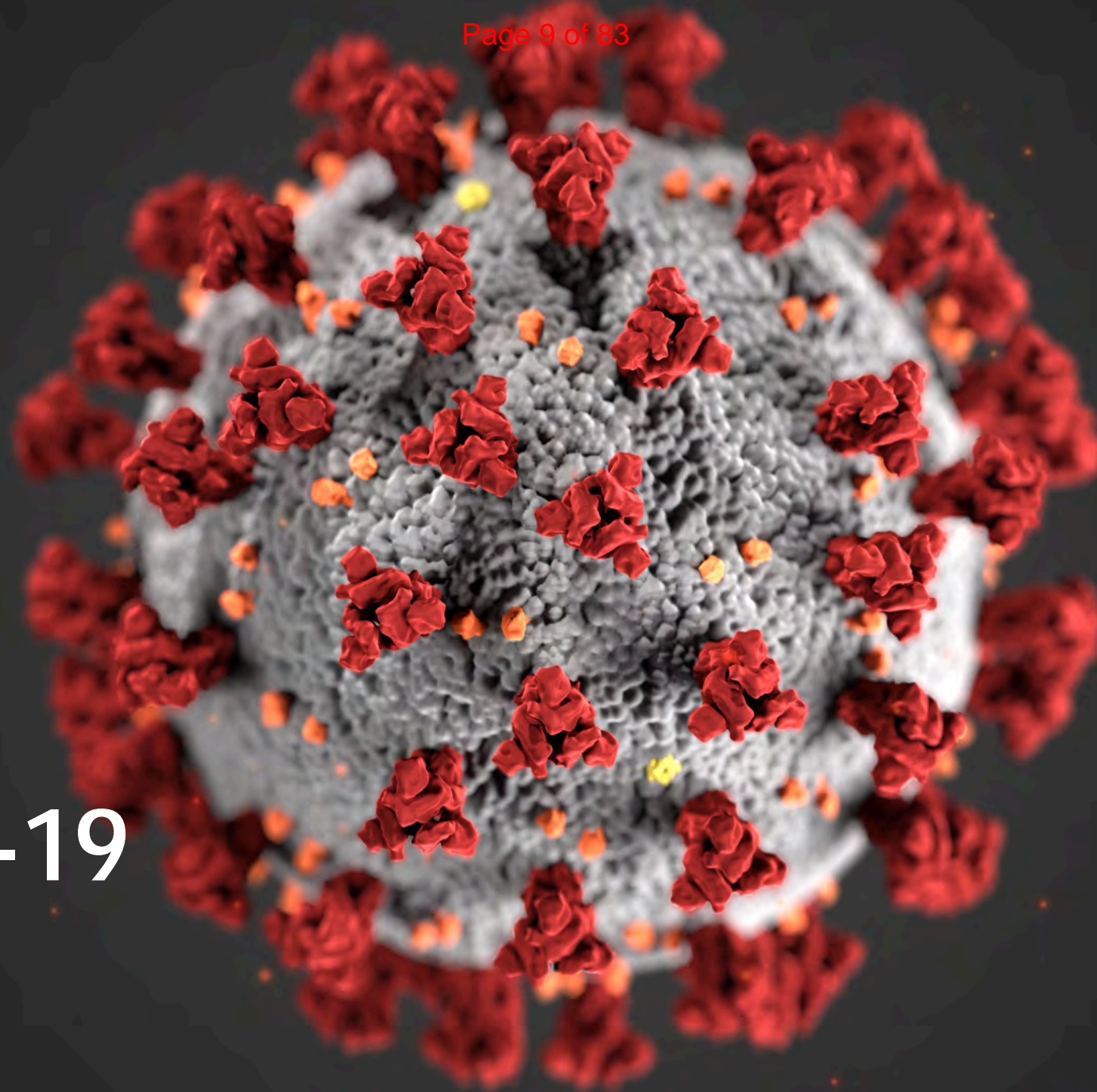
## Real Growth

Real growth is an estimate provided by Municipal Property Assessment Corporation (MPAC) of the new construction and development in the community that is available to help pay the cost of the levy.

## Reassessment Growth

In 2016 a reassessment of all properties in Ontario took place. Any increased assessment will be phased in over four years (2017-2020), any decrease in assessment is allocated in the first year (2017).

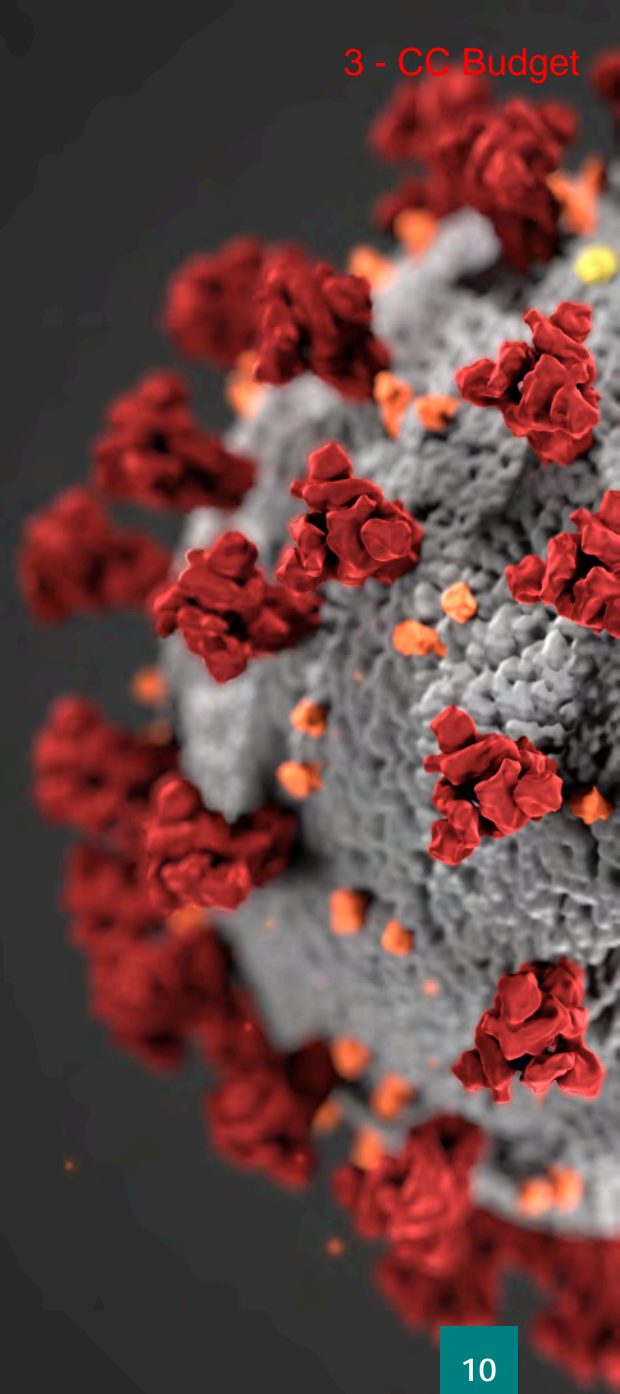




# COVID-19

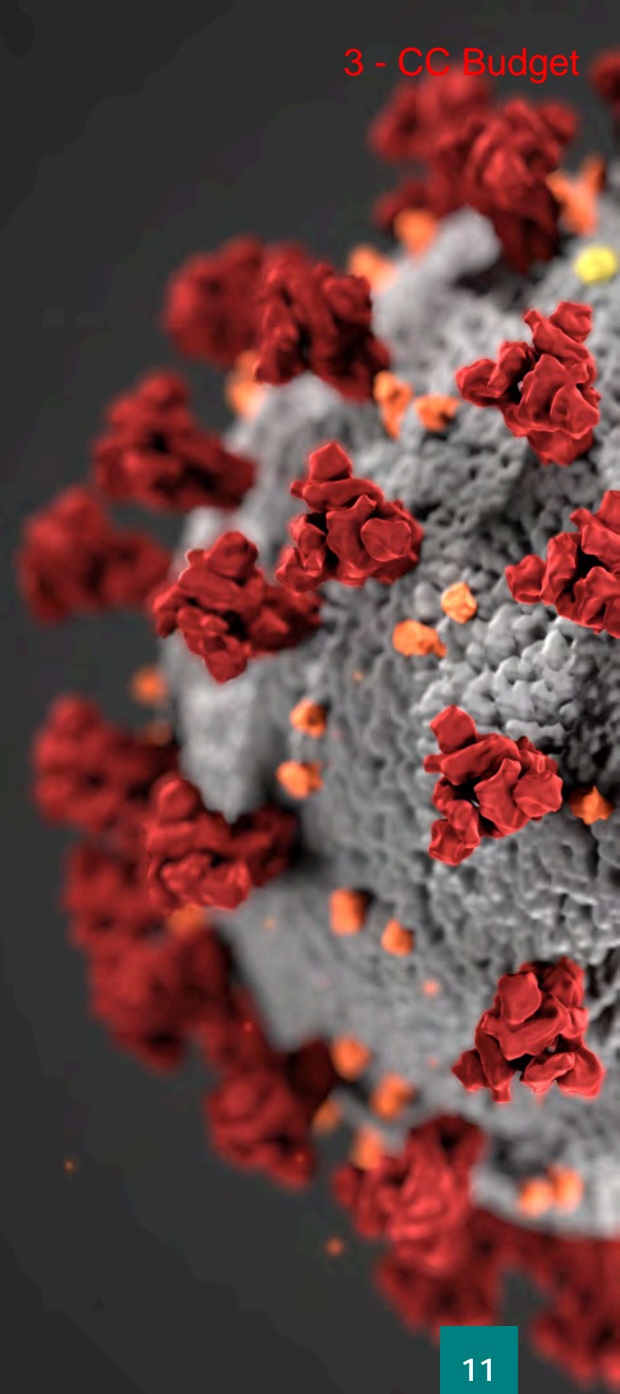
# COVID-19 (2020)

- On March 12, 2020, the World Health Organization declared COVID-19 a global pandemic. Effective March 17, 2020 the Province of Ontario enacted the declaration of emergency in response to the COVID-19 global outbreak. The County of Middlesex declared an emergency on March 17, 2020 following the lead of the Province
- Operations across all County departments were impacted by the pandemic in 2020 and measures were taken early to mitigate impacts on the budget
- The County incurred cost pressures and revenue losses as a result of COVID-19



# COVID-19 Funding

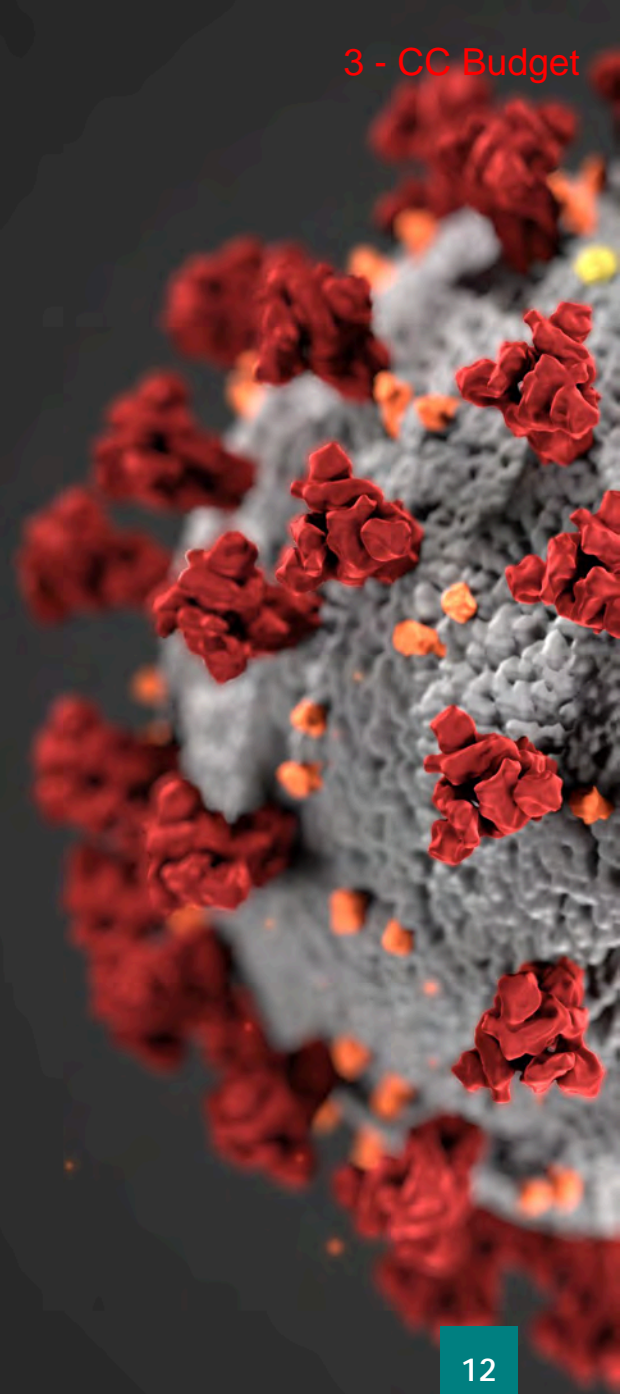
- Funding Announcements from Upper Levels of Government for COVID (\$7.98M)
  - Safe Restart
  - Ministry of Long-Term Care
  - Ministry of Health
  - Ministry of Municipal Affairs and Housing
  - Ministry of Education





# COVID-19 Funding

- Funding in some situations had to be spent in 2020, reconciliations were required and funds clawed back as required (For example: Land Ambulance and Long Term Care)
- Funding such as Safe Restart Funding will require reporting back to the Provincial Government and funds not used in the year are to be put into a reserve account to support COVID-19 costs and pressures
- Funding for Social Service Relief Fund (SSRF) has to be spent by March 2021
- Additional funding may still be issued in 2021:
  - Long Term Care and Land Ambulance
  - On March 4, 2021, County received additional 2021 COVID-19 Recovery Funding from Ministry of Municipal Affairs and Housing (\$760,371)



# COVID-19 Funding

## 2020 and 2021 Funding

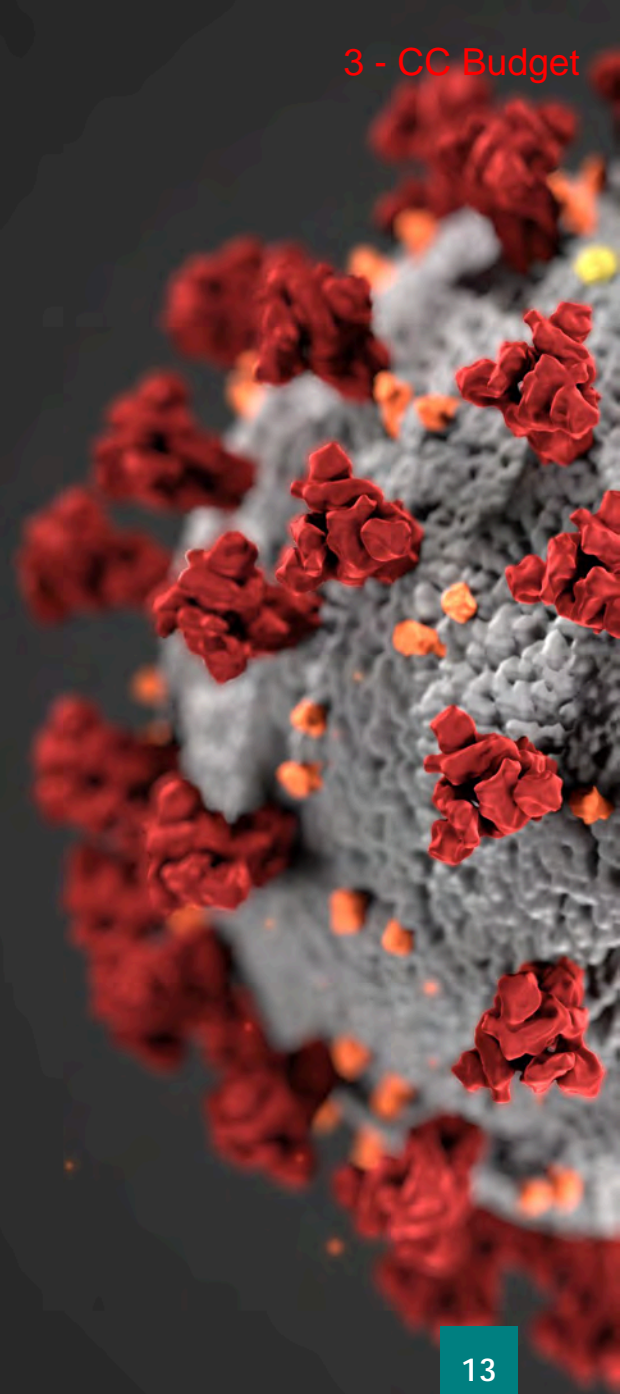
Two reports are due back on Provincial COVID-19 operating impacts:

### 1) Interim Report in June 2021

- Use of funds provided last year under the Safe Restart Agreement – Operating funding stream
- 2021 estimated COVID-19 operating impacts and plans to use the funding under the 2021 program

### 2) A final report back in Spring 2022

- Finance will be providing a COVID-19 funding update at a future Council Meeting





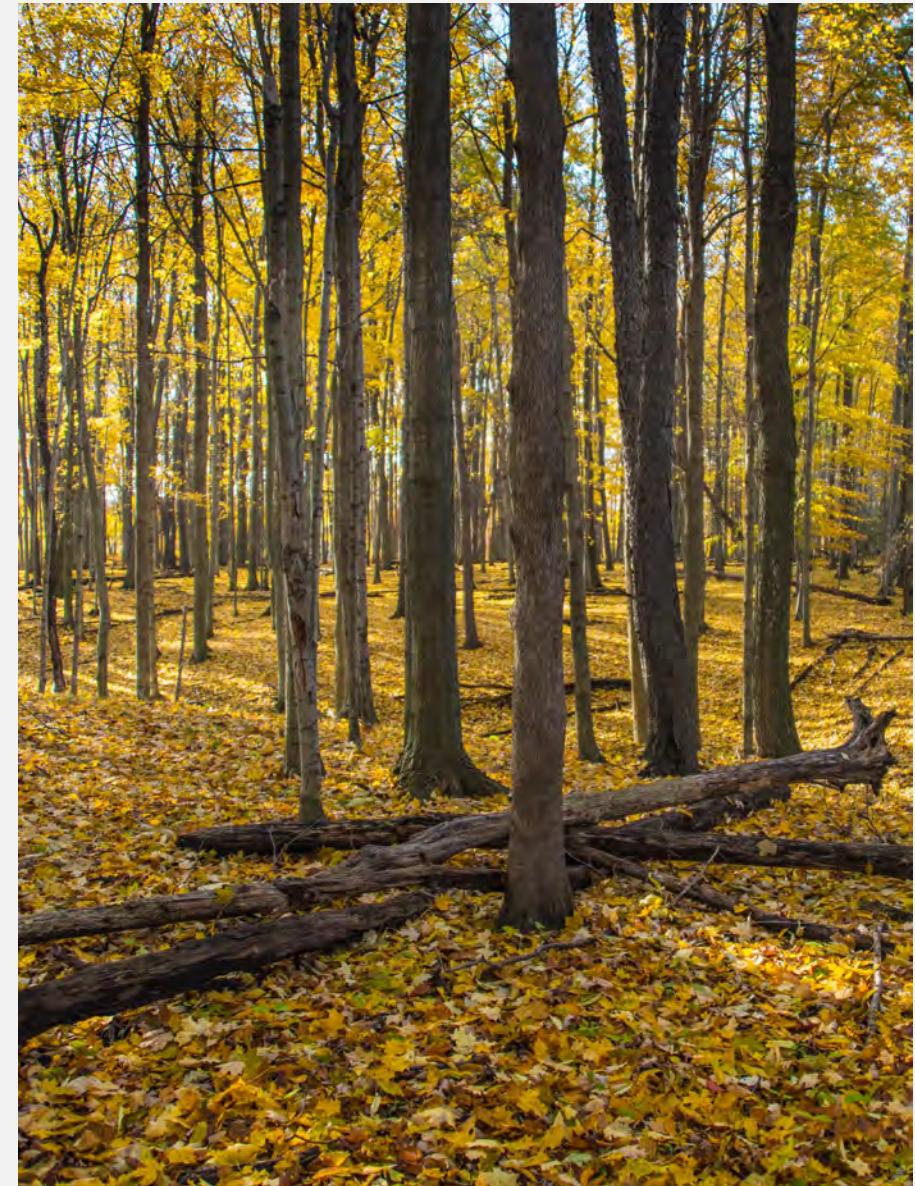
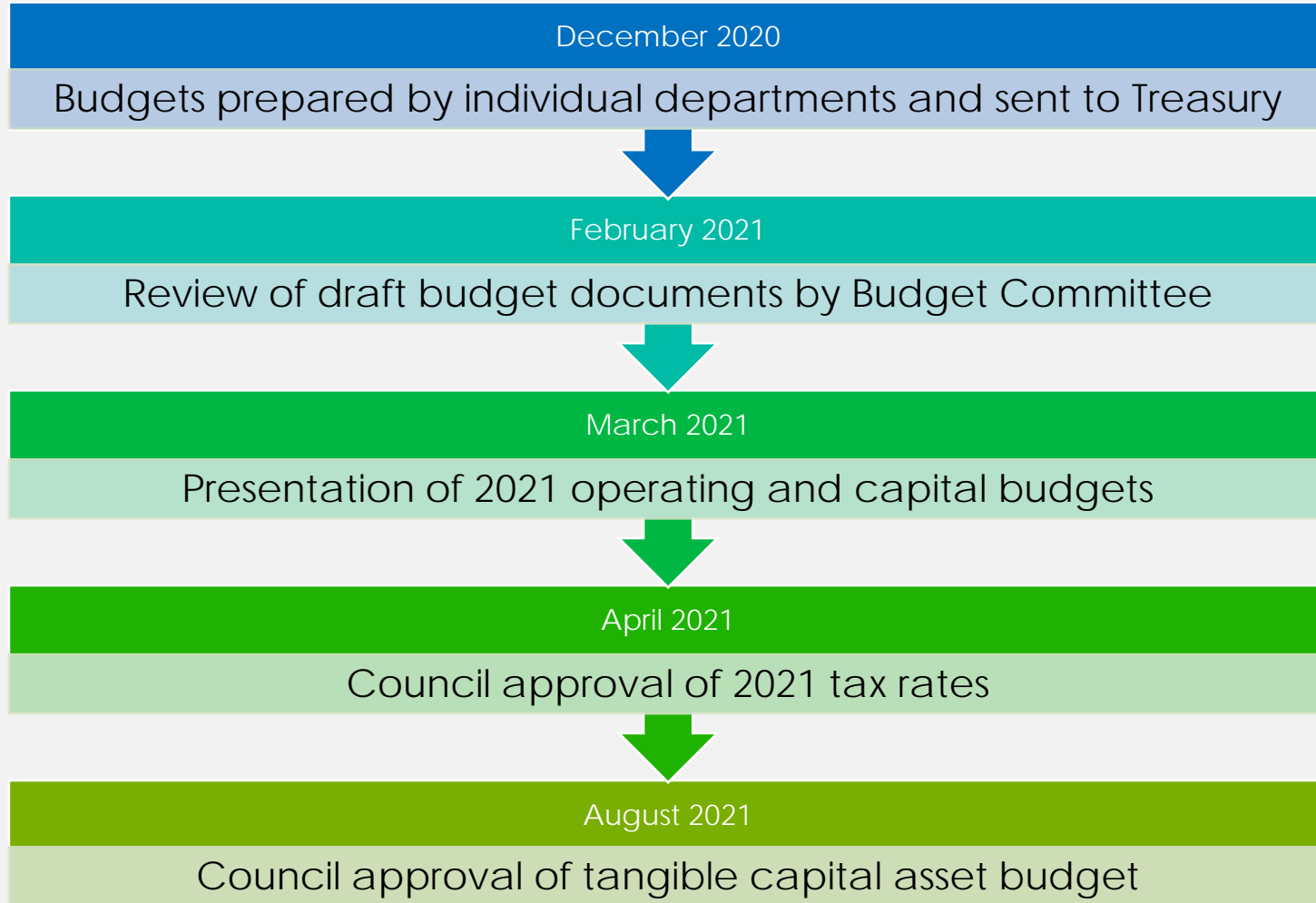


# The Budget Process

Highlights and Context



# The Budget Timeline





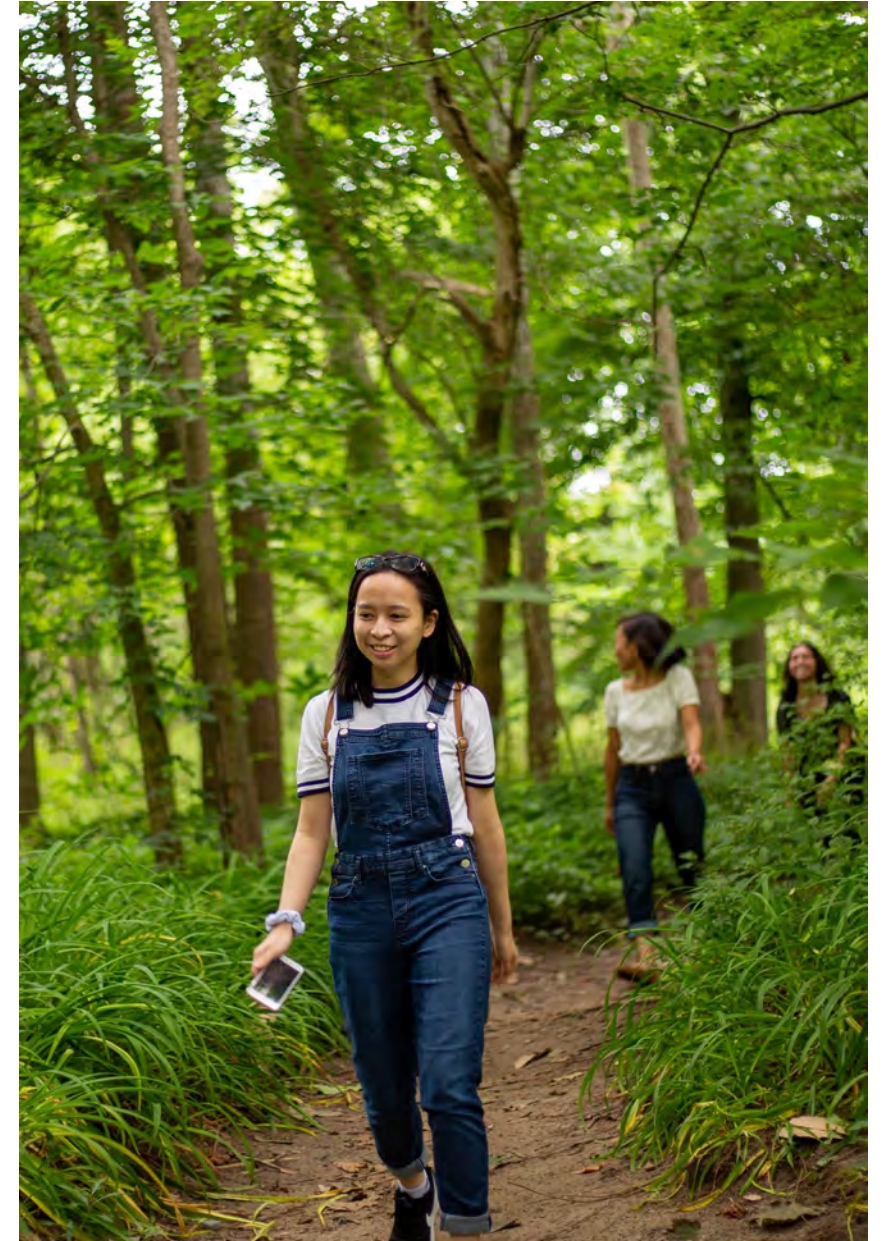
# Budget Committee

- The budget committee was established by County Council to review in detail the departmental budgets and develop an overall budget philosophy
- Budget Committee Members:
  - Warden **Cathy Burghardt-Jesson**, Chair
  - Councillor **Kurtis Smith**
  - Councillor **Aina DeViet**
  - Councillor **Brian Ropp**



# Budgeting Philosophy

- Eliminate non-essential budget increases
- Examine current expenditures to determine whether they remain relevant in 2021
- Eliminate expenditures that are not consistent with council policies
- Continue to fund the PSAB process





# Key 2021 Proposed Budget Investments

- Implementation of Middlesex County Cycling Strategy
- Bridge funding to reflect findings of bridge study
- 64.5 lane km scheduled for reconstruction/rehab
- Work to begin on Glendon Drive roundabout
- Funding of additional 26 centre line km of roads assumed from local municipalities
- Addition of 3 new 12 hour ambulances
- Additional County resources in order to execute the Economic Development Strategic Plan objectives
- Radio-frequency identification (RFID) project to enhance and streamline library inventory control
- ITS Strategic Plan Development
- Building access control system replacement at Strathmere Lodge

# History and Context



## Assumptions

Consistent with previous years, assumptions used by staff to build the 2021 budget remain subject to change because Provincial Ministries have not confirmed 2021 funding levels (Land Ambulance, Long Term Care -Case Mix Index (CMI)).

## Prior Decisions

- Budget includes prior decisions of Council and Strategic Plans:
- Council Strategic Plan
  - Library service review recommendations and Strategic Plan
  - Economic Development Strategic Plan
  - Transportation 5 Year County Roads Capital Plan 2021-2025

## MPAC

The Ontario Government has indicated that property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.

This means your property assessment for the 2021 property tax year will be the same as the 2020 tax year, unless there have been changes to your property.

## OMPF

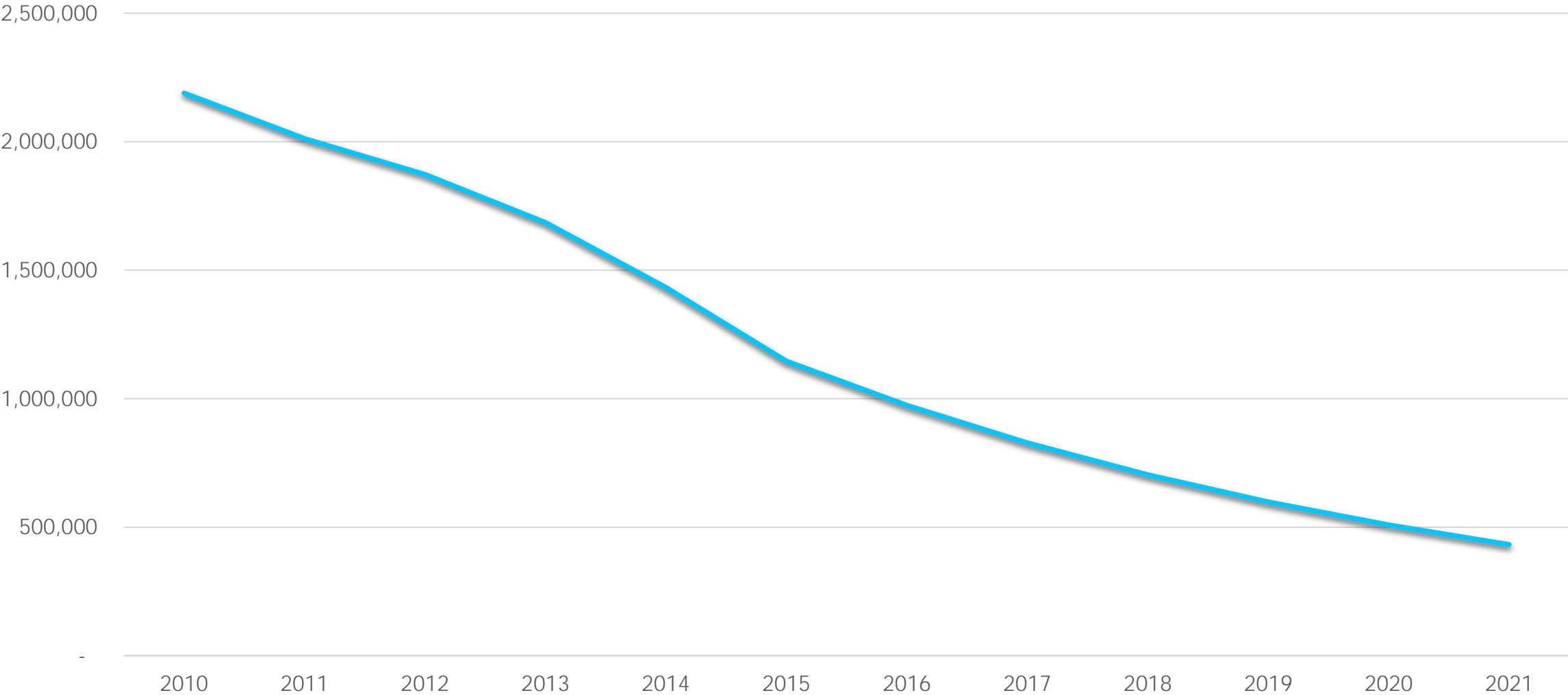
2021 (\$432,400) amount is lower than 2020.

The Allocations for Middlesex County continue to decline each year.

These reduced allocations put additional pressure on local taxpayers through the levy.



# OMPF Reductions Since 2010



# Budget Committee Recommendations



## 1. Administration (Reduction of \$97,384)

- Remove the procurement (purchasing) position in Administration
- Consider this position as part of the Modernization discussion



# Budget Committee Recommendations



## 2. Economic Development (Reduction of \$45,000)

- Membership in Southern Ontario Marketing Alliance (SOMA) removed from budget
- Budget Committee recommended that SOMA attend a future County Council Meeting to discuss the benefits of being part of SOMA in the future

# Budget Committee Recommendations



## 3. Transportation (Winter Maintenance Surplus - \$494,532)

- 50% of the winter maintenance 2020 surplus applied to the 2021 budget. 50% to be applied to Winter Maintenance Reserve
- This direction was one time only



# Budget Committee Recommendations



## 4. Library (\$355,000)

- \$355,000 to be funded from the One Time Modernization Provincial Funding (Library budget approved by the Library Board included this amount funded by 2020 surplus)
- The Library Budget has not been impacted (Amount of 2020 surplus has been revised)
- Portion of the 2020 Library surplus to be applied to 2021 County budget
- This direction is a one time direction

# Budget Committee Recommendations



## 5. Tax Rate Stabilization (withdrawal of \$1,420,450 from reserve)

- In 2021 the Budget Committee is recommending that the Tax Rate Stabilization reserve be used to limit the Tax Rate increase to be 1.7%
- The rationale to limit the amount used from the reserve was based on potential future funding pressures
- Past practice has been to apply the budget surplus to tax rate stabilization (2020 preliminary actual surplus is \$1.6 million)



# 2021 Middlesex County Budget

Operating and Capital



# 2021 Budget Drivers

The proposed 2021 Operating and Capital Budgets are attached for Council's Consideration.

- 2021 Net Taxation Requirement = \$45,975,942
- 2021 Tax Rate Increase = 1.7%\*

\* Assuming no change to tax policy

- Increase to Residential taxes

Per \$100,000

\$6.65





# 2021 Budget Drivers

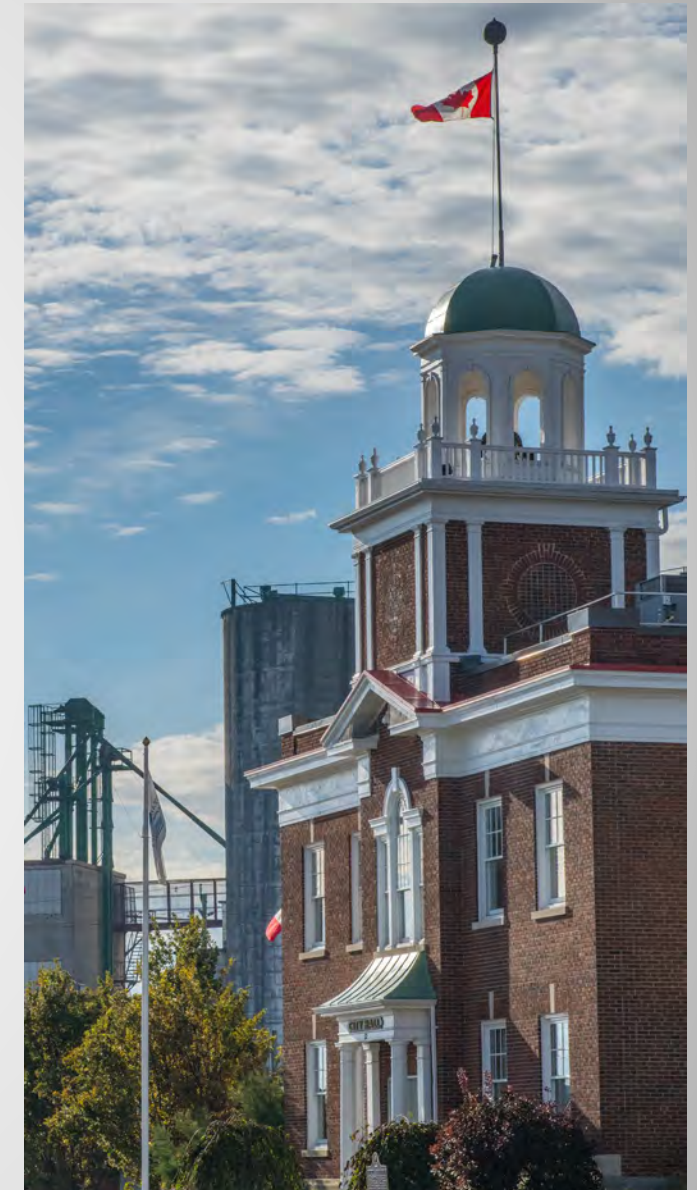
- Insurance Costs have been updated to reflect expected increases in premiums upon renewal in July 2021. This increase to premiums is being experienced across municipalities
- Budgets include the union collective agreement impacts including grid and benefit increases
- Non-union annual increase of 1.7% and grid and benefit increases
- One-time salary adjustments for job evaluation
- Inflationary increases (Average CPI rate over 2020 was 0.7% (Statistics Canada))





# 2021 Budget Drivers

Description	Amount
Transportation (Road Projects including Cycling Strategy)	\$2,250,000
Transportation Bridge Capital	\$250,000
Land Ambulance	\$500,732
Social Housing	\$364,104
Economic Development 2 Staff Positions (mid-year)	\$100,546
Reduction in OMPF Funding	\$76,200
<b>TOTAL</b>	<b>\$3,541,582</b>





# Future Budget Impacts

- Social Housing Increases until 2023 based on City of London Multi-Year Budget
- Transportation 5 Year County Roads Capital Plan 2021-2025
- Provincial Downloading Impacts (reduction in Provincial Funding)
  - Public Health Services
  - Social Services
    - Child Care
    - Ontario Works





# Budget Recap

## COUNTY OF MIDDLESEX 2021 BUDGET

### AGENDA

### COMMITTEE / BOARD

### COMMITTEE OF THE WHOLE

Administration  
Planning and Woodlots  
Economic Development  
Information Technology  
Social Services  
Transportation  
Strathmere Lodge  
Strathmere Lodge - Debenture

### MLEMS AUTHORITY

Land Ambulance

### LIBRARY BOARD

Library

### HEALTH UNIT

### RESERVES

Transfer from Res. - Tax Rate  
Transfer to Res. - Working Capital  
ONT. MUN. PARTNERSHIP FUND  
Surplus - Winter Maintenance  
COVID-19  
Surplus - Library

Total before growth

Growth and Reassessment Impact

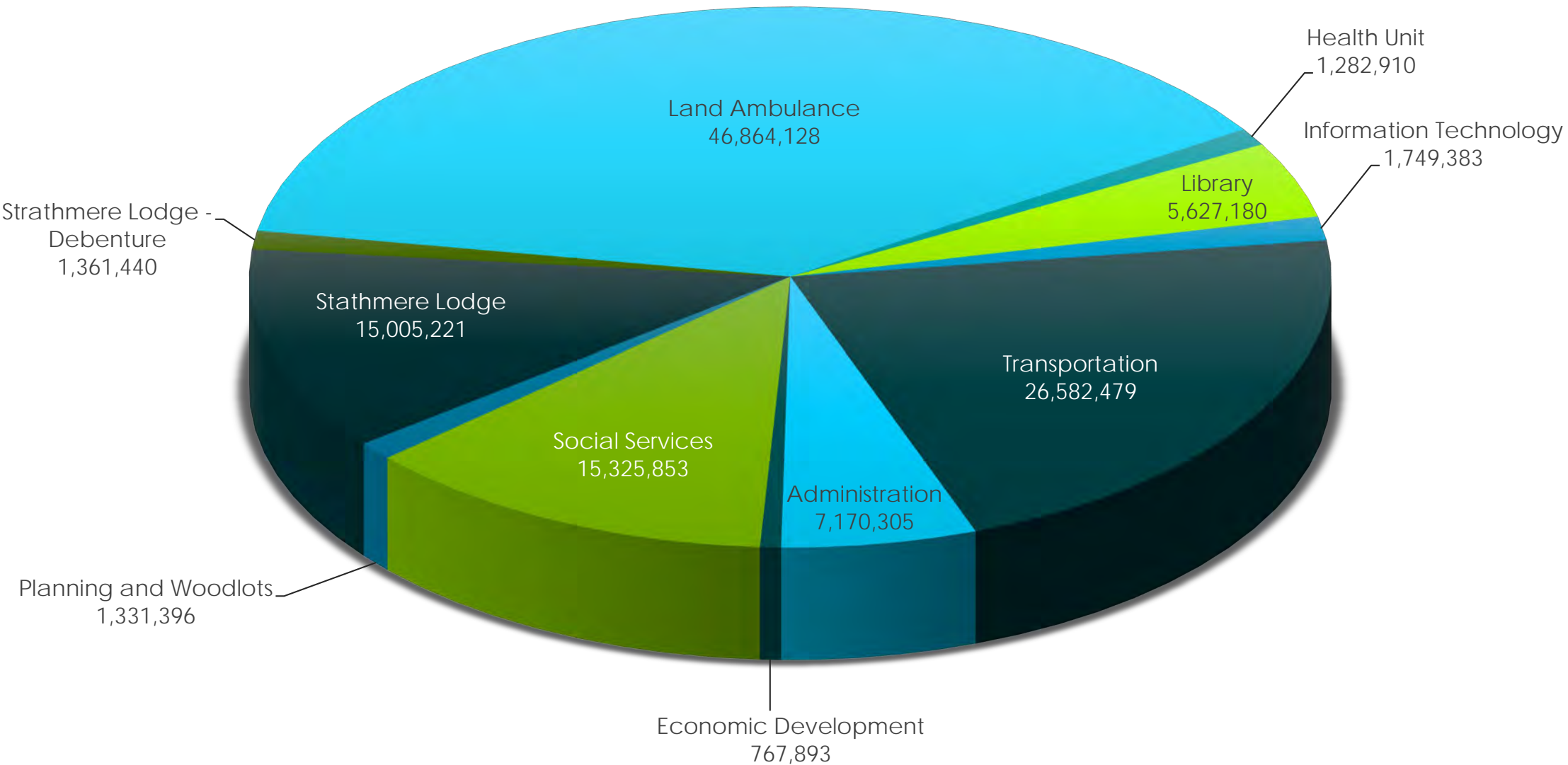
### TOTAL

### Summary

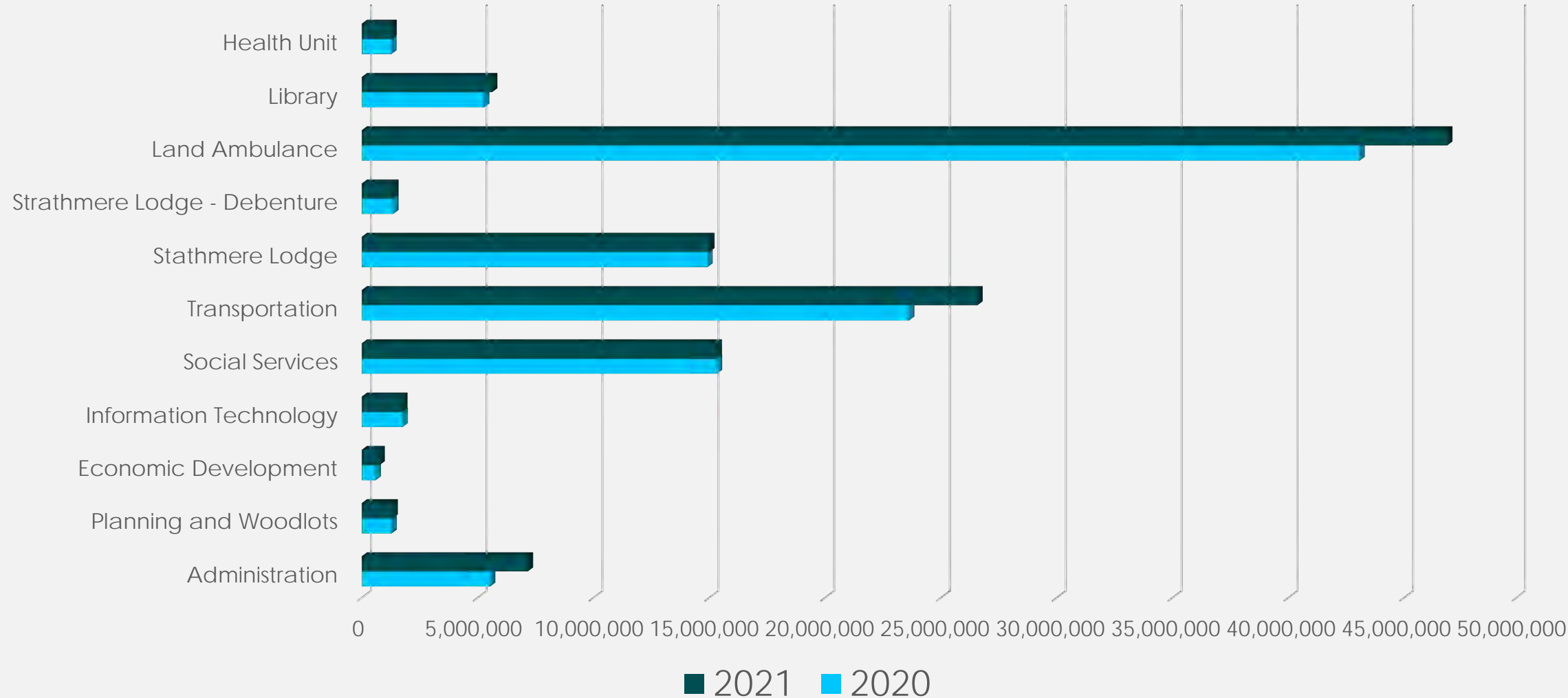
TOTAL EXPENDITURES BUDGET			OPERATING BUDGET EXPENDITURES			CAPITAL/CAPITAL RESERVE BUDGET EXPENDITURES			NET TAXATION REQUIREMENT			
2020	2021	%	2020	2021	%	2020	2021	%	2020	2021	\$ Change	%
\$ 5,539,423	\$ 7,170,305	29.4	\$ 5,506,523	\$ 6,142,505	11.5	\$ 32,900	\$ 1,027,800	3,024.0	\$ 3,246,748	\$ 3,339,989	\$ 93,241	2.9
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
599,209	767,893	28.2	599,209	767,893	28.2	-	-	0.0	552,876	687,876	135,000	24.4
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)
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
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
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
1,361,440	1,361,440	0.0	1,361,440	1,361,440	0.0	-	-	0.0	757,000	757,000	-	0.0
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
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)
1,277,057	1,282,910	0.5	1,277,057	1,282,910	0.5	-	-	0.0	1,277,057	1,282,910	5,853	0.5
									(151,452)	(1,420,450)	(1,268,998)	(837.9)
									(508,600)	(432,400)	76,200	15.0
										(494,532)	(494,532)	
										(60,052)	(60,052)	
										(665,000)	(665,000)	
\$ 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
									577,050	-	-	
\$ 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



# Total Expenditures by Department



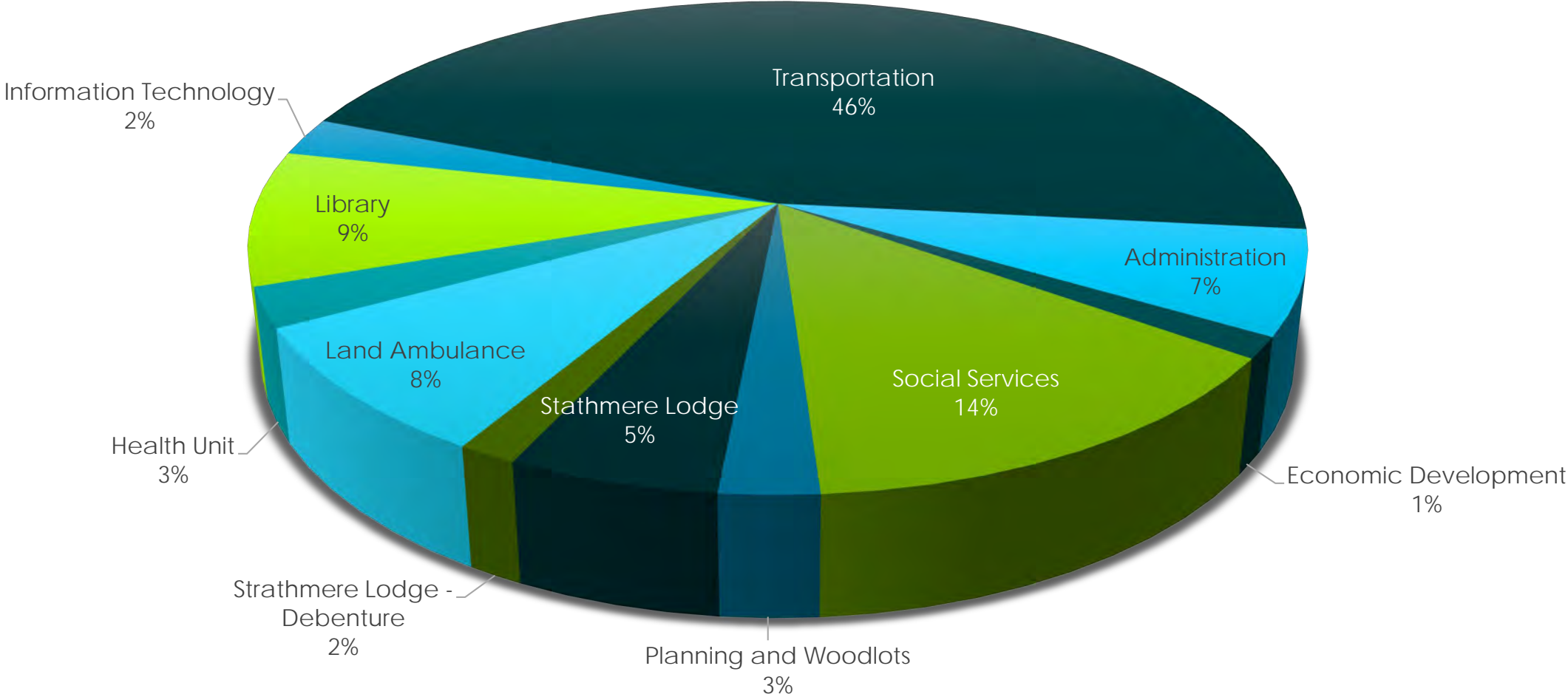
# Total Expenditures by Department



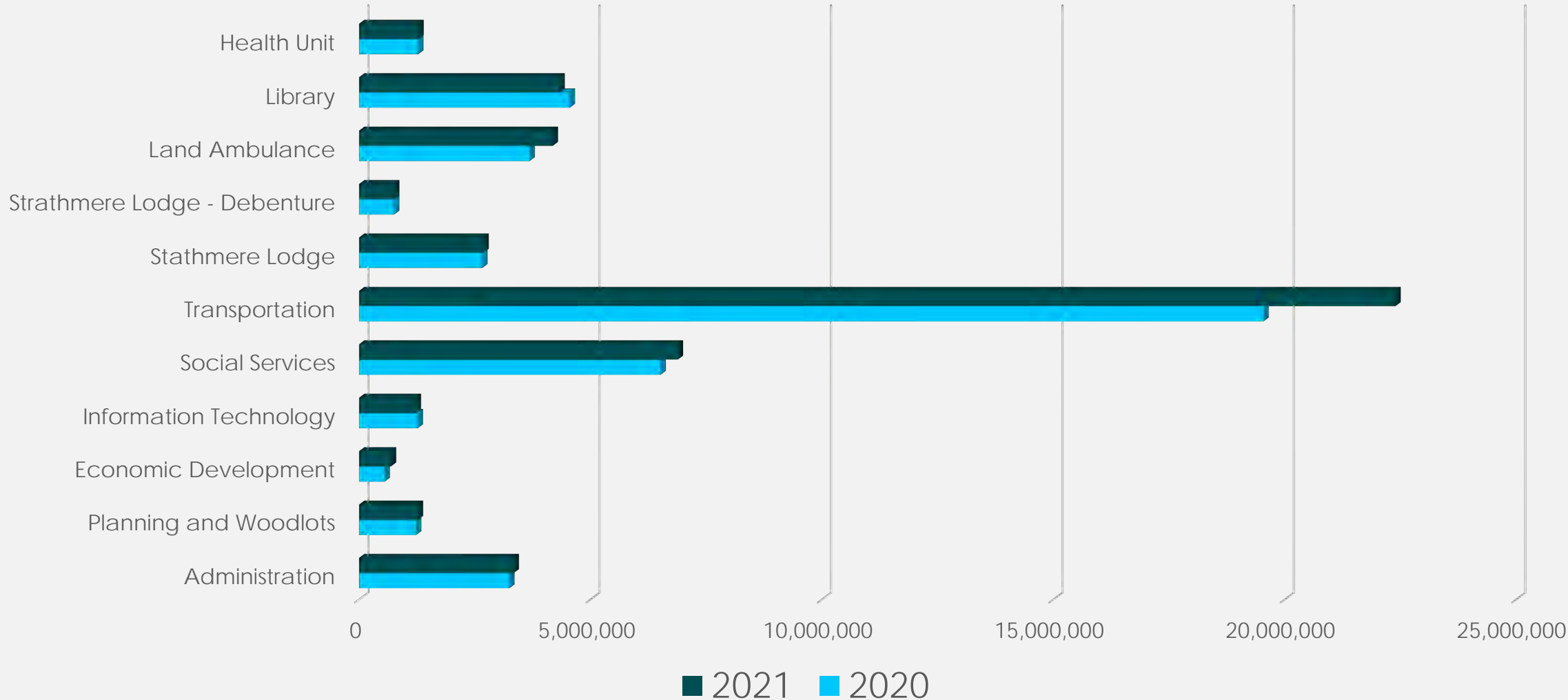


# Net Taxation Requirement by Department

2021



# Net Taxation Requirements by Department





# 2021 Capital Budget Summary



Department	Capital Budget
Administration	\$1,027,800
Information Technology Services	\$150,000
Social Services	\$15,100
Transportation	\$16,508,665
Strathmere Lodge	\$303,160
Land Ambulance	\$2,383,191
Library	\$709,650
Total	\$21,097,566

# Departmental Budgets

2021 Budget Committee





# Administration Department Overview

The administration budget includes:

- Governance
- Office of the CAO
- County Clerk's Office
- Human Resources
- Treasury Department
- Legal Department
- Facilities
- Community Transportation





# Administration Department Highlights

- Launch of Community Transportation program
- Community Safety and Well Being Strategy underway
- Human Resources implemented Working from Home Policy
- Payroll review as part of Provincial Modernization completed
- Management support provided to Adelaide Metcalfe
- Sale of County properties
- Demonstrating leadership by drafting high quality electronic meeting procedures for *Municipal Act* Council meetings, *Planning Act* public meetings, and *Drainage Act* hearings





# Administration – 2.9% Increase

## 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$5,539,423	\$7,170,305	\$3,246,748	\$3,339,989

- Revenue includes \$400,000 that was part of the Use of Proceeds allocation.
- 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.
- Community Transportation included in budget





# Administration

## 2021 Capital Budget Highlights

Description	2021 Budget
Transfer to Capital	\$27,800
Building	\$1,000,000
<b>Total</b>	<b>\$1,027,800</b>

- New facility development of \$1 million has been added as a capital expense





# Planning and Woodlots Department Overview

**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.

**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 function largely as municipal staff.

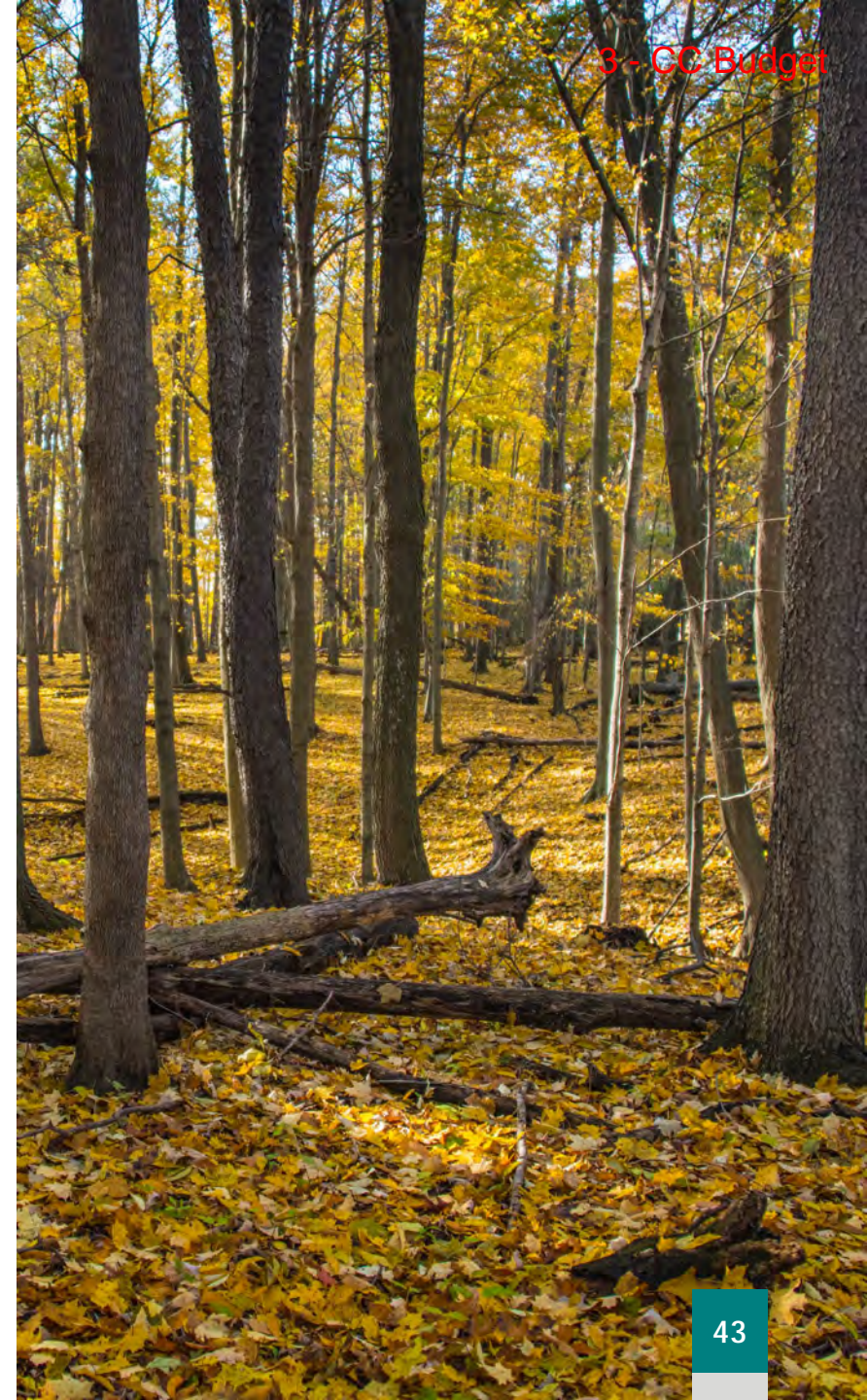
**Mapping and GIS** - The Department provides Geographic Information Services (GIS) for the County and aspects of GIS services for local municipalities and emergency services. This includes joint purchasing, the sharing of standardized data, centralized storage and access to web-based applications.

**Woodlands** - The Department manages the County-owned Forest, administers the Woodlands Conservation By-law and administers the County and local municipal responsibilities under the Weed Control Act.

**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 function largely as municipal staff.

# Planning and Woodlots Highlights

- Completion of County Official Plan background reports including 'Provincial Change' and 'Population and Housing Forecasts'
- Development across the County and across all types of applications increased
- Provincial suspension of certain planning timelines



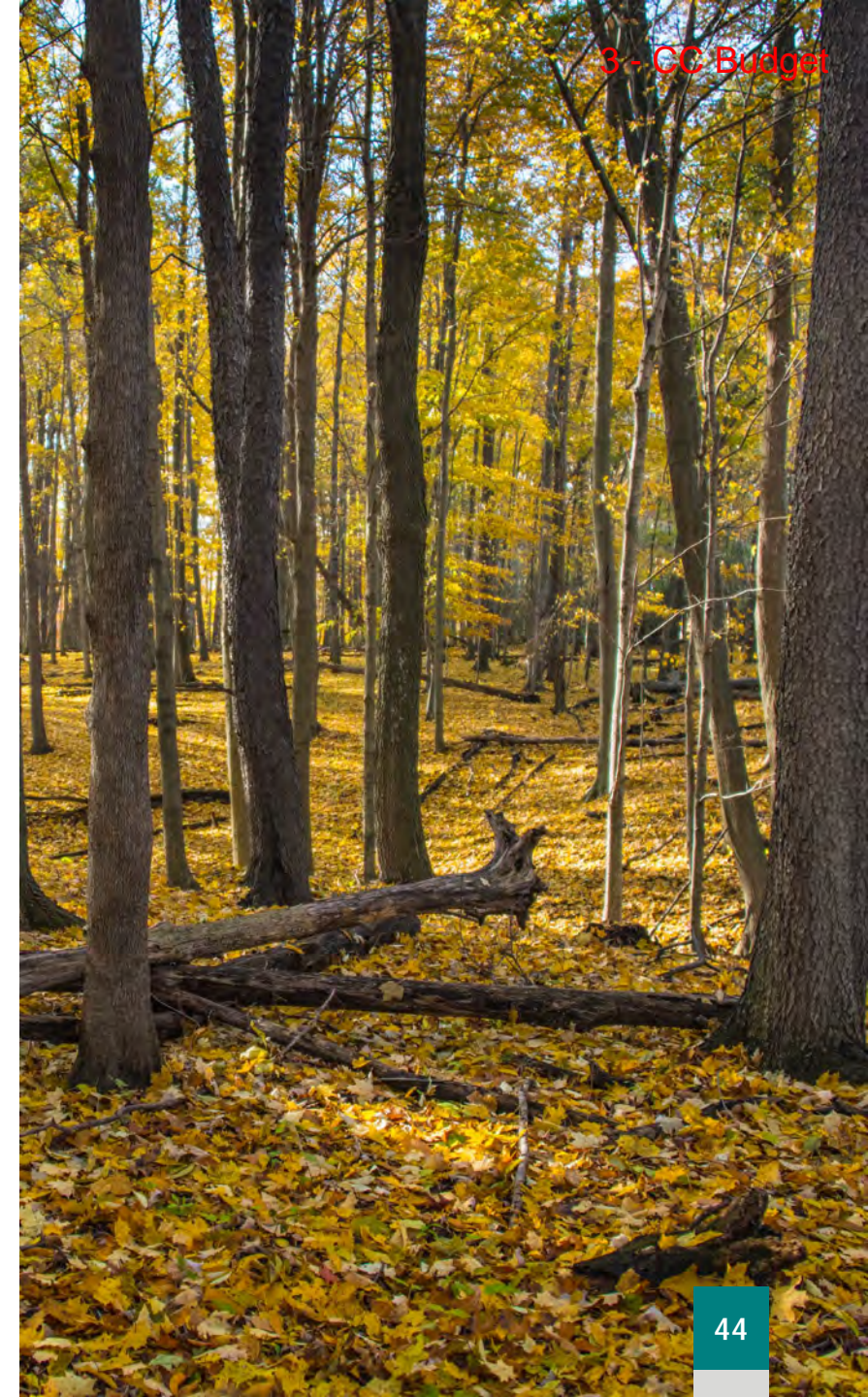


# Planning – 3.1% Increase

## 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$1,283,381	\$1,331,396	\$1,232,381	\$1,270,396

- Maintains current staff and service levels
- The budget includes \$30,000 for the Clean Water Project drawn from funds realized from Woodlands By-law prosecutions
- Special Project funding 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



# Economic Development Department Overview

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

- Research and Information Management
- Marketing and Communications
- Business Retention
- Investment Attraction





# Economic Development Department Highlights

## COVID Supports

- Economic Resiliency Task Force
- Website and Resource Kit
- #MiddlesexStrong Campaign

## Tourism Development

- Product development including mapping & culinary guide; experiential tourism
- Successful administration of Tourism Relief and Recovery Fund (tripling the Tourism budget for 2020)
- Acquisition of Tourism Adaptation Fund – Middlesex County prioritized along with Windsor-Essex; London; Sarnia-Lambton

## Economic Development

- CIP development/re-development in five lower-tier municipalities
- Very successful business retention; investment attraction and sector partnerships (ie. Agriculture)
- Development of 2021-2025 Economic Development Strategic Plan

## Workforce Development

- Acquisition and successful implementation of funding from OMAFRA for 2020 Action Plan (doubling the Workforce Strategy budget for 2020)
- Work in Middlesex campaigns; Job Fairs; Youth Employment Videos

# Economic Development

## 24.4% Increase

## 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$599,209	\$767,893	\$552,876	\$687,876

- 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
- The 2021 budget places emphasis on Business Retention and new Investment Attraction in the wake of COVID-19.
- Several grants have been confirmed and will be awarded to the Economic Development Department in 2021.
- 2 new staff positions:
  - Economic Development Officer
  - Tourism Marketing Coordinator





# Information Technology (ITS) Department Overview

Information Technology Services (ITS) is responsible for the planning, management and support of the County's information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, service desk, data services, mobility, messaging and, information security ("Traditional IT Services")

ITS is also responsible for the provision of efficient and effective IT Shared Services for six of eight local municipalities in the County



# Information Technology Highlights

- Response to COVID-19
  - The pandemic caused a major shift in the way business was conducted across the County
  - The ITS Department had to react extremely quickly to the work-from-home requirements to deploy equipment while maintaining the required cyber security controls
  - Shift to virtual council meetings at Middlesex and all supported local municipalities
  - Deployment and support of virtual meeting platforms (Zoom, Microsoft Teams, WebEx etc.)
  - Supporting home network setups
  - COVID-19 ITS resource impact
    - 815 Tickets
    - 385 Hours





# ITS – 3.4% Decrease 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$1,766,225	\$1,749,383	\$1,267,815	\$1,225,282

## Recoveries and Other Revenues

- Increase to Land Ambulance recoveries to better align their resource impacts on IT Services including IT staff at EMS HQ location
- Increased revenues from local municipalities to reflect their growing IT service requirements as a result of SOW process (local impact)

## Operating and Network Expenditures

- Travel and Office Supplies decreased due to COVID-19
- Internet Connectivity decreased slightly due to combining data centre connections
- Disaster Recovery and Business Continuity Program
- Increased due to additional licenses required for ITS staff
- Slight increase to yearly licensing and subscription fees
- Reduced costs associated to Datacentre Hosting – City of London



# Information Technology 2021 Capital

Description	2021 Budget
Computer Hardware (HRP)	\$10,500
Computer Hardware (New)	\$5,000
Software Licensing	\$8,000
Cyber Security – Internal Scan	\$10,000
ITS Strategic Plan	\$40,000
Transfer to PSAB	\$76,500
<b>Total</b>	<b>\$150,000</b>





# Social Services Department Overview

## Ontario Works and Discretionary Benefits

- Provides temporary financial assistance
- Assists in becoming employed and achieving self-reliance
- Income assistance includes allowances for basic needs and shelter.
- Employment supports are available to assist individuals find and retain employment

## Children's Services

Includes the provision of

- General Operating Grants
- Fee Subsidies
- One-Time Grants
- Special Needs Resourcing
- Capacity Building
- Wage Enhancement Grants
- Home Child Care Enhancement Grants



# Social Services Department Overview

## Social Housing and Homeless Prevention

- Social Housing:

- The public housing stock within the County is owned and delivered by the London and Middlesex Community Housing (LMCH), as a corporate entity of the City of London

- Homeless Prevention:

- Provide supports to residents who are homeless or at risk of homelessness
- Provincial Community Homelessness Prevention Initiative (CHPI)





# Social Services Department Overview

## Homemakers and Nurses Services program

- Governed under the Nurse's and Homemaker's Services Act and Regulations, these services are provided to eligible clients in Middlesex County by ParaMed Home Health Care
- The Homemakers and Nurses Services program provides services, such as light housekeeping, laundry, shopping, and meal preparation to low-income individuals in the community who require assistance with household daily living



# Social Services Department Highlights

- All of our services were seamlessly shifted from in person to online, email or phone supports. Since March 2020 most of our team has been working from home
- Issued additional funds through a Covid-19 related provincial Discretionary Benefits in order to aid clients with PPE and other basic needs
- Social Services Relief Fund (SSRF) – successfully applied for provincial funding. This Covid-19 Homeless Prevention funding is available to assist individuals with supports such as: rental/utility arrears, emergency motel stays, grocery cards, transportation and capital upgrade/retrofits requests. Funding has to be spent by March 31, 2021





# Social Services Department Highlights

- Six of our Licensed Child Care Centres opened their doors to support the need for Emergency Child Care in December 2020 and January 2021. Supporting over 77 School Aged Children
- New Licensed Child Care Centres and Spaces opened
  - **Angels Daycare (Thorndale, Komoka, Arva)**
  - **Kids Ko Childcare Centre (Komoka)**
- Federal Child Care Safe Restart Funding in the amount of \$587,999.84 which was issued to our licensed Child Care Centres



# Social Services – 5.7% Increase

## 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$15,335,249	\$15,325,853	\$6,514,694	\$6,887,351

- Social Housing has increased by \$364,104 in 2021
- Ontario Works program costs have decreased by \$210,626 (this budget line is 100% funded by the province) due to a decrease in caseload
- Decrease in Provincial Funding for Ontario Works (Cost of Administration and Employment) per the Cost Apportionment and Agency Agreement with City of London. The Provincial funding was calculated based on the County's share of the total CMSM caseload





# Transportation Department Overview

- Responsible for the maintenance, operation and capital works for over 1,600 lane kilometers of roads and over 250 bridges
- The department operates the fire communication system including the radio repeater system and management of the fire dispatch contract with Strathroy-Caradoc Police Department
- Manage Community Emergency Management activities across the County
- In partnership with the City of London, we provide household special waste disposal for County residents at the City of London landfill



# Transportation Highlights

- Road and bridge construction and maintenance was largely unaffected by COVID-19 as much of the work was considered as essential and needed to continue to maintain our assets and protect the public
- Additional expenditures for Emergency Management due to repeated province wide emergency declarations and maintenance of local and County level emergency status as well as role in vaccination activities in Middlesex County
- Council approve of the 5 year County Roads Capital Plan 2021 to 2025. This plan includes the construction of approximately 166 km of paved shoulders as recommended in the Middlesex County Cycling Strategy
- County Central Operations Centre renovations underway





# Transportation – 14.6% Increase

## 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$23,633,450	\$26,582,479	\$19,542,546	\$22,392,912

- 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
- Federal Gas Tax funding increased to \$2,269,251 for an increase of \$98,633
- 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)



# Transportation 2021 Capital

Description	2021 Budget
Roads	\$11,058,665
Equipment	\$800,000
Facilities	\$150,000
Bridge	\$4,500,000
<b>Total</b>	<b>\$16,508,665</b>





# Transportation

## 2021 Capital

- 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



# Transportation

## 2021 Capital

- 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
- 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





# Strathmere Lodge Overview

- Strathmere Lodge is a 160-bed long term care home (As required of upper-tier municipalities (provincial Municipal Act)).
- The Lodge provides 24-houring nursing care to adults in need:
  - frail elderly
  - adults with neurodegenerative diseases, and
  - adults who have physical and mental developmental delays and disabilities



# Strathmere Lodge Highlights

- Early COVID vaccination for residents
- Virtual Care (using audiovisual technology to minimize external resident appointments)
- Acts of Generosity – Staff meals sponsored by family members / local restaurants
- Positive feedback about efforts to keep residents safe





# Strathmere Lodge – 1% Increase 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$14,924,259	\$15,005,221	\$2,661,606	\$2,688,368

- Budgeted for \$26,762 (1%) increase in the County's contribution amount
- The long term care home sector is very labour intensive. At Strathmere Lodge, wage and benefit costs make up 82% of total operating costs
- Other Expenses have increased by 2.4%, which can largely be attributed to the cost of Supplies



# Strathmere Lodge

## 2021 Capital

Description	2021 Budget
Robocoup Blixer 7QT 2 Speed	\$6,500
Adjustable Dining Tables (2)	\$11,100
Extra Low Beds (10)	\$18,500
Sara Lift	\$6,200
Arjo Ninjo's	\$53,260
PR Resident Home Area Floor	\$40,000
PP LED Lighting Retrofit	\$40,000
Resident Window Panes (14)	\$5,600
Terrace Fencing	\$8,000
40' Steel Storage Container	\$9,000
Access Building Controls	\$100,000
Digital Resident Directory	\$5,000
<b>Total</b>	<b>\$303,160</b>





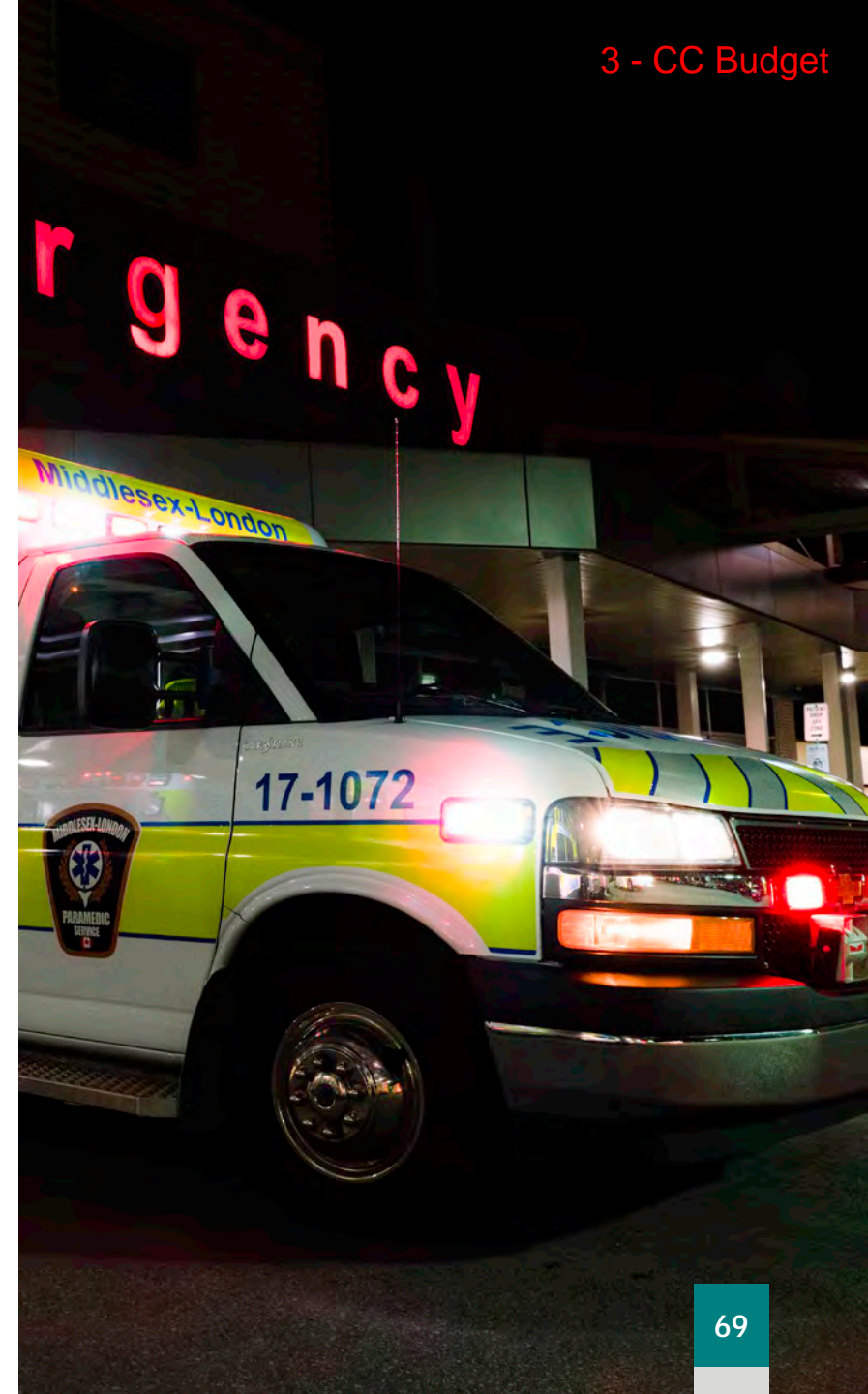
# Strathmere Lodge 2021 Capital

- 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)



# Middlesex-London Paramedic Service (MLPS)

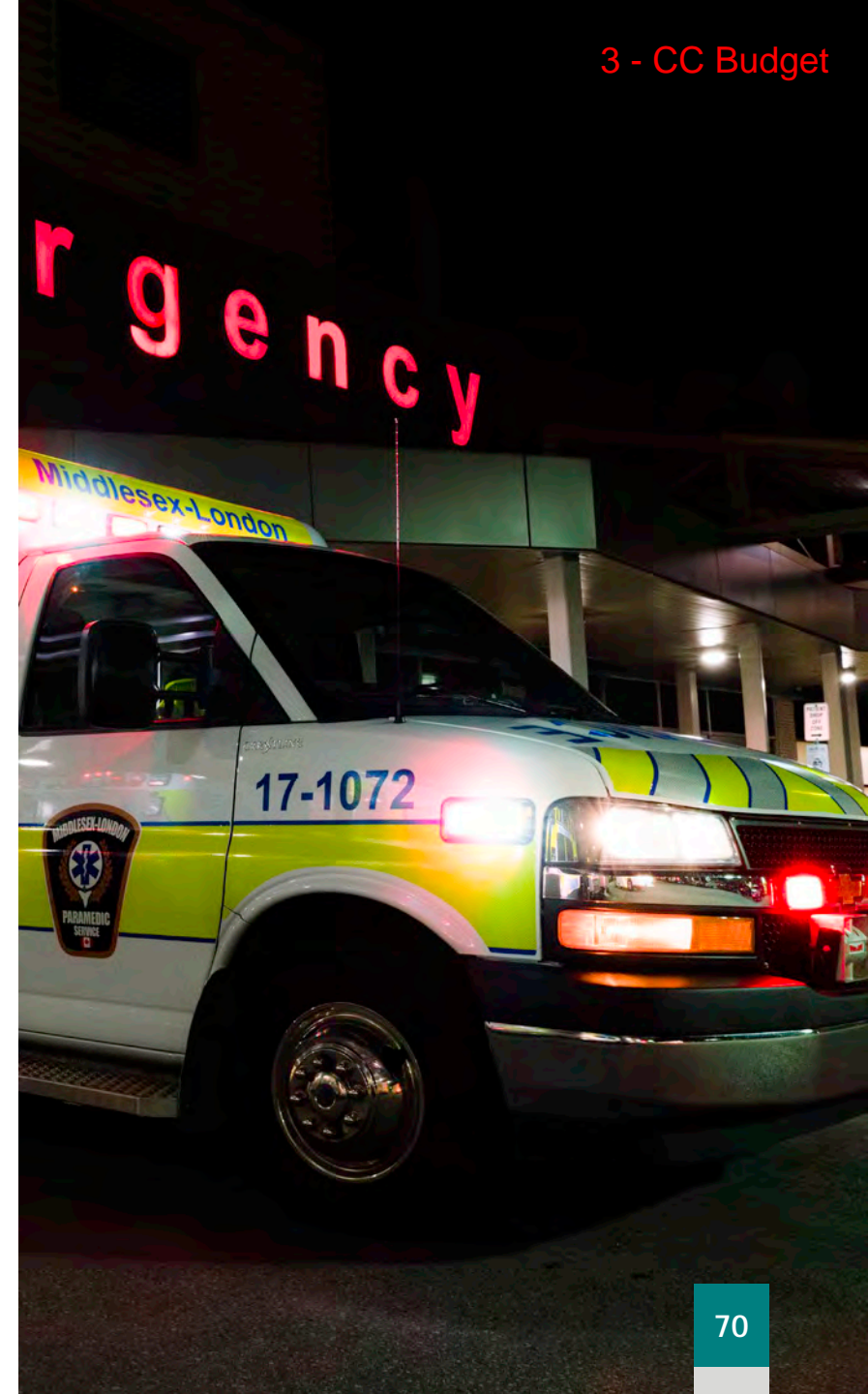
- The direct provider of paramedic services for the County of Middlesex and the City of London
- Delivers an efficient and high quality emergency medical response, patient care and other paramedic services to the population of Middlesex County and London
- Governed by required provincial targets and standards as a minimum service level
- Three outward facing edges include:
  - 911 Response Operations,
  - Community Paramedicine, and
  - Community Education/Public Access Defibrillation Program





# MLPS Highlights

- Over 330 full-time and part-time Paramedics
- 90,590 Calls for Service (codes 1-8) (est. for 2020)
- 28 units on during peak time and 17 units on period of lowest call volume
- Specialized paramedic bus (currently supporting COVID19 operations)



# MLPS – 13.6% Increase 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$43,081,555	\$46,864,128	\$3,683,927	\$4,184,659

- Addition of 3 new 12 hour ambulances to address call demand in London
- Reflects additional costs for payroll and employee benefits to support proposed staffing level increases
- Increases to vehicle operational costs
- Further investment in field training and paramedic education
- Increases to the corporate insurance program





# MLPS

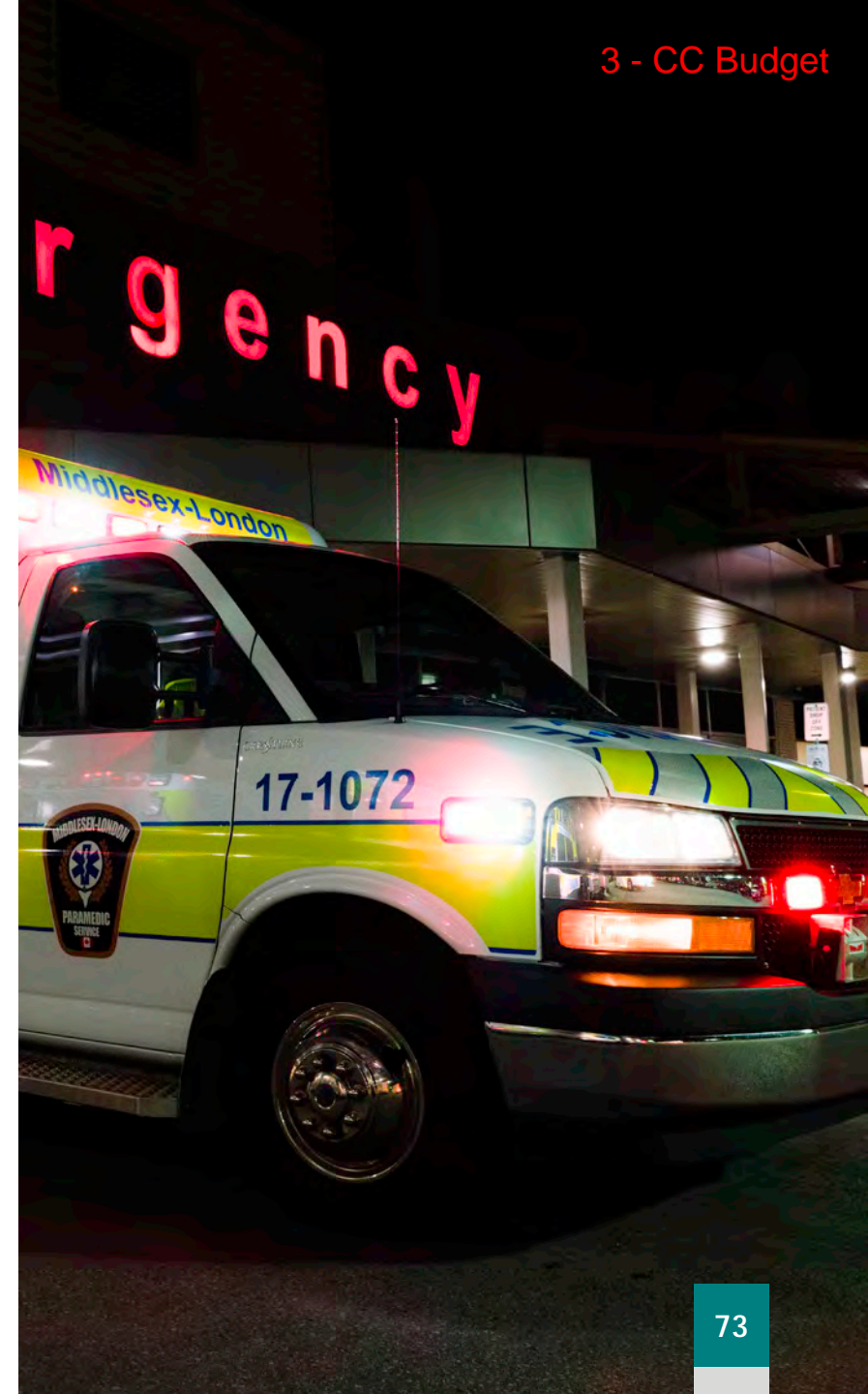
## 2021 Operating Budget Highlights

- Additional training costs for paramedics to meet clinical practice guidelines, health and safety requirements
- Increase in consumable and medical equipment to support call volume increases, supply chain uncertainty and patient care requirements
- Increase costs to support expanding fleet operations
- Increases reflect additional costs for rent and operational support expenditures
- Peer Support Team Training
- Additional resources for paramedic mental health



# MLPS 2021 Capital

- Key capital investments for life cycle replacement of equipment and fleet renewal:
  - Purchase replacement of emergency vehicles
  - Replacement of computer hardware as per life cycle renewal timeline





# Middlesex County Library Overview

Middlesex County Library (15 Branch System) provides a variety of information, research, and recreational programs and services.

These include:

- Access to print and digital collections
- Access to technology – public computers, Wi-Fi, 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 Highlights – COVID-19

- The pandemic impacted every aspect of library services – from facilities, to collections, to programs and services
- **Facilities**
  - limited in-person access by the public, physical distancing of staff, enhanced cleaning requirements
- **Collections**
  - curbside pickup model, quarantine of returns, expanded use of digital collections, move towards self-checkout/self-serve model
- **Programs**
  - transitioning to virtual, connecting with people at home, experimenting with alternatives (outdoor, etc), planning for the return of indoor gatherings
- **Services**
  - adapting existing services to a low-contact/no-contact model, enhanced focus on serving vulnerable populations





# Middlesex County Library Highlights

- Created the 2021-2023 Library Strategic Plan
- New Dedicated EarlyON Child & Family Centre space in Ilderton
- New Community Navigator Position & Services



# County Library – 4.9% Decrease 2021 Budget Highlights

2020 Total Expenditures	2021 Total Expenditures	2020 Net Taxation Requirement	2021 Net Taxation Requirement
\$5,284,544	\$5,627,180	\$4,553,773	\$4,331,633

- 2020 surplus – primarily related to staffing budget
- 2021 budget includes adjusted staffing projections, related to anticipated service levels
- Increases for pandemic-related items – cleaning supplies, PPE
- Budget will support:
  - Implementing new approaches to services and programs
  - Experimenting with new technology to improve service experience
  - Continued development of virtual programs and services





# Middlesex County Library

## 2021 Capital

Description	2021 Budget
Hardware Replacement (HRP)	\$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
<b>Total</b>	<b>\$709,650</b>



# Third Party Budget: Middlesex-London Health Unit

2020 Net Taxation Requirement	2021 Net Taxation Requirement	\$ Change
\$1,277,057	\$1,282,910	\$5,853

- Mitigation funding from the Ministry of Health offset municipal increases for 2020 and 2021.





# Reserves and Reserve Funds



## Reserves and Reserve Funds are Important...

- Cover liabilities and emergencies
- Ensure liquidity (payment of bills)
- Effective asset management
- Allow for flexibility to take advantage of opportunities

# Reserves & Reserve Funds

	2019 Actual	2020 Projected	2021 Projected
Reserves	\$8,026,700	\$11,914,125	\$12,752,218
Reserve Funds	\$24,761,789	\$36,831,053	\$44,566,179
Obligatory Reserve Fund	\$4,712,433	\$3,322,264	\$2,661,327
<b>Total</b>	<b>\$37,500,922</b>	<b>\$52,067,442</b>	<b>\$59,979,724</b>





# Tax Rate Stabilization

	2019 Actual	2020 Projected	2021 Projected
Balance	\$3,092,000	\$7,645,000	\$8,499,000



# Thank You

- To all Department Heads
- Finance Department Staff
- Information Technology Services Staff
- Budget Committee

For additional information on or answers to questions regarding the County of Middlesex 2021 Budget, contact:

Cindy Howard, CPA, CA  
General Manager, Finance and Community Services  
County Treasurer  
Tel: 519-434-7321



**COUNTY OF MIDDLESEX  
2021 BUDGET**

**AGENDA****Summary****COMMITTEE / BOARD****COMMITTEE OF THE WHOLE**

Administration  
Planning and Woodlots  
Economic Development  
Information Technology  
Social Services  
Transportation  
Strathmere Lodge  
Strathmere Lodge - Debenture

**MLEMS AUTHORITY**

Land Ambulance

**LIBRARY BOARD**

Library

**HEALTH UNIT****RESERVES**

Transfer from Res. - Tax Rate  
Transfer to Res. - Working Capital

**ONT. MUN. PARTNERSHIP FUND**

Surplus - Winter Maintenance

**COVID-19**

Surplus - Library

Total before growth

Growth and Reassessment Impact

**TOTAL**

	TOTAL EXPENDITURES BUDGET			OPERATING BUDGET EXPENDITURES			CAPITAL/CAPITAL RESERVE BUDGET EXPENDITURES			NET TAXATION REQUIREMENT			
	2020	2021	%	2020	2021	%	2020	2021	%	2020	2021	\$ Change	%
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	0.0	-	-	0.0	757,000	757,000	-	0.0
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	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	-	-	0.0	1,277,057	1,282,910	5,853	0.5
Transfer from Res. - Tax Rate										(151,452)	(1,420,450)	(1,268,998)	(837.9)
Transfer to Res. - Working Capital										-	-	-	0.0
Surplus - Winter Maintenance										(508,600)	(432,400)	76,200	15.0
COVID-19											(494,532)	(494,532)	0.0
Surplus - Library											(60,052)	(60,052)	0.0
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	-	-	0.0
<b>TOTAL</b>	<b>\$ 114,085,792</b>	<b>\$ 123,068,188</b>	<b>7.9</b>	<b>\$ 97,154,933</b>	<b>\$ 101,970,622</b>	<b>5.0</b>	<b>\$ 16,930,859</b>	<b>\$ 21,097,566</b>	<b>24.6</b>	<b>\$ 45,207,421</b>	<b>\$ 45,975,942</b>	<b>\$ 768,521</b>	<b>1.7</b>



## County of Middlesex 2021 Budget – Budget Committee Recommendations

The Budget Committee members include the following:

- Warden Cathy Burghardt-Jesson, Chair
- Councillor Kurtis Smith
- Councillor Aina DeViet
- Councillor Brian Ropp

The Budget Committee met on February 18, 19, 25 and 26, 2021 to discuss the 2021 budget. The following chart outlines the recommendations made. The draft budget has been updated to reflect these changes.

Budget Committee 2021 Recommendations		
Department	Details	Increase/(Decrease) to the Budget
Administration - Governance	Remove Procurement Position	\$ (97,384)
Economic Development	Memberships (Southern Ontario Marketing Alliance (SOMA))	\$ (45,000)
Transportation	Apply 50% of Winter Maintenance Surplus to budget	\$ (494,532)
2020 Surplus (Library)		\$ (665,000)
Tax Rate Stabilization		\$ (1,420,450)
<b>TOTAL</b>		<b>\$ (2,722,366)</b>

The Budget Committee approved one-time allocation of 50% of the Winter Maintenance 2020 surplus for the 2021 budget and the remainder to be transferred to the Winter Maintenance Reserve Account.

The Library Budget as approved by the Library Board included using a 2020 surplus amount of \$690,000. The Budget Committee is recommending that \$355,000 to be funded from the One-Time Modernization Provincial Funding. The Budget Committee also recommended applying the net budget surplus to the budget for 2021 only. The Library Budget as approved by the Library Board is not impacted, this is just a reallocation of revenue sources.

The Budget Committee recommended that the Procurement Position in Administration be considered as part of the Modernization discussion.

The Budget Committee also recommended that SOMA be invited to County Council to discuss the benefits of the membership.



**2021**

PROPOSED BUDGET

## 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

**2021**

PROPOSED BUDGET

## 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.



**2021**PROPOSED BUDGET

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## 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.

**2021**

PROPOSED BUDGET

## ADMINISTRATION

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
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
<b>TOTAL REVENUES</b>		<b>5,460,094</b>	<b>5,539,423</b>	<b>7,170,305</b>

**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
<b>TOTAL MEMBERS OF COUNCIL</b>		<b>433,076</b>	<b>520,860</b>	<b>541,216</b>



**2021**

PROPOSED BUDGET

**ADMINISTRATION**

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>LIBRARY BOARD</b>			
REMUNERATION	5,963	12,798	13,016
BENEFITS	277	583	593
CONVENTIONS - PER DIEMS	6,434	20,400	20,400
<b>TOTAL LIBRARY BOARD</b>	<b>12,674</b>	<b>33,781</b>	<b>34,009</b>
<b>MIDDLESEX ACCESSIBILITY</b>			
REMUNERATION	1,280	2,400	2,441
BENEFITS	29	77	77
TRAVEL/EXPENSES/CONVENTIONS	290	510	510
<b>TOTAL MIDDLESEX ACCESSIBILITY</b>	<b>1,599</b>	<b>2,987</b>	<b>3,028</b>
<b>TOTAL GOVERNANCE</b>	<b>447,349</b>	<b>557,628</b>	<b>578,253</b>
<b>ADMINISTRATION</b>			
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
<b>TOTAL ADMINISTRATION</b>	<b>2,785,806</b>	<b>3,059,199</b>	<b>3,290,639</b>

**2021**

PROPOSED BUDGET

**ADMINISTRATION**

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>TRANSFERS</b>			
TRANSFER TO RESERVE	125,000	125,000	125,000
TRANSFER TO CAPITAL	32,900	32,900	27,800
<b>TOTAL TRANSFERS</b>	<b>157,900</b>	<b>157,900</b>	<b>152,800</b>
<b>TOTAL ADMINISTRATION</b>	<b>2,943,706</b>	<b>3,217,099</b>	<b>3,443,439</b>
<b>FACILITIES</b>			
<b>FACILITIES OPERATING</b>			
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
<b>TOTAL FACILITIES OPERATING</b>	<b>457,697</b>	<b>465,202</b>	<b>475,881</b>
<b>TRANSFER TO CAPITAL</b>			
TRANSFER TO CAPITAL	-	-	1,000,000
<b>TOTAL FACILITIES</b>	<b>457,697</b>	<b>465,202</b>	<b>1,475,881</b>
<b>MPAC - ASSESSMENT SERVICES</b>			
MPAC - ASSESSMENT SERVICES	1,299,494	1,299,494	1,302,996
<b>COMMUNITY TRANSPORTATION</b>			
COMMUNITY TRANSPORTATION PROJECT	211,848	-	369,736
COVID-19 PROGRAM	100,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,460,094</b>	<b>5,539,423</b>	<b>7,170,305</b>

Description	2021 Budget
<b>2021 CAPITAL PROJECTS</b>	
BUILDING	1,000,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>1,000,000</b>

**2021**PROPOSED BUDGET

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## 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).



**2021**PROPOSED BUDGET

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## 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**

PROPOSED BUDGET

## PLANNING AND WOODLOTS

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
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
<b>TOTAL REVENUES</b>		<b>1,229,619</b>	<b>1,283,381</b>	<b>1,331,396</b>
<b>EXPENDITURES</b>				
<b>PLANNING</b>				
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	-	-
<b>TOTAL PLANNING</b>		<b>1,111,102</b>	<b>1,153,839</b>	<b>1,194,552</b>
<b>WOODLANDS</b>				
SALARIES		83,377	88,006	89,692
BENEFITS		24,545	25,795	31,411
OPERATIONS		10,595	15,741	15,741
<b>TOTAL WOODLANDS</b>		<b>118,517</b>	<b>129,542</b>	<b>136,844</b>
<b>TOTAL EXPENDITURES</b>	\$	<b>1,229,619</b>	<b>1,283,381</b>	<b>1,331,396</b>



**2021**  
PROPOSED BUDGET

PLANNING AND WOODLOTS

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



**2021**PROPOSED BUDGET

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## 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

**2021**

PROPOSED BUDGET

## 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

**2021**

PROPOSED BUDGET

## ECONOMIC DEVELOPMENT

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
COUNTY OF MIDDLESEX	\$	516,498	552,876	687,876
GRANTS		176,576	46,333	80,017
<b>TOTAL REVENUES</b>		<b>693,074</b>	<b>599,209</b>	<b>767,893</b>
<b>EXPENDITURES</b>				
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	-	-
<b>TOTAL EXPENDITURES</b>	\$	<b>693,074</b>	<b>599,209</b>	<b>767,893</b>



**2021**

PROPOSED BUDGET

## 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.

**2021**

PROPOSED BUDGET

## 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



**2021**

PROPOSED BUDGET

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## 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



**2021**

PROPOSED BUDGET

## INFORMATION TECHNOLOGY

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
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
<b>TOTAL REVENUES</b>		<b>1,636,734</b>	<b>1,766,225</b>	<b>1,749,383</b>

<b>EXPENDITURES</b>				
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
<b>TOTAL EXPENDITURES</b>	\$	<b>1,636,734</b>	<b>1,766,225</b>	<b>1,749,383</b>

Description		2021 Budget
<b>2021 ITS CAPITAL PROJECTS</b>		
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
<b>TOTAL CAPITAL PROJECTS</b>		<b>150,000</b>

**2021**

PROPOSED BUDGET

## 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.

**2021**PROPOSED BUDGET

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## 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.



**2021**

PROPOSED BUDGET

## 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.

**2021**

PROPOSED BUDGET

## FAMILY AND SOCIAL SERVICES

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>			
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
<b>TOTAL REVENUES</b>	<b>14,387,477</b>	<b>15,335,249</b>	<b>15,325,853</b>
<b>EXPENDITURES</b>			
<b>ONTARIO WORKS &amp; EMPLOYMENT ADMINISTRATION</b>			
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
<b>TOTAL ONTARIO WORKS &amp; EMPLOYMENT ADMINISTRATION</b>	<b>4,706,926</b>	<b>5,550,196</b>	<b>5,348,122</b>

**2021**

PROPOSED BUDGET

## FAMILY AND SOCIAL SERVICES

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>CHILDREN'S SERVICES</b>			
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
<b>TOTAL CHILDREN'S SERVICES</b>	<b>3,609,013</b>	<b>4,235,876</b>	<b>4,079,450</b>
<b>SOCIAL HOUSING</b>			
SOCIAL HOUSING - SOCIAL HOUSING	5,358,781	5,358,781	5,722,885
<b>OTHER PROGRAM COSTS</b>			
OTHER PROGRAM COSTS	108,194	190,396	175,396
COVID-19 PROGRAM	604,563	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,387,477</b>	<b>15,335,249</b>	<b>15,325,853</b>



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 <sup>1</sup>	15.010%	15.010%	15.010%
County Billing	5,722,885	6,133,194	6,570,459

<sup>1</sup> 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%

**2021**

PROPOSED BUDGET

## 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.

**2021**

PROPOSED BUDGET

## 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.



**2021**PROPOSED BUDGET

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## 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.

**2021**

PROPOSED BUDGET

## TRANSPORTATION

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>			
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
<b>TOTAL REVENUES</b>	<b>23,608,228</b>	<b>23,633,450</b>	<b>26,582,479</b>
<b>EXPENDITURES</b>			
<b>OPERATING COSTS</b>			
ROAD MAINTENANCE	6,979,880	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
<b>TOTAL OPERATING COSTS</b>	<b>9,105,031</b>	<b>9,624,785</b>	<b>10,073,814</b>
<b>TRANSFERS</b>			
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
<b>TOTAL TRANSFERS</b>	<b>14,008,665</b>	<b>14,008,665</b>	<b>16,508,665</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 23,113,696</b>	<b>23,633,450</b>	<b>26,582,479</b>
<b>SURPLUS / DEFICIT</b>	<b>\$ 494,532</b>	<b>-</b>	<b>-</b>

**2021**

PROPOSED BUDGET

## 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.



**2021**

PROPOSED BUDGET

## 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.

**2021**PROPOSED BUDGET

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## 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.

**2021**

PROPOSED BUDGET

**STRATHMERE LODGE**

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
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
<b>TOTAL REVENUES</b>		<b>15,269,184</b>	<b>14,924,259</b>	<b>15,005,221</b>
<b>EXPENDITURES</b>				
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	-	-
<b>TOTAL EXPENDITURES</b>	\$	<b>15,269,184</b>	<b>14,924,259</b>	<b>15,005,221</b>



**2021**

PROPOSED BUDGET

**STRATHMERE LODGE**

Description	Preliminary Actuals	2020 Budget	2021 Budget
<b>STRATHMERE LODGE CAPITAL PROJECTS</b>			
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
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ -</b>	<b>286,282</b>	<b>303,160</b>

**2021**

PROPOSED BUDGET

## STRATHMERE LODGE DEBENTURE

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
COUNTY OF MIDDLESEX	\$	757,000	757,000	757,000
PROVINCE OF ONTARIO		604,440	604,440	604,440
<b>TOTAL REVENUES</b>		<b>1,361,440</b>	<b>1,361,440</b>	<b>1,361,440</b>
<b>EXPENDITURES</b>				
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
<b>TOTAL EXPENDITURES</b>	\$	<b>1,361,440</b>	<b>1,361,440</b>	<b>1,361,440</b>

**2021**

PROPOSED BUDGET

## 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.



**2021**

PROPOSED BUDGET

## 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 proving 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.

**2021**

PROPOSED BUDGET

## 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.

**2021**

PROPOSED BUDGET

## LAND AMBULANCE

Description	2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>			
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	-
<b>TOTAL REVENUES</b>	<b>44,980,419</b>	<b>43,081,555</b>	<b>46,864,128</b>
<b>EXPENDITURES</b>			
<b>SERVICES</b>			
PAYMENTS TO MIDDLESEX-LONDON PARAMEDIC SERVICE	42,541,971	40,829,223	44,480,937
<b>VEHICLES, EQUIPMENT &amp; MEDICAL SUPPLIES</b>			
TRANSFER TO VEHICLE & EQUIPMENT CAPITAL	2,438,448	2,252,332	2,383,191
<b>TOTAL EXPENDITURES</b>	<b>\$ 44,980,419</b>	<b>43,081,555</b>	<b>46,864,128</b>



**2021**PROPOSED BUDGET

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## 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

**2021**

PROPOSED BUDGET

## 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.

**2021**

PROPOSED BUDGET

**LIBRARY**

Description		2020 Preliminary Actuals	2020 Budget	2021 Budget
<b>REVENUES</b>				
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
<b>TOTAL REVENUES</b>		<b>5,298,867</b>	<b>5,284,544</b>	<b>5,627,180</b>
<b>EXPENDITURES</b>				
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	-	-
<b>TOTAL EXPENDITURES</b>	\$	<b>4,250,369</b>	<b>5,284,544</b>	<b>5,627,180</b>
<b>SURPLUS / DEFICIT</b>	\$	<b>1,048,498</b>		





## 2021 PROPOSED BUDGET

### LIBRARY

Description	2021 Budget
<b>2021 CAPITAL PROJECTS</b>	
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
<b>TOTAL CAPITAL PROJECTS</b>	<b>709,650</b>

**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>
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>	<b>\$,000</b>
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
<b>Balance</b>	<b>\$ 1,071</b>	<b>\$ 1,072</b>	<b>\$ 2,443</b>	<b>\$ 3,092</b>	<b>\$ 7,645</b>	<b>\$ 8,499</b>	<b>\$ 8,815</b>	<b>\$ 8,952</b>	<b>\$ 8,989</b>	<b>\$ 13,991</b>
<b>Net change</b>	<b>\$ -18</b>	<b>\$ 1</b>	<b>\$ 1,371</b>	<b>\$ 649</b>	<b>\$ 4,553</b>	<b>\$ 854</b>	<b>\$ 316</b>	<b>\$ 137</b>	<b>\$ 37</b>	<b>\$ 5,002</b>

**Ontario Municipal Partnership Fund (OMPF)  
2021 Cash Flow Notice****County of Middlesex**

3900

<b>A</b>	<b>Total 2021 OMPF (2021 Allocation Notice, Line A)</b>	<i>See Note below</i>	<b>\$432,400</b>
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<b>B</b>	<b>2021 OMPF Quarterly Payments Schedule</b>		<b>\$432,400</b>
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
<b>Reserves</b>			
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
<b>Totals</b>	<b>\$ 8,026,700</b>	<b>\$ 11,914,125</b>	<b>\$ 12,752,218</b>
<b>Reserve Funds</b>			
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
<b>Totals</b>	<b>\$ 24,761,789</b>	<b>\$ 36,831,053</b>	<b>\$ 44,566,179</b>
<b>Deferred Revenue- Obligatory Res.Fund</b>			
Federal Gas Tax	\$ 4,712,433	\$ 3,322,264	\$ 2,661,327
<b>Totals</b>	<b>\$ 4,712,433</b>	<b>\$ 3,322,264</b>	<b>\$ 2,661,327</b>



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

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## 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)
<b>Net Change to Funding</b>	<b>\$ 7,348,148</b>

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