



**MIDDLESEX COUNTY COUNCIL
AGENDA**

Tuesday, March 8, 2022, 10:00 AM
Middlesex County Building
399 Ridout Street North, London

2022 BUDGET MEETING

THE MEETING WILL BE AVAILABLE AS FOLLOWS:

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

	Pages
1. CALL TO ORDER AND WARDEN'S REMARKS	
2. PROVISION FOR DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF	
3. PRESENTATIONS	
3.a. MLHU 2022 Budget Presentation Presentation by Emily Williams, CEO (Interim), MLHU	
3.b. 2022 Budget Presentation Presentation by Cindy Howard, General Manager of Finance and Community Services	
4. 2022 BUDGET	
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Moved by _____

Seconded by _____

THAT the 2022 Estimates be approved and that the necessary by-laws be presented to Middlesex County Council at the March 22, 2022 meeting.

5. ADJOURNMENT

Accessible formats and communication supports are available upon request. Please contact Marcia Ivanic, Legislative Services Manager/Clerk to make a request at mivanic@middlesex.ca

Moved by _____

Seconded by _____

That the meeting adjourn at p.m.

COUNTY OF MIDDLESEX 2022 BUDGET

AGENDA

Summary

COMMITTEE / BOARD

COMMITTEE OF THE WHOLE

	TOTAL EXPENDITURES BUDGET			OPERATING BUDGET EXPENDITURES			CAPITAL/CAPITAL RESERVE BUDGET EXPENDITURES			NET TAXATION REQUIREMENT			
	2021	2022	%	2021	2022	%	2021	2022	%	2021	2022	\$ change	%
Administration	\$ 7,170,305	\$ 6,622,650	(7.6)	\$ 6,142,505	6,567,350	6.9	\$ 1,027,800	\$ 55,300	(94.6)	\$ 3,339,989	\$ 3,654,920	\$ 314,931	9.4
Planning and Woodlots	1,331,396	1,426,190	7.1	1,245,696	1,405,650	12.8	20,700	20,540	(0.8)	1,270,396	1,360,190	89,794	7.1
Economic Development	767,893	802,367	4.5	767,893	795,657	3.6	-	6,710	100.0	687,876	777,185	89,309	13.0
Information Technology	1,749,383	1,841,461	5.3	1,599,383	1,691,461	5.8	150,000	150,000	0.0	1,225,282	1,287,426	62,144	5.1
Social Services	15,325,853	15,819,514	3.2	15,310,753	15,805,914	3.2	15,100	13,600	(9.9)	6,887,351	7,224,894	337,543	4.9
Transportation	26,582,479	27,477,224	3.4	10,073,814	10,772,719	6.9	16,508,665	16,704,505	1.2	22,392,912	22,598,752	205,840	0.9
Strathmere Lodge	15,005,221	17,468,148	16.4	14,702,061	16,888,848	14.9	303,160	579,300	91.1	2,688,368	3,737,563	1,049,195	39.0
Strathmere Lodge - Debenture	1,361,440	1,361,440	0.0	1,361,440	1,361,440		-	-		757,000	757,000	-	0.0
MLEMS AUTHORITY													
Land Ambulance	47,174,128	52,087,695	10.4	44,790,937	49,582,906	10.7	2,383,191	2,504,789	5.1	4,235,872	4,690,537	454,665	10.7
LIBRARY BOARD													
Library	5,627,180	5,495,559	(2.3)	4,917,530	5,340,799	8.6	709,650	154,760	(78.2)	4,331,633	4,563,635	232,002	5.4
HEALTH UNIT													
	1,282,910	1,411,000	10.0	1,282,910	1,411,000	10.0	-	-		1,282,910	1,404,859	121,949	9.5
RESERVES													
Transfer from Res. - Tax Rate										(1,471,663)	(3,733,519)	(2,261,856)	(153.7)
Transfer to Res. - Working Capital										-	-	-	
ONT. MUN. PARTNERSHIP FUND										(432,400)	(367,600)	64,800	15.0
Surplus - Winter Maintenance										(494,532)	(200,000)		
COVID-19										(60,052)	(513,000)	(452,948)	
Surplus - Library										-665,000		665,000	
Total before growth	\$ 123,378,188	\$ 131,813,248	6.8	\$ 102,194,922	\$ 111,623,744	9.2	\$ 21,118,266	\$ 20,189,504	(4.4)	\$ 45,975,942	\$ 47,242,842	\$ 972,368	2.76
Growth and Reassessment Impact										1,266,900		-	
TOTAL	\$ 123,378,188	\$ 131,813,248	6.8	\$ 102,194,922	\$ 111,623,744	9.2	\$ 21,118,266	\$ 20,189,504	(4.4)	\$ 47,242,842	\$ 47,242,842	\$ -0	-0.00

BUDGET COMMITTEE

The Budget Committee Members include the following:

- Warden Alison Warwick, Chair
- Councillor Cathy Burghardt-Jesson
- Councillor Aina DeViet
- Councillor Brian Ropp

The Budget Committee of Middlesex County Council met on January 26, 27 and February 1, 4, and 7, 2021 to discuss the budget for 2022.

The following chart outlines the recommendations made. The draft budget has been updated to reflect these changes.

Budget Committee 2022 Recommendations		
Department	Details	Increase/(Decrease) to the Budget
Administration - Governance	Add Feasibility Study for Digitization of Non-Municipal Records	\$15,000
	Increase Supplementary Tax Revenue	\$(100,000)
Strathmere Lodge	Adjustment to capital	\$(310,000)
	Adjustment to Capital Reserve Fund	\$132,176
	Increase in Provincial Funding	\$(11,176)
	New staff positions funding by COVID-19 Provincial Funding	\$(380,000)
MLEMS	Adjust for Provincial Funding Based on PSAB Budget	\$6,391
Transportation	Apply portion of Winter Maintenance Surplus to budget	\$(200,000)
MLHU	Adjust to reflect final budget	\$(6,141)
Tax Rate Stabilization		\$(3,733,519)
TOTAL		\$(4,587,269)

The Budget Committee agreed with increasing the Supplementary Tax Revenue based on actual revenue being reported by lower tiers during the budget process.

The Budget Committee recommended that \$15,000 be added to the Administration Budget for a feasibility study for the digitization of non-municipal records.

The Budget Committee recommended that 5 capital projects identified in the Strathmere Lodge budget be deferred to the 2023 budget process due to supply chain and implementation timing constraints. The committee recommended adjustments to the capital reserve fund to ensure that there was a balance remaining in the account. The capital submission and capital reserve fund were also updated to align with funding from the Province. The committee recommended that some new positions which are funded by the County be offset by Provincial COVID-19 funding for the 2022 Budget.

The Budget Committee approved, one time, using \$200,000 of the Winter Maintenance 2021 Surplus for the 2022 budget and the remainder be transferred to the Winter Maintenance Reserve Account.

The Budget Committee recommended that the tax rate stabilization fund be used to decrease the increase to 0. This recommendation supports the intended use of the reserve fund and the committee understands the impact that COVID-19 has had on the residents in Middlesex County.

The Budget Committee also recommended that UTRCA attend a future Council Meeting to discuss the Clean Water Program

In addition, it was recommended that if another round of Provincial Municipal Modernization Funding becomes available the Point Click Care Software and the digitization of non-municipal records should be submitted as they align with the intent of the program.

ADMINISTRATION

Introduction

Governance

- The 2022 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.

Legislative Services Department

- The Legislative Services Manager/Clerk oversees and manages the legislative process and related activities for Council and Committees of Council, is 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, is 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, is responsible for ensuring that we meet all AODA requirements, and provides reception, directs phone calls and general information at the Middlesex County Administration Offices

ADMINISTRATION

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.

2022 Budget Highlights

- Insurance Costs have been updated to reflect expected increases in premiums upon renewal in July 2022. This increase to premiums is being experienced across municipalities.
- Budget includes the union and non-union annual increases.

ADMINISTRATION

- Council and Warden travel and expenses were reduced in 2021. These costs were added back for 2022 budget to reflect traditional expenses.
- Special Events was increased based on actuals and inflation.
- The Human Resource Department includes a new Human Resource Position that will support the County and Land Ambulance. The budget reflects this position starting in April 2022.
- The Treasury Department includes establishing centralized procurement services. The budget includes a procurement manager position and a coordinator position based on the recommendations from the Modernization Procurement Services Review. These two positions would be responsible for implementing the centralized purchasing function within the County and local municipalities, ensuring that procurement is carried out in an open and accountable manner. The budget reflects these positions starting in April 2022. Centralized procurement support services would enhance the shared service portfolio that the County currently offers to local municipalities.
- The County is in the process of developing a communications strategy. The COVID-19 pandemic has highlighted the importance of having a coordinated and consistent approach to communications in order to safeguard service delivery and ensure timely and effective communication with the public. The budget includes a communications position in the Legislative Services Department. The budget reflects this position starting in April 2022.
- An amount of \$15,000 has been allocated for a feasibility study for digitization of non-municipal records.
- The Legal Department includes a student position.
- Training and Development, traveling, and new computer hardware cost increases align with new staff positions.
- Revenue includes \$400,000 that was part of the Use of Proceeds allocation.
- The Legislative Services Department's budget includes the purchase of a new multifunction printer/photocopier to replace existing equipment based on hardware lifecycle guidelines.

ADMINISTRATION

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 3,246,748	2,629,739	3,339,989	3,654,920	314,931	9.43%
SUPPLEMENTARY TAXES	700,000	700,000	700,000	800,000	100,000	14.29%
INTEREST INCOME-GENERAL	250,000	250,000	250,000	250,000	-	0.00%
RECOVERIES - AMBULANCE, ONT. WORKS	495,386	618,528	598,528	660,016	61,488	10.27%
RENT - FACILITIES	722,289	787,051	787,051	761,464	(25,587)	-3.25%
COMM. TRANSPORTATION PROJECT	-	369,737	369,737	371,250	1,513	0.41%
TRANSFER FROM RESERVE	125,000	1,125,000	1,125,000	125,000	(1,000,000)	-88.89%
TOTAL REVENUE	\$ 5,539,423	6,480,055	7,170,305	6,622,650	(547,655)	-7.64%
EXPENDITURES						
GOVERNANCE						
MEMBERS OF COUNCIL						
REMUNERATION	\$ 295,589	322,244	323,379	352,225	28,846	8.92%
BENEFITS	19,490	18,446	19,639	19,880	241	1.23%
INSURANCE	3,867	2,049	4,447	2,500	(1,947)	-43.78%
TRAVEL	28,700	4,799	21,500	28,700	7,200	33.49%
EXPENSES	27,000	9,140	25,450	30,000	4,550	17.88%
CONVENTIONS	70,882	26,206	70,659	70,392	(267)	-0.38%
MEMBERSHIPS	66,332	68,228	67,142	68,113	971	1.45%
SPECIAL EVENTS	9,000	15,534	9,000	11,000	2,000	22.22%
TOTAL MEMBERS OF COUNCIL	\$ 520,860	466,647	541,216	582,810	41,594	7.69%
LIBRARY BOARD						
REMUNERATION	12,798	4,116	13,016	8,629	(4,387)	-33.70%
BENEFITS	583	238	593	393	(200)	-33.73%
CONVENTIONS - PER DIEMS	20,400	2,995	20,400	20,400	-	0.00%
TOTAL LIBRARY BOARD	\$ 33,781	7,349	34,009	29,422	(4,587)	-13.49%
MIDDLESEX ACCESSIBILITY						
REMUNERATION	2,400	1,302	2,441	2,489	48	1.97%
BENEFITS	77	25	77	77	-	0.00%
TRAVEL/EXPENSES/CONVENTIONS	510	-	510	510	-	0.00%
TOTAL MIDDLESEX ACCESSIBILITY	\$ 2,987	1,327	3,028	3,076	48	1.59%
TOTAL GOVERNANCE	\$ 557,628	475,323	578,253	615,308	37,055	6.41%



2022

PROPOSED BUDGET

ADMINISTRATION

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
ADMINISTRATION						
SALARIES	\$ 1,576,444	1,472,115	1,759,579	1,974,478	214,899	12.21%
BENEFITS	453,012	456,151	492,017	568,071	76,054	15.46%
SALARY/BENEFITS CONTINGENCY	20,000	20,000	20,000	25,000	5,000	25.00%
EDUCATION/TRAVEL - CAO	20,000	20,703	20,000	20,000	-	0.00%
EDUCATION/TRAVEL - CLERK	2,500	1,595	2,500	5,000	2,500	100.00%
EDUCATION/TRAVEL - HR	10,400	3,804	10,400	13,900	3,500	33.65%
EDUCATION/TRAVEL - HEALTH & SAFETY	9,000	7,526	9,200	9,250	50	0.54%
EDUCATION/TRAVEL - TREASURY	27,000	5,782	27,000	29,500	2,500	9.26%
EDUCATION/TRAVEL - SOLICITOR	25,400	5,934	25,400	25,400	-	0.00%
OPERATIONS	189,893	189,405	187,893	206,745	18,852	10.03%
AUDIT	36,750	39,750	39,750	41,750	2,000	5.03%
CONSULTING	120,800	66,084	122,600	135,800	13,200	10.77%
INSURANCE	42,000	60,615	48,300	90,550	42,250	87.47%
INSURANCE DEDUCTIBLE PAYMENTS	125,000	41,365	125,000	125,000	-	0.00%
TAX WRITE-OFFS	400,000	400,000	400,000	400,000	-	0.00%
PROPERTY TAX CAPPING - SHORT FALL	1,000	1,000	1,000	1,000	-	0.00%
TOTAL ADMINISTRATION	\$ 3,059,199	2,791,830	3,290,639	3,671,444	380,805	11.57%
TRANSFERS						
TRANSFER TO RESERVE	125,000	125,000	125,000	125,000	-	0.00%
TRANSFER TO CAPITAL	32,900	27,800	27,800	55,300	27,500	98.92%
TOTAL TRANSFERS	\$ 157,900	152,800	152,800	180,300	27,500	18.00%
TOTAL ADMINISTRATION	\$ 3,217,099	2,944,630	3,443,439	3,851,744	408,305	11.86%
FACILITIES						
FACILITIES OPERATING						
SALARIES	94,157	87,203	90,886	92,493	1,607	1.77%
BENEFITS	25,071	24,983	25,755	26,281	526	2.04%
TRUCK MAINT./ EXP.	7,800	10,018	7,800	7,350	(450)	-5.77%
COUNTY BUILDING & GAOL - CLEANING	191,690	141,587	198,500	198,500	-	0.00%
COUNTY BUILDING & GAOL - INSURANCE	14,730	11,286	16,940	15,500	(1,440)	-8.50%
COUNTY BUILDING & GAOL - UTILITIES	131,754	100,325	136,000	136,000	-	0.00%
TOTAL FACILITIES OPERATING	\$ 465,202	375,401	475,881	476,124	243	0.05%



2022

PROPOSED BUDGET

ADMINISTRATION

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
TRANSFER TO CAPITAL - FACILITIES						
TRANSFER TO CAPITAL	-	1,000,000	1,000,000	-	(1,000,000)	-100.00%
TOTAL FACILITIES	\$ 465,202	1,375,401	1,475,881	476,124	(999,757)	-67.74%
MPAC - ASSESSMENT SERVICES						
MPAC - ASSESSMENT SERVICES	1,299,494	1,302,996	1,302,996	1,308,224	5,228	0.40%
COMMUNITY TRANSPORTATION						
COMM. TRANSPORTATION PROJECT	-	362,249	369,736	371,250	1,514	0.41%
COVID-19						
COVID-19 PROGRAM - ADMINISTRATION	-	19,456	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 5,539,423	6,480,055	7,170,305	6,622,650	(547,655)	-7.64%

Description	2022 Budget
2022 ADMINISTRATION CAPITAL PROJECTS	
SOFTWARE LICENSING	3,500
COMPUTER HARDWARE (REPLACEMENT)	27,700
COMPUTER HARDWARE (NEW)	14,100
OFFICE EQUIPMENT (REPLACEMENT)	10,000
TOTAL CAPITAL PROJECTS	55,300

PLANNING

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 (subject to current public health direction) 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).

2022 Budget Highlights

Overall, the budget reflects maintaining current service levels with the addition of one full-time policy planner position starting at the mid-point of the year. The position is intended to complete work in-house instead of components of consultant work and to bring economies of scale to common planning policy issues across municipalities.

Special Project funding is maintained to finalize the County Official Plan update and other special projects.

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. The future realization of funds from prosecutions is unknown and as such the Capital Account may not have sufficient funds to cover this expenditure beyond 2022.



2022

PROPOSED BUDGET

PLANNING AND WOODLOTS

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 1,232,381	1,279,356	1,270,396	1,360,190	89,794	7.07%
APPROVAL AUTHORITY FEES	50,000	79,100	60,000	65,000	5,000	8.33%
OTHER	1,000	1,000	1,000	1,000	-	0.00%
TOTAL REVENUE	\$ 1,283,381	1,359,456	1,331,396	1,426,190	94,794	7.12%
EXPENDITURES						
PLANNING						
SALARIES	\$ 785,310	831,285	816,114	874,819	58,705	7.19%
BENEFITS	199,929	211,772	199,573	232,050	32,477	16.27%
OPERATIONS	47,600	58,560	58,560	54,240	(4,320)	-7.38%
MIDDLESEX GEOGRAPHY NETWORK	93,500	87,991	83,305	88,380	5,075	6.09%
LEGAL SERVICES	2,500	1,543	2,000	2,000	-	0.00%
SPECIAL PROJECTS	25,000	35,000	35,000	40,000	5,000	14.29%
COVID-19 PROGRAM	-	1,031	-	-	-	0.00%
TOTAL PLANNING	\$ 1,153,839	1,227,182	1,194,552	1,291,489	96,937	8.11%
WOODLANDS						
SALARIES	88,006	89,692	89,692	91,486	1,794	2.00%
BENEFITS	25,795	31,411	31,411	27,474	(3,937)	-12.53%
OPERATIONS	15,741	11,171	15,741	15,741	-	0.00%
TOTAL WOODLANDS	\$ 129,542	132,274	136,844	134,701	(2,143)	-1.57%
TOTAL EXPENDITURES	\$ 1,283,381	1,359,456	1,331,396	1,426,190	94,794	7.12%

Description	2022 Budget
2022 PLANNING AND WOODLOTS CAPITAL PROJECTS	
CLEAN WATER PROGRAM	30,000
LDD MOTH PROGRAM	5,000
COMPUTER HARDWARE (REPLACEMENT)	11,960
COMPUTER HARDWARE (NEW)	3,580
SPECIAL PROJECTS	40,000
TOTAL CAPITAL PROJECTS	90,540



2022 BUDGET

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/maintaining job opportunities, and increasing the property tax base. To accomplish these objectives, the department engages in strategic economic development planning, and partners with local area municipalities, private industry, educational institutions, along with various regional economic development and trade agencies.

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

Key sectors include:

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

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

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

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

ECONOMIC DEVELOPMENT

2022 Budget Highlights

- The Economic Development and Tourism budget is directly aligned with the priority objectives of the 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 2022 budget continues to emphasize 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 their development efforts including Industrial Land Analysis and Community Improvement Plan implementation
- As staffing was increased in 2021, limited additional County resources are required in order to execute the strategic plan objectives and to maintain the level of supports that were provided in 2021
- Several Provincial and Federal grant applications have been made and/or confirmed in order to aid in advancing the initiatives of the Economic Development Department in 2022:
 - An application has been made to the Tourism Relief and Recovery Fund provided by FedDev Ontario to support Small Events, Tourism Experience Development and Sustainable/Accessible Capital Improvements for tourism operators in 2022-2023
 - An application for Rural Economic Development Funding from OMAFRA has been put forward to advance the Workforce Development Partnership initiatives that form a significant part of our Strategic Plan for 2022-2023
 - An application is being submitted for the Canada Jobs and Growth Fund for a project that will specifically advance youth workforce development in Middlesex County over 2022-2024



2022 BUDGET

ECONOMIC DEVELOPMENT

2022 Budget Highlights

- CanExport Funding from Global Affairs Canada has been confirmed to support the department's Foreign Direct Investment (FDI) efforts in 2022. We have also been successful in securing CanExport Funding for the FDI efforts of the Ontario Food Cluster in 2022.
- A Canada Summer Jobs Funding application has been submitted and is currently pending approval to help contribute to the cost of our May - August internship
- \$6012 has been added to the 2022 budget to account for the lease of two small staff offices at the Komoka Wellness Centre

ECONOMIC DEVELOPMENT

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 552,876	626,700	687,876	777,185	89,309	12.98%
GRANTS	46,333	101,218	80,017	25,182	(54,835)	-68.53%
TOTAL REVENUE	\$ 599,209	727,918	767,893	802,367	34,474	4.49%
EXPENDITURES						
SALARIES	\$ 173,227	240,028	263,813	310,974	47,161	17.88%
BENEFITS	44,943	66,090	72,633	84,791	12,158	16.74%
OPERATIONS	40,271	26,927	38,542	53,022	14,480	37.57%
ECONOMIC DEVELOPMENT SERVICES	213,435	240,289	239,728	245,580	5,852	2.44%
TOURISM SERVICES	68,500	81,551	94,000	108,000	14,000	14.89%
CANADIAN EXPERIENCES FUND	33,833	3,681	-	-	-	0.00%
TOURISM RELIEF & RECOVERY FUND	-	22,440	19,177	-	(19,177)	-100.00%
OMAFRA FUNDING (RED)	-	46,800	40,000	-	(40,000)	-100.00%
SPECIAL PROJECTS	25,000	-	-	-	-	0.00%
COVID-19 - ECONOMIC DEVELOPMENT	-	113	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 599,209	727,918	767,893	802,367	34,474	4.49%

Description	2022 Budget
2022 ECONOMIC DEVELOPMENT CAPITAL PROJECTS	
COMPUTER HARDWARE (REPLACEMENT)	6,210
COMPUTER HARDWARE (NEW)	500
TOTAL CAPITAL PROJECTS	6,710

INFORMATION TECHNOLOGY SERVICES

Overview

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 (CF Middlesex).

With 2022 brings new opportunities and challenges for the ITS team. First, we are continuing to implement projects related to municipal modernization. As of January 2022, 3 modernization projects are being implemented, and we are waiting on the results of the most recent intake. Enhanced cybersecurity efforts continue to be a critical priority. Many projects in 2022 are cybersecurity focused, ensuring ITS continues to mitigate risk and prepare for cyber-related incidents. Business Services continues to work with departments to enhance workflows, find process efficiencies and automate processes. Finally, we continue to respond to the COVID-19 pandemic as work-from-home measures are still in place across all Business Partners.

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

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

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

INFORMATION TECHNOLOGY SERVICES

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 recoveries increased to maintain costs of delivering the required support services
- Increased revenues from local municipalities to reflect their growing IT service requirements

Operating and Network

- Office Supplies remain the same as 2021 at which time they were reduced due to COVID-19
- Travel costs increased to coincide with pre-COVID levels
- Training remains status quo
- Internet Connectivity increased slightly to account for enhanced internet services at the data centre
- Software Support and Licensing increased due to changing licensing models associated with phone system and yearly increases
- Hardware Maintenance increased slightly due to rising costs for maintenance and support programs

Salary and Benefits

- Includes union and non-union annual increases
- Includes department changes to align to 2020 staffing requirements
- Includes an additional position to ensure department can continue operating efficiently and providing expected service levels

Capital Program

- Computer Hardware
 - Hardware Replacement Plan
 - New Computer Hardware
- Software Licensing for multifactor authentication and security awareness training to enhance cyber security efforts
- Microsoft 365 and backup licensing
- Phone System hardware replacement and maintenance
- Transfer to PSAB Capital Asset Replacement Plan

INFORMATION TECHNOLOGY SERVICES

COVID-19 Program

- Software support and licensing went up to support continued remote users

PSAB Related Projects for 2022

PSAB related projects are funded through the PSAB Reserve Fund (Asset Management Planning)

- Replacement of Server, Storage and Backup Infrastructure



2022

PROPOSED BUDGET

INFORMATION TECHNOLOGY

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 1,267,815	999,360	1,225,282	1,287,426	62,144	5.07%
RECOVERIES	357,293	380,468	374,428	392,891	18,463	4.93%
OTHER REVENUES	141,117	171,645	149,673	161,144	11,471	7.66%
TOTAL REVENUE	\$ 1,766,225	1,551,473	1,749,383	1,841,461	92,078	5.26%
EXPENDITURES						
SALARIES	\$ 964,530	866,373	914,034	987,701	73,667	8.06%
BENEFITS	265,014	244,038	264,851	291,785	26,934	10.17%
OPERATIONS	57,000	14,201	47,000	49,000	2,000	4.26%
NETWORK MAINTENANCE	329,681	249,223	343,446	329,975	(13,471)	-3.92%
TRANSFER TO CAPITAL	150,000	150,000	150,000	150,000	-	0.00%
COVID-19 PROGRAM	-	27,638	30,052	33,000	2,948	9.81%
TOTAL EXPENDITURES	\$ 1,766,225	1,551,473	1,749,383	1,841,461	92,078	5.26%

Description	2022 Budget
2022 INFORMATION TECHNOLOGY CAPITAL PROJECTS	
SOFTWARE LICENSING	19,100
EXCHANGE ONLINE LICENSING & BACKUPS	30,000
COMPUTER HARDWARE (NEW)	11,300
COMPUTER HARDWARE (REPLACEMENT)	11,500
PHONE SYSTEM REPLACEMENT	34,000
TRANSFER TO PSAB CAPITAL ASSET REPLACEMENT	44,100
TOTAL CAPITAL PROJECTS	150,000

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.

SOCIAL SERVICES

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.

Budget Highlights

- The Ontario Works program costs are funded 100% by the Ministry of Children, Community and Social Services (MCCSS). The Ontario Works program costs budget line has decreased in 2022 by \$54,292 as a result of changes made to caseload assumptions.

SOCIAL SERVICES

- The Ontario Works Caseload size fluctuated throughout the 2021 year. The 2021 caseload decrease trend is consistent with what many of the municipalities in Ontario have been experiencing. In October 2021 when the Federal Benefits ended, we were projecting our caseload numbers would increase significantly. The Ministry provided information forecasting a possible 20% increase in the OW caseload for 2021/2022, however in 2021 Middlesex saw only a slight increase in the number of new applications. With the number of new applications verses the number of terminations, there was not a significant increase to the number of Benefit Units served by Middlesex County. In December 2021, the province provided an updated caseload forecast which included an increase of 12% for 2022 and an increase of 17% for 2023 across the London CMSM. These provincial planning projections are subject to change due to economy, pandemic and federal policy changes, decisions and other extenuating circumstances.
- The provincial funding (MCCSS) for Ontario Works administration, as a result of the modernization strategy, has been frozen at the 2018 actual expenditure levels since 2019. However, the County funding for 2022 is provided by the CMSM based on the Service Agreement. The funding has been reduced.
- EarlyON funding allocation increase to \$377,605 (2021 - \$350,000).
- 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%.

SOCIAL SERVICES

- 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.
- For 2022, the Ministry of Education announced the following:
 - That it will provide a one-time transitional grant to CMSMs and DSSABs of \$85.5M to help offset and assist with the new 5% administration threshold, set to take effect on January 1, 2022, and to continue to help offset a portion of the 50/50 administration cost share that was introduced in 2021. This one-time grant may also be used to assist with the provision of child care programs and services as well as other COVID-19 related operating costs such as, but not limited to support for reduced capacity, enhanced cleaning and personal protective equipment (PPE). This one-time transitional grant will help to mitigate the impact of the previously communicated funding changes and allow additional time to transition and plan for the upcoming funding. CMSMs and DSSABs will continue to cost share Expansion Plan operating funding at a rate of 80/20 provincial/municipal. The Expansion Plan cost share remains voluntary and is not required.
- Council will be updated on Child Care and Early Years funding formula changes for 2023 as they become available.
- Social Housing has increased by \$414,710 in 2022 compared to 2021. 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 (the amount for 2023 is projected at \$6,574,633, compared to 2022 this is an increase of \$437,038).

SOCIAL SERVICES

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 6,514,695	6,887,351	6,887,351	7,224,894	337,543	4.90%
GOV. CONTRIBUTION - PROV./CITY & OW	8,820,554	10,012,650	8,438,502	8,594,620	156,118	1.85%
TOTAL REVENUE	\$ 15,335,249	16,900,001	15,325,853	15,819,514	493,661	3.22%

EXPENDITURES

ONTARIO WORKS & EMPLOYMENT ADMINISTRATION

SALARIES	\$ 1,036,030	970,617	1,028,285	942,029	(86,256)	-8.39%
LOCAL SYSTEM SUPPORT SALARIES	56,650	67,150	56,650	56,650	-	0.00%
BENEFITS	291,035	289,642	307,892	279,755	(28,137)	-9.14%
LOCAL SYSTEM SUPPORT EQUIPMENT	46,012	45,452	45,452	43,904	(1,548)	-3.41%
TRAVEL	30,000	2,500	15,000	10,000	(5,000)	-33.33%
TRAINING AND EDUCATION	15,000	12,000	15,000	15,000	-	0.00%
MEMBERSHIPS	2,500	2,500	2,500	2,500	-	0.00%
GENERAL OFFICE EXPENSE	35,000	35,000	35,000	30,000	(5,000)	-14.29%
TECHNOLOGY	3,000	3,000	3,000	16,000	13,000	433.33%
ACCOMODATION	66,500	96,500	81,500	81,500	-	0.00%
PROFESSIONAL ADVISORS	2,500	2,500	2,500	2,500	-	0.00%
PURCHASED SERVICE	50,000	50,000	50,000	50,000	-	0.00%
PARTICIPATION EXPENSES	30,000	20,000	30,000	30,000	-	0.00%
INTAKE SCREENING - CITY OF LONDON	28,000	28,000	28,000	28,000	-	0.00%
PROGRAM COSTS	3,857,969	3,647,343	3,647,343	3,593,051	(54,292)	-1.49%
TOTAL O.W. & EMPLOYMENT ADMIN	\$ 5,550,196	5,272,204	5,348,122	5,180,889	(167,233)	-3.13%

CHILDREN'S SERVICES

ADMINISTRATION - SALARIES	119,695	135,000	135,000	137,786	2,786	2.06%
ADMINISTRATION - BENEFITS	32,118	36,352	36,352	36,442	90	0.25%
PROGRAM - FEE SUBSIDY	3,577,202	5,098,845	3,448,779	3,697,574	248,795	7.21%
PROGRAM - SUMMER REC. CHILD CARE	15,000	15,000	15,000	15,000	-	0.00%
PROGRAM - SPECIAL NEEDS	311,629	264,087	264,087	264,087	-	0.00%
MIDDLESEX SUPPORTS	124,000	124,000	124,000	124,000	-	0.00%
PAY EQUITY	25,032	25,032	25,032	25,032	-	0.00%
CAPACITY	31,200	31,200	31,200	31,200	-	0.00%
TOTAL CHILDREN'S SERVICES	\$ 4,235,876	5,729,516	4,079,450	4,331,121	251,671	6.17%



2022

PROPOSED BUDGET

SOCIAL SERVICES

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
SOCIAL HOUSING						
SOCIAL HOUSING - SOCIAL HOUSING	5,358,781	5,722,885	5,722,885	6,137,595	414,710	7.25%
OTHER PROGRAM COSTS						
OTHER PROGRAM COSTS	190,396	175,396	175,396	169,909	(5,487)	-3.13%
COVID-19 PROGRAM						
COVID-19 PROGRAM	-	-	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 15,335,249	16,900,001	15,325,853	15,819,514	493,661	3.22%

The Corporation of the City of London Housing Division
County of Middlesex Share of Social Housing Expenditures
Forecast 2022-2023
With information up to January 21, 2022

	2022	2023
Housing Division		
Administration	1,212,745	870,547
Housing Access Centre	819,135	825,303
Social Housing Subsidies	13,059,162	13,770,066
Rent Supplement	1,733,849	1,733,849
Total Housing Division	16,824,891	17,199,765
Housing Development Corporation (HDC)	470,327	524,697
London Middlesex Community Housing (LMCH)		
- Operating (includes BC #19 Staffing & Security)	13,900,182	14,676,651
- Solid Waste Removal Costs incurred by City	328,766	335,342
- Capital - Annual Capital allotment	2,208,000	2,208,000
- Capital - Business Case #12 Infrastructure Gap	4,542,000	6,142,000
- Capital - Business Case #18 CMHC Co-Investment	2,449,000	2,550,000
Total LMCH	23,427,948	25,911,993
Other Housing Projects		
- Regeneration of Public Housing	-	-
- Housing Consortium Initiative	90,000	90,000
- Other draws from Social Housing Reserve Fund	100,000	100,000
Total Other Housing Projects	190,000	190,000
Total City of London Net Costs - Social Housing	40,913,166	43,826,455
2021 Weighted Assessment	15.002%	15.002%
County Billing	6,137,595	6,574,633

Confirmed 2021 Cost Sharing - Updated 6.2.2021		
Social Housing	City of London Percent Share	County of Middlesex Percent Share
Weighted Assessment 70%	82.511048%	17.488952%
Actual Units 30%	90.80%	9.20%
Revised Cost Share	84.998%	15.002%

TRANSPORTATION

County Highways 2022 Budget Summary

2022 Operating Budget

County levy increased overall by 0.9% (or approximately \$206,000) 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 in 2021 to 852 km (approximate 3% increase).

No increase to Federal Gas Tax funding (\$2,269,251), however the formula component of the Ontario Community Infrastructure Fund has increased to \$1,309,221 more than doubling the funding received in 2021.

Significant insurance premium increases are a major factor in 2022 operating budget increases.

Non-union and union salary increases estimated at 2%. Material costs estimated at 4% due to inflation.

Per kilometer annual maintenance costs estimated \$9,725 (winter maintenance costs \$6,850)

2022 Capital Budget

Transfer to capital reserves for roads projects increased to \$11,224,505 (1.5% increase) and now includes capital projects as recommended in the Middlesex County Cycling Strategy.

Proposed increase to County bridge capital budget to reflect findings of bridge study indicating an investment of \$45,000,000 over the next ten years in order to properly manage these assets. Budget levels have slowly increased and the current budget of \$4,500,000 per year should meet the needs for the upkeep of County bridge assets.

TRANSPORTATION

Approximately 79.2 lane km scheduled for reconstruction/rehab in 2022. Major road reconstruction with County forces scheduled for Donnybrook Drive in Thames Centre. Partnerships with Lucan Biddulph and North Middlesex for urban renewal projects in Lucan, Ailsa Craig and Parkhill.

Detailed design and preliminary construction and utility relocation for the Glendon/Vanneck/Coldstream/Jeffries roundabout continues in 2022.

Major bridge projects include Black's Bridge, Bothwell Bridge, Narin 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 east of Ilderton at Wonderland Road.

Transfer to equipment capital as per asset management policies increased to \$830,000 to account for inflationary increase of vehicle costs.

Transfer to facilities capital as per asset management policies of \$150,000.

2022 Fire Dispatch/Emergency Management/911

No change due to extended COVID-19 impacts on Emergency Management staff and resources. Expected to have continued impacts through 2022.

2022 Environmental Services

No change as per agreement with the City of London for household special waste. No special projects are anticipated in 2022.

County Highways Budget Considerations

1% of total highways budget ≈ \$275,000

TRANSPORTATION

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.

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 \$45,000,000 over the next ten years is required in order to maintain this infrastructure to an acceptable level of service in accordance with good asset management practices.

TRANSPORTATION

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 19,542,546	21,997,447	22,392,912	22,598,752	205,840	0.92%
TRANSFER FROM RESERVES	-	-	-	-	-	0.00%
CITY OF LONDON	1,250,000	1,190,745	1,250,000	1,250,000	-	0.00%
GRAVEL ROYALTY	50,000	127,648	50,000	50,000	-	0.00%
FEDERAL GAS TAX	2,170,588	2,269,251	2,269,251	2,269,251	-	0.00%
OCIF	620,316	630,316	620,316	1,309,221	688,905	111.06%
TOTAL REVENUE	\$ 23,633,450	26,215,407	26,582,479	27,477,224	894,745	3.37%
EXPENDITURES						
OPERATING COSTS						
ROAD MAINTENANCE	\$ 7,780,088	7,461,986	8,003,600	8,285,000	281,400	3.52%
BRIDGE & CULVERT MAINTENANCE	250,000	192,420	250,000	260,000	10,000	4.00%
OVERHEAD	1,861,568	2,234,808	2,105,678	2,438,647	332,969	15.81%
EQUIPMENT & HOUSING OPERATIONS	(784,875)	(750,464)	(830,464)	(804,928)	25,536	-3.07%
ENVIROMENTAL SERVICES	25,000	25,000	25,000	25,000	-	0.00%
EMERGENCY PLANNING, FIRE & 911	493,004	542,992	520,000	569,000	49,000	9.42%
TOTAL OPERATING COSTS	\$ 9,624,785	9,706,742	10,073,814	10,772,719	698,905	6.94%
TRANSFERS						
TRANSFER TO ROADS CAPITAL	8,808,665	11,058,665	11,058,665	11,224,505	165,840	1.50%
TRANSFER TO EQUIPMENT CAPITAL	800,000	800,000	800,000	830,000	30,000	3.75%
TRANSFER TO FACILITIES CAPITAL	150,000	150,000	150,000	150,000	-	0.00%
TRANSFER TO BRIDGE CAPITAL	4,250,000	4,500,000	4,500,000	4,500,000	-	0.00%
TOTAL TRANSFERS	\$ 14,008,665	16,508,665	16,508,665	16,704,505	195,840	1.19%
TOTAL EXPENDITURES	\$ 23,633,450	26,215,407	26,582,479	27,477,224	894,745	3.37%

TRANSPORTATION

Description	2022 Budget
2022 TRANSPORTATION CAPITAL PROJECTS	
COMPUTER HARDWARE/SOFTWARE:	
COMPUTER HARDWARE (REPLACEMENT)	14,500
COMPUTER HARDWARE (NEW)	3,350
SOFTWARE LICENSING	3,900
TOTAL COMPUTER HARDWARE/SOFTWARE	21,750
CONSTRUCTION:	
	LANE KM
DONNYBROOK FROM CR 32 TO CR 74	7.6
	2,100,000
REHABILITATION:	
	LANE KM
GIDEON (CR 3) BRIGHAM TO LONDON	2.8
PETTY (CR 19) CR 81 TO AILSA CRAIG	29.6
EGREMONT (CR 22) LONDON TO CR 39	32.4
GRANTON (CR 59) CR 7 TO GRANTON	6.8
	400,000
PARTNERSHIPS:	
PARKHILL MAIN ST (\$330,000 PREVIOUSLY ALLOCATED)	670,000
LUCAN (CR 13 & CR 47)	605,000
GLENDON DR ROUNDABOUT	1,500,000
TOTAL ROADS	11,075,000
BRIDGES/SPECIAL PROJECTS:	
BLACKS BRIDGE (\$1,500,000 PREVIOUSLY ALLOCATED)	600,000
THORNDALE	1,000,000
SIGNALS CR 16 & 56	300,000
PIKE RD BRIDGE	850,000
CONSERVATION DRIVE BRIDGE	75,000
BRIDGE CR 22 W OF MELROSE	180,000
BRIDGE CR 22 E OF POPLAR HILL	135,000
NAIRN ROAD BRIDGE REPAIR	800,000
CENTRAL GARAGE BOILER REPLACEMENT	100,000
FUTURE ENGINEERING	100,000
MUNICIPAL DRAINS	300,000
TOTAL BRIDGES/SPECIAL PROJECTS	4,440,000
TOTAL CAPITAL PROJECTS	15,536,750

STRATHMERE LODGE

2022 Budget Changes/Assumptions

Revenue

As part of the province's multi-year funding commitment to increase Direct Care time for long term care home residents (announced in late 2021), The Lodge is receiving \$1.15M in additional Nursing funding in 2022, and \$217,000 in "Allied Health Professional" funding, which will be used to increase staffing hours as follows:

- 11.2 FTEs for Personal Support Workers (PSWs);
- 2.8 FTEs for Registered Practical Nurses (RPNs);
- 0.2 FTE for Registered Dietitian (contracted);
- 0.6 FTE for Recreation Adjuvant; and
- 1.0 FTE for a new Social Services Worker position.

Expenditures

The increase in County subsidy for 2022 is attributable to a substantive one-time Capital increase ask (see "County Contribution" below), inflationary pressures/supply chain issues, collective agreement wage increases, and the following unfunded staffing increases:

- a) Increased staffing support for Registered Nurses (RNs)
 - 2.0 FTEs in additional Ward Clerks;
 - 1.0 FTE for an additional Nursing Coordinator (RN) position; and
 - 1.4 FTE increase in floor nurse (RN) support;
- b) Increase of 0.2 FTE Maintenance staff (as the Middlesex Soil & Crop Improvement Association recently advised that it will no longer be doing voluntary Lodge grounds keeping in our resident home area gardens); and
- c) Increase of 0.1 FTE Food Service Worker staff, in order to enhance Food Service Department operations.

STRATHMERE LODGE

Capital Requirements

Capital cost requirements for Strathmere Lodge for 2022 (\$579,300) are \$276,140 higher than 2021.

The capital request will expedite some projects designed to benefit resident safety and care, while also addressing the wear and tear on facilities and equipment, given that The Lodge is now 15+ years old.

Capital projects deferred in 2022 to be considered for the 2023 budget include:

- Switch to Point Click Care (Health Record) Software (incl. training) - \$115,000
- Walk-in Coolers (3) in Kitchen - \$80,000
- Fridges (2) on 2 Resident Home Areas - \$4,000
- 65 lbs Washer/Extractors (3 @ \$22,000 each) - \$66,000
- 75 lbs Tumbler/Dryers (3 @\$8,000) each) - \$24,000

County Contribution

As a result of the above, we have budgeted for a **\$1.04M (39%) increase** in the County's 2022 contribution amount.

2022 Proposed Budget and Details

Please see the attached.

STRATHMERE LODGE

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 2,661,606	2,760,781	2,688,368	3,737,563	1,049,195	39.03%
PROVINCE OF ONTARIO	7,826,889	8,897,993	7,739,832	9,188,136	1,448,304	18.71%
RESIDENTS	4,236,868	4,096,960	4,404,627	4,254,906	(149,721)	-3.40%
OTHER	82,614	60,934	39,234	39,719	485	1.24%
TRANSFER FROM RESERVE - WSIB	30,000	30,000	30,000	30,000	-	0.00%
TRANSFER FROM RESERVE - CAPITAL	86,282	103,160	103,160	217,824	114,664	111.15%
TOTAL REVENUE	\$ 14,924,259	15,949,829	15,005,221	17,468,148	2,462,927	16.41%
EXPENDITURES						
SALARIES	\$ 9,619,125	9,868,282	9,701,032	11,256,029	1,554,997	16.03%
BENEFITS	2,625,891	2,429,232	2,560,428	2,998,471	438,043	17.11%
SUPPLIES	213,570	199,131	229,130	261,425	32,295	14.09%
FACILITY REPLACEMENTS	47,060	54,150	54,150	31,870	(22,280)	-41.14%
FACILITY MAINTENANCE	257,975	253,987	252,830	288,050	35,220	13.93%
OTHER REPLACEMENTS	106,210	123,324	106,210	108,500	2,290	2.16%
PURCHASED SERVICES	580,381	588,177	588,477	678,728	90,251	15.34%
RAW FOOD	574,251	576,207	576,207	605,017	28,810	5.00%
UTILITIES	356,500	379,814	366,500	380,000	13,500	3.68%
INSURANCE	42,591	53,623	44,720	60,826	16,106	36.02%
AUDIT	4,200	4,500	4,500	4,500	-	0.00%
LEGAL & CONSULTING	15,000	2,000	20,000	20,000	-	0.00%
TREASURY CHARGE	103,600	104,800	104,800	106,582	1,782	1.70%
OFFICE EXPENSES	34,016	39,594	36,940	38,100	1,160	3.14%
EDUCATION, TRAVEL & CONVENTIONS	57,607	22,777	56,137	50,750	(5,387)	-9.60%
CAPITAL	286,282	302,809	303,160	579,300	276,140	91.09%
COVID-19 PROGRAM	-	947,421	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 14,924,259	15,949,829	15,005,221	17,468,148	2,462,927	16.41%

STRATHMERE LODGE

Description	2022 Budget
2022 STRATHMERE LODGE CAPITAL PROJECTS	
EXTRA LOW BEDS (39)	75,000
MAXI SKY MOTORS (20)	25,300
BLADDER SCANNERS	13,000
IPADS FOR WRIT	3,500
AUTOMATED DISPENSING CABINET FOR EMERG STOCK DRUGS	21,000
2 ARJO TUBS	51,000
ARJO SARA LIFT	7,400
ARJO MAXI LIFT	13,000
1 RESIDENT HOME AREA FLOORING (ARBOUR GLEN RESIDENT HOME AREA)	55,000
1 LED LIGHTING RETROFIT (ARBOUR GLEN RESIDENT HOME AREA)	55,000
LOADING DOCK-LEVELER, WEATHER SEAL AND BUILDING BUMPER PROTECT	15,000
LAWN TRACTOR	50,000
5 TOWEL WARMERS (RESIDENT HOME AREAS)	42,500
5 BLANKET WARMERS (RESIDENT HOME AREA)	42,500
TERRACE/PATIO AWNING/SCREENS	22,000
WINDOW PANE REPLACEMENTS (BROKEN SEALS)	18,000
HOT WATER BOOSTERS AND AUTO TEMP CONTROL READINGS-MOLTC	27,500
FRONT ENTRANCE LIGHT FIXTURES	9,000
RETROFIT OF ELEVATOR DOOR MOTORS (X2)	20,000
ADJUSTABLE DINING TABLES FOR FEEDING ASSISTANCE (8)	13,600
TOTAL CAPITAL PROJECTS	579,300

STRATHMERE LODGE DEBENTURE

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 757,000	757,000	757,000	757,000	-	0.00%
PROVINCE OF ONTARIO	604,440	604,440	604,440	604,440	-	0.00%
TOTAL REVENUE	\$ 1,361,440	1,361,440	1,361,440	1,361,440	-	0.00%
EXPENDITURES						
PRINCIPAL	\$ 890,000	890,000	890,000	890,000	-	0.00%
INTEREST	238,272	196,297	196,297	155,001	(41,296)	-21.04%
TSF. TO RESERVE - TAX RATE	233,168	275,143	275,143	316,439	41,296	15.01%
TOTAL EXPENDITURES	\$ 1,361,440	1,361,440	1,361,440	1,361,440	-	0.00%

LAND AMBULANCE

Overview

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, one (1) Deputy Chief, one (1) Commander of Operations, one (1) Commander of Professional Practice, one (1) Commander of Logistics, twelve (12) Operational Superintendents, one (1) Education Superintendent, one (1) Superintendent of Community Paramedicine, one (1) 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 over 70 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, 30 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 approximately 100,000 calls for service in 2021 (inclusive of code 8 emergency stand-by calls).

LAND AMBULANCE

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 programing 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.

2022 Budget Summary:

The proposed 2022 budget is \$52,087,964.96, an increase of 11.15% from the approved 2021-year budget. Calls for paramedic service continue to outpace the forecasted year-over-year increase of 3% predicted in the strategic analysis submitted in 2014, with approximately 90% of calls occurring within the City of London boundaries.

In addition to the rise in call volume, Middlesex-London Paramedic Service continues to experience offload delays at area Emergency Departments which place additional pressures on staffing and paramedic operations. These offload delays have a direct effect on paramedic resources as paramedic crews, at times, are unable to offload patients at the hospitals in a timely matter resulting in a service level reduction.

Budget Highlights:

- The addition of (4) four new (12) twelve hour ambulances added in 2022. The proposed enhancement will add 16 full-time paramedic positions in 2022.
- Unknown paramedic wage rates (CA expired on December 31, 2020).
- The proposed 2022 budget includes additional investments in IT hardware and software platforms to support internet security and modernization.

LAND AMBULANCE

- The proposed 2022 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.
- Included in the proposed 2022 budget are ongoing proactive investments in employee mental health for employees. This includes EFAP services, a consulting psychologist and a dedicated Peer Support Team.
- The proposed 2022 budget includes additional funds for support services including human resources, Treasury and IT purchased services.
- Middlesex-London Paramedic Service has allocated additional funds for consumable supplies (medical supplies and medical equipment) in 2022. This is due to projected call demand, Ministry of Health requirements, inflationary considerations and special operations equipment.
- The proposed 2022 budget includes replacement of emergency vehicles in 2022. This is to keep up with fleet department cycle.
- The proposed 2022 budget includes additional funds for liability and fleet insurance premiums.
- The proposed 2022 budget includes rent and station maintenance expenditures commensurate with station lease obligations and planned station replacements.

Budget Pressures in 2022:

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
- Paramedic staffing levels due to COVID19

LAND AMBULANCE

- COVID19 and funding uncertainty
- Rising insurance costs
- Sanctioned and Unsanctioned events
- Supply chain and inflation rate
- 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 2022 budget for Middlesex-London Paramedic Service.

LAND AMBULANCE

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 3,683,927	4,235,872	4,235,872	4,690,537	454,665	10.73%
PROVINCE OF ONTARIO - LAND AMBULANCE	18,954,677	21,540,778	21,540,778	23,392,964	1,852,186	8.60%
CITY OF LONDON - LAND AMBULANCE	18,942,951	21,397,479	21,397,478	24,004,194	2,606,716	12.18%
TRANSFERS FROM RESERVES	1,500,000	-	-	-	-	0.00%
COVID-19 PROGRAM - LAND AMBULANCE	-	1,017,383	-	-	-	0.00%
TOTAL REVENUE	\$ 43,081,555	48,191,512	47,174,128	52,087,695	4,913,567	10.42%
EXPENDITURES						
SERVICES						
PAYMENT TO MLPS	40,829,223	45,808,321	44,790,937	49,582,906	4,791,969	10.70%
VEHICLES, EQUIPMENT & MEDICAL SUPPLIES						
TRANSFER TO VEHICLE & EQUIPMENT	2,252,332	2,383,191	2,383,191	2,504,789	121,598	5.10%
TOTAL EXPENDITURES	\$ 43,081,555	48,191,512	47,174,128	52,087,695	4,913,567	10.42%

LIBRARY

2022 Budget Summary

- The proposed 2022 Library budget takes into consideration current service levels, and the planned resumption of full service hours and in-person services and programs. Operating at a reduced service level in 2021 due to the COVID-19 pandemic has resulted in a surplus, primarily in the staffing budget. This is reflected in the draft budget, offsetting the County contribution for 2022.
- The proposed budget includes funds to support the return to full service levels, in terms of open hours, services and programming. 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.
- The draft salaries budget includes funds for the return to a full staffing complement. The anticipated minimum wage increase (which may impact Student Assistant positions) is included, as well as changes to the Information Services Coordinator position to increase capacity and provide greater support to strategic projects. The salaries budget also reflects the full impact of the 2020 job evaluation process, a full year of the Community Navigator position, as well as the regular annual increase and grid step changes.
- Rental payments to the local municipalities will increase by the Consumer Price Index.
- The capital budget includes the scheduled replacement of 39 computer workstations (staff and public), 8 Early Literacy Station iPads, 22 barcode scanners, and the replacement of the phone systems at both the Dorchester and Glencoe branches (current systems are end-of-support). As well, the capital budget includes funds to maintain the wifi hotspot lending program (\$20,000), and the purchase of new technology to support system-wide branch programming (\$10,000). Previous technology programming purchases included Oculus Virtual Reality equipment, 3D printers, and coding kits.
- The 2022 Library budget will support the resumption of regular service at all branches, and support the library's ongoing work, both in-branch and through our virtual channels.

LIBRARY

Description	2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 4,553,773	4,331,633	4,331,633	4,563,635	232,002	5.36%
PROV. OF ONT. - OPERATING	134,047	134,047	134,047	134,047	-	0.00%
EARLYON CHILD AND FAMILY CENTRES	350,000	428,172	350,000	350,000	-	0.00%
SOCIAL SERVICES	106,500	106,500	106,500	123,877	17,377	16.32%
DONATIONS / FUNDRAISING	10,000	6,000	6,000	6,000	-	0.00%
FINES & LOST BOOKS	15,000	500	4,000	10,000	6,000	150.00%
OTHER REVENUES	12,000	2,469	5,000	8,000	3,000	60.00%
ONE TIME MODERNIZATION FUNDING	-	355,000	355,000	-	(355,000)	-100.00%
SURPLUS PRIOR YEAR	103,224	335,000	335,000	300,000	(35,000)	-10.45%
TOTAL REVENUE	\$ 5,284,544	5,699,321	5,627,180	5,495,559	(131,621)	-2.34%
EXPENDITURES						
SALARIES	\$ 2,621,762	2,124,937	2,419,890	2,785,879	365,989	15.12%
BENEFITS	556,254	511,155	560,434	612,839	52,405	9.35%
OPERATIONS	242,200	223,157	267,700	257,700	(10,000)	-3.74%
COLLECTIONS	471,000	471,000	471,000	471,000	-	0.00%
BRANCH DEVELOPMENT	60,000	60,000	60,000	60,000	-	0.00%
BRANCHES - RENT	700,024	700,290	700,290	714,990	14,700	2.10%
AUTOMATION	134,643	129,091	129,091	129,091	-	0.00%
TRANSFER TO CAPITAL	189,680	709,650	709,650	154,760	(554,890)	-78.19%
LIBRARY OFFICE MAINTENANCE	8,981	8,365	9,125	9,300	175	1.92%
EARLYON CHILD AND FAMILY CENTRES	300,000	406,503	300,000	300,000	-	0.00%
COVID-19 PROGRAM	-	37,291	-	-	-	0.00%
COVID-19 PROGRAM - EARLY-ON	-	15,875	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 5,284,544	5,397,314	5,627,180	5,495,559	(131,621)	-2.34%
2021 SURPLUS / (DEFICIT)	\$	302,007				

Description	2022 Budget
2022 LIBRARY CAPITAL PROJECTS	
COMPUTER HARDWARE (REPLACEMENT)	144,760
COMPUTER HARDWARE (NEW)	10,000
TOTAL CAPITAL PROJECTS	154,760

MIDDLESEX-LONDON HEALTH UNIT

Description		2020 Budget	2021 Projected	2021 Budget	2022 Budget	Change (\$)	Var (%)
DRAFT BUDGET							
MIDDLESEX COUNTY CONTRIBUTION	\$	1,277,057	1,160,961	1,282,910	1,404,859	121,949	9.51%
TOTAL	\$	1,277,057	1,160,961	1,282,910	1,404,859	121,949	9.51%

Notes:

The 2022 budget numbers have been provided by MLHU.

The MLHU has identified contractual inflationary pressures and key initiatives that will require additional funding in 2022

Costs directly related to COVID-19 are funded by the Province.

TO: Chair and Members of the Finance & Facilities Committee

FROM: Emily Williams, Chief Executive Officer

DATE: 2022 March 3

2022 PROPOSED BUDGET

Recommendation

It is recommended that the Finance & Facilities Committee recommend to the Board of Health to:

- 1) Approve the 2022 Proposed Budget in the gross amount of \$65,310,006 as illustrated in the attached [Appendix A](#) – Budget Summary;*
- 2) Forward Report No. 05-22FFC and [Appendix A](#) – Budget Summary to the City of London and the County of Middlesex for information; and*
- 3) Direct staff to submit the 2022 Proposed Budget in the various formats required by the different funding agencies and stakeholders.*

Key Points

- Based on direction from the Ministry of Health, a 1% increase in base funding has been budgeted, along with previous Board-approved increases from the City of London and County of Middlesex. All known funding has been accounted for using actuals and estimates.
- Expenses have been estimated assuming programs will be operational for the full year.
- Board-approved COVID-19 expenses for case and contact management have been included, as well as estimated costs for the vaccine program at 75% of last year's actual. Pandemic-recovery initiatives have also been included.
- There are no contributions to reserves in this budget.
- 2022 budget is an increase of \$1,229,693 from the 2021 budget due to inflationary pressures and incremental PBMA initiatives to address Board priorities.
- Gapping will be used to offset the increase and will be realized through staff vacancies and the delay of some programs restarting.

Background

The 2022 proposed budget serves to allocate funds to various departments that are tasked to deliver programs to meet the *Ontario Public Health Standards: Requirements for Programs, Services and Accountability, 2018*. The budget is intended to improve transparency and accountability of funds disbursed to those staff responsible for delivering services.

The Ministry of Health (MoH) Funding and Oversight Branch provided direction to public health units to budget for a 1% increase in base funding. As well, based on inflationary pressures known at the time, the Board of Health approved requesting increases from the municipalities for the 2022 budget as noted in [Report 22-21FFC-R](#). MLHU staff have included all known sources of revenue in the 2022 budget to enhance transparency and reporting on the status of the Health Unit's financial performance.

2022 Proposed Board of Health Budget

Due to the compressed timelines to create, approve and submit the budget to the Ministry, the budget was created using the following processes:

Salaries and Wages: The detailed work that was performed for the 2021 budget enabled staff to roll forward the staffing requirements for 2022 and add applicable inflation (1.75% as per Collective Agreements). This decision assumed a no-change approach to the programs/services offered. Board-approved PBMA initiatives were then added to this base to develop the 2022 salaries and wages budget.

Benefits: Benefits were negotiated with the Health Unit's insurer prior to the budget completion. Those increases have been included in the 2022 budget (approximately 3.6%).

General Expenses: Includes all expenses except salary, wages, and benefits. These expenses were examined by directors and managers to streamline costs while adjusting for inflation where applicable. Also, where possible, expenses were adjusted to contract obligations and historical actuals to ensure accuracy of expenses.

COVID-19: Costs related to case and contact management were approved as part of the PBMA process (see [Report 22-21FFC-R](#)). Recovery efforts were determined from a zero-based budgeting approach and per MoH direction, were focused on urgent priorities. The costs related to vaccine clinics were difficult to determine due to the uncertainty related with COVID-19 and as such, these costs were calculated using an estimated 75% of the 2021 budget.

Electronic Medical Record (EMR) Implementation: The MoH included an application for funds to support the procurement and implementation of an EMR. MLHU procured an EMR; however, the pandemic delayed its implementation considerably. Staff submitted a request for funds to support the completion of the EMR implementation as part of the 2022 budget.

Gap: Budgeted expenses exceed budgeted funding by \$1,613,768, an increase of approximately \$350,000 from 2021. This has been identified as the gap. This budgeted gap will be met using staff vacancies and/or programs that have delayed restarting.

2022 Annual Service Plan

The Annual Service Plan is required by the MoH and is an exercise whereby the department budgets are transposed into program budgets. The format for the ASP was once again significantly truncated to reduce the narrative component and focus on the financials.

Conclusion

The 2022 proposed budget is \$65,310,006 which represents an increase of \$1,229,693 from the 2021 budget.

This report was prepared by the Finance Team, Healthy Organization Division.

A handwritten signature in black ink that reads "EWilliams". The signature is written in a cursive, flowing style.

Emily Williams, BScN, RN, MBA, CHE
Chief Executive Officer

Middlesex - London Health Unit

2022 Annual Budget

March 2022

**MIDDLESEX-LONDON HEALTH UNIT
2022 BOARD OF HEALTH DRAFT BUDGET SUMMARY**

Appendix A: Report 05-22FFC

	2019	2020	2021	2022	Incr / (Decr) over 2021 \$'	%	Notes >3%	2020	FTE 2021	2022	Incr / (Decr) Over 2021
BUDGETS											
Healthy Organization											
Office of the Director	\$ 354,699	\$ 366,239	\$ 363,368	\$ 368,221	\$ 4,853	1.3%		1.50	1.50	1.50	0.00
Communications (Communications & Healthcare Provider Outreach)	531,685	585,917	593,067	605,385	12,318	2.1%		5.70	5.70	5.70	0.00
Finance	455,506	376,539	378,369	387,174	8,805	2.3%		4.00	4.00	4.00	0.00
Human Resources	701,599	718,985	753,498	863,841	110,343	14.6%	1	7.50	7.50	8.50	1.00
Information Technology	1,069,292	1,208,932	1,314,725	1,522,128	207,403	15.8%	2	3.00	3.00	3.00	0.00
Procurement & Operations	283,638	187,821	193,968	198,508	4,540	2.3%		2.00	2.00	2.00	0.00
Strategy, Risk & Privacy	416,312	436,064	440,699	449,909	9,210	2.1%		4.00	4.00	4.00	0.00
Special Projects - Electronic Medical Records (EMR)				200,000	200,000	-	3			2.00	2.00
Total Healthy Organization	\$ 3,812,731	\$ 3,880,497	\$ 4,037,695	\$ 4,595,166	\$ 557,471	13.8%		27.70	27.70	30.70	3.00
Healthy Living Division											
Office of the Director	\$ 379,454	\$ 264,565	\$ 266,814	\$ 272,514	\$ 5,700	2.1%		2.00	2.00	2.00	0.00
Child Health	1,685,760	1,666,881	1,676,101	1,713,587	37,486	2.2%		15.00	15.00	15.00	0.00
Chronic Disease and Tobacco Control	1,407,541	1,595,629	1,642,694	1,762,405	119,711	7.3%	4	15.10	15.40	15.40	0.00
Healthy Communities and Injury Prevention	1,168,241	1,142,960	1,244,496	1,272,365	27,869	2.2%		10.20	11.20	11.20	0.00
Oral Health	1,116,045	986,797	993,196	1,032,418	39,222	3.9%	5	12.00	12.00	12.00	0.00
Senior Dental Health		2,455,451	1,755,451	1,861,400	105,949	6.0%	6	7.50	7.50	7.50	0.00
Southwest Tobacco Control Area Network	436,500	441,345	442,300	447,858	5,558	1.3%		2.40	2.40	2.40	0.00
Young Adult Health	1,137,457	1,108,234	1,123,044	1,148,143	25,099	2.2%		10.00	10.00	10.00	0.00
Harvest Bucks (flow-through with offset funding)				147,000	147,000						0.00
Total Healthy Living Division	\$ 7,330,998	\$ 9,661,862	\$ 9,144,096	\$ 9,657,690	\$ 513,594	5.6%		74.20	75.50	75.50	0.00
Office of the Medical Officer of Health											
Office of the Medical Officer of Health	\$ 576,556	\$ 484,130	\$ 508,590	\$ 518,174	\$ 9,584	1.9%		2.30	2.30	2.30	0.00
Associate Medical Officer of Health	295,831	332,008	357,413	366,570	9,157	2.6%		1.50	1.50	1.50	0.00
Clinical Support Team	-	952,414	983,638	993,393	(50,245)	-5.1%	7	11.25	11.25	11.25	0.00
Population Health Assessment & Surveillance	593,835	549,380	603,071	616,675	13,604	2.3%		5.00	5.50	5.50	0.00
Program Planning & Evaluation (includes Library from MLHU2)	873,039	889,028	888,157	899,643	11,486	1.3%		9.00	9.00	9.00	0.00
Total Officer of the Medical Officer of Health	\$ 2,339,261	\$ 3,206,960	\$ 3,340,869	\$ 3,334,455	\$ (6,414)	-0.2%		29.05	29.55	29.55	0.00
Environmental Health & Infectious Disease Division											
Office of the Director	\$ 302,938	\$ 308,774	\$ 270,673	\$ 261,714	\$ (8,959)	-3.3%	8	2.60	2.00	2.00	0.00
Emergency Management	180,848	133,818	135,530	134,918	(612)	-0.5%		1.00	1.00	1.00	0.00
Food Safety & Healthy Environments	1,727,958	1,459,602	1,494,969	1,828,009	333,040	22.3%	9	14.00	14.00	14.00	0.00
Infectious Disease Control (includes FoodNet from MLHU2)	1,814,317	1,834,640	1,869,014	1,812,994	(56,020)	-3.0%		16.90	16.90	16.90	0.00
Safe Water, Rabies & Vector Borne Disease	1,382,228	1,682,618	1,685,177	1,362,036	(323,141)	-19.2%	10	16.02	16.02	16.02	0.00
Sexual Health (includes HIV/HPV from MLHU2)	3,279,751	2,853,039	2,862,156	2,844,192	(17,964)	-0.6%		16.87	16.87	16.87	0.00
Vaccine Preventable Disease	1,638,371	1,662,785	1,642,828	1,635,263	(7,565)	-0.5%		17.02	16.54	16.54	0.00
COVID-19 (2021 Budget & FTE Adjusted)			28,697,936	27,224,855	(1,473,081)	-5.1%			194.10	219.60	25.50
COVID-19 Recovery Efforts				1,570,039	1,570,039	-				18.25	18.25
Total Environmental Health & Infectious Disease Division	\$ 10,326,411	\$ 9,935,276	\$ 38,658,283	\$ 38,674,020	\$ 15,737	0.0%		84.41	277.43	321.18	43.75
					0						
Healthy Start Division											
Office of the Director	\$ 208,616	\$ 212,473	\$ 215,306	\$ 218,155	\$ 2,849	1.3%		1.70	1.70	1.70	0.00
Best Beginnings (restructured to form Team 1 and Team 2)(includes MLHU2)	3,105,295	3,106,227	3,310,511	3,333,914	23,403	0.7%		29.80	31.80	31.80	0.00
Early Years Health (restructured to form Team 2 and Team 3)	1,648,166	1,586,332	1,535,123	1,599,221	64,098	4.2%		14.23	14.00	14.00	0.00
Reproductive Health (restructured to form Team 1 and Team 3)	1,368,189	1,395,827	1,377,616	1,217,834	(159,782)	-11.6%		12.50	12.00	12.00	0.00
Screening Assessment and Intervention	2,124,932	-	-	-	-	-					0.00
Teams 1, 2, 3 - General Expenses	-	-	-	211,546	211,546	-				1.50	1.50
Total Healthy Start Division	\$ 8,455,198	\$ 6,300,859	\$ 6,438,557	\$ 6,580,670	\$ 142,113	2.2%	11	58.23	59.50	61.00	1.50
Office of the Chief Nursing Officer	\$ 778,328	\$ 789,317	\$ 734,963	\$ 974,472	\$ 239,509	32.6%	12	6.30	6.30	8.30	2.00
General Expenses & Revenues	\$ 2,683,323	\$ 2,675,102	\$ 2,983,322	\$ 3,107,301	\$ 123,979	4.2%	13				
Expected Agency Gapping Budget	\$ (1,124,269)	\$ (1,140,858)	\$ (1,257,473)	\$ (1,613,768)	\$ (356,296)	28.3%					
TOTAL MIDDLESEX-LONDON HEALTH UNIT EXPENDITURES	\$ 34,601,981	\$ 35,309,015	\$ 64,080,313	\$ 65,310,006	\$ 1,229,693	1.9%		279.89	475.98	526.23	50.25
Funding Sources											
Ministry of Health & Long-Term Care (Cost-Shared)	\$ 17,101,100	\$ 20,442,198	\$ 19,806,500	\$ 20,004,565	\$ 198,065	1.0%	14				
MOH / AMOH Compensation Initiative			\$ 85,800	\$ 85,800	-	0.0%					
The City of London	6,095,059	6,704,565	6,735,292	7,344,798	609,506	9.0%	15				
The County of Middlesex	1,160,961	1,277,057	1,282,910	1,404,859	121,949	9.5%	16				
Ministry of Health & Long-Term Care (100%)	4,066,700				-	-					
Ministry of Health & Long-Term Care - mitigation funding			1,361,300	1,361,300	-	0.0%					
Ministry of Health & Long-Term Care (100%) - COVID-19			28,697,936	28,794,894	96,958	0.3%	17				
Ministry of Health & Long-Term Care (100%) - Projects (EMR)				200,000	200,000	-					
Ministry of Health & Long-Term Care (100% - Senior Dental)		2,561,400	1,861,400	1,861,400	-	0.0%					
Ministry of Children, Community & Social Services (100%)	4,580,072	2,483,313	2,483,313	2,483,313	-	0.0%					
City of London - CLIF Tobacco Enforcement	-	166,846	303,560	415,798	112,238	37.0%					
Public Health Agency of Canada	428,261	443,714	437,816	322,130	(115,686)	-26.4%					
Public Health - Ontario	106,526	106,526	102,962	104,223	1,261	1.2%					
Other Revenue	1,063,302	1,123,396	921,524	779,926	(141,598)	-15.4%	18				
Harvest Bucks (flow-through with offset expenses)		-	-	147,000	147,000	-					
TOTAL MIDDLESEX-LONDON HEALTH UNIT EXPENDITURES	\$ 34,601,981	\$ 35,309,015	\$ 64,080,313	\$ 65,310,006	\$ 1,229,693	1.9%					

Dept 112 moved to Sexual Health, \$20,000.

FTE added from Board approved PBMA and then reduced by initiatives falling into 816. Add 75% of 816 staffing from 2021

**MIDDLESEX-LONDON HEALTH UNIT
2022 BOARD OF HEALTH DRAFT BUDGET SUMMARY**

Notes to Budget Summary:

- 1 Incremental PBMA - Diversity & Inclusion. FTE 1.0 \$94k.
- 2 Cell phones \$21k; computer software \$187k.
- 3 Estimated resourcing to implement the Electronic Medical Records software.
- 4 Dept 128 City of London Funding for Cannabis - program expenses increased by \$125k. Funding also increased with net overall result of zero costs.
- 5 2021 budget understated by \$17k. Oral health has no change in general expenses from 2021 to 2022.
- 6 Program costs increased. Funding also increased with net overall result of zero costs.
- 7 2021 budget overstated by \$113k. \$39k increase to establish a budget for materials & supplies.
- 8 Eliminate the budget for consulting, travel, printing and staff education resulting in \$12k savings.
- 9 2021 budget understated by \$305k.
- 10 2021 budget overstated by \$305k.
- 11 Healthy Start restructuring. General expenses increased by \$23k. Incremental PBMA - Healthy Start Restructuring. FTE 1.50 \$75k.
- 12 Incremental PBMA - Anti-Black, D&I, Indigenous. FTE 2.0 \$227k.
- 13 Retiree benefits 139k; security \$33k; building repairs & mtnc for Strathroy and Citi Plaza \$50k. Cost reductions to postage and photocopiers for \$25k; general consulting \$30k.
- 14 Assume 1% increase over previous year's funding (as per notice from February 3, 2022).
- 15 Increase was approved by the City of London.
- 16 Increase has not yet been approved by the County of Middlesex.
- 17 Includes \$726,000 for School Focused Nurses Initiative, which is funded up to July 31, 2022 only.
- 18 Other Revenue includes \$292,986 for IPAC.

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>
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>	<u>\$,000</u>
Balance forward from prior year	\$ 1,071	\$ 1,072	\$ 2,443	\$ 3,092	\$ 7,645	\$ 9,134	\$ 5,716	\$ 5,853	\$ 5,890	\$ 10,892
Transfer to Reserve										
Transfer to Reserve - Surplus	195	688	585	471	2,686	-	-	-	-	-
Sale of property				4,000	-				5,000	
Transfer to Operating	-303	-108	-128	-151	-1,472	-3,734				
Transfer to Capital										
Transfer from Strathmere Lodge - Senior Services		640								
Strathmere Lodge - Rebuild										
Strathmere Lodge - Debenture	109	151	192	233	275	316	137	37	2	
Balance	\$ 1,072	\$ 2,443	\$ 3,092	\$ 7,645	\$ 9,134	\$ 5,716	\$ 5,853	\$ 5,890	\$ 10,892	\$ 10,892
Net change	\$ 1	\$ 1,371	\$ 649	\$ 4,553	\$ 1,489	\$ -3,418	\$ 137	\$ 37	\$ 5,002	\$ -

RESERVES & RESERVE FUNDS

Description		2020 Actual	2021 Projected	2022 Projected
RESERVES				
WORKING CAPITAL	\$	730,607	730,607	730,607
INSURANCE		153,938	153,938	153,938
TAX RATE STABILIZATION		7,644,868	9,134,612	5,716,732
WORKER'S COMPENSATION		762,261	735,959	705,959
WINTER CONTROL		801,802	1,767,981	1,717,981
AMBULANCE - EQUIPMENT & FACILITIES - 50%/50%		49,689	76,089	102,489
AMBULANCE - EQUIPMENT & FACILITIES - 100%		203,929	203,929	203,929
AMBULANCE - SEVERANCE - 50%/50%		117,647	82,457	82,457
AMBULANCE - SEVERANCE - 100%		161,170	161,170	161,170
AMBULANCE - CROSS BORDER BILLINGS - 50%/50%		501,282	485,068	460,068
AMBULANCE - OPERATIONS - 50%/50%		15,343	15,343	15,343
AMBULANCE - OPERATIONS - 100%		518,071	518,071	518,071
AMBULANCE - ACR CHART FEES - 100%		32,933	38,873	43,873
AMBULANCE - RESEARCH GRANT - 100%		55,261	55,261	57,261
AMBULANCE - PTSD GRANT - 100%		142,610	142,610	142,610
WOODLANDS		179,709	172,032	152,032
TREE BANK		51,498	31,498	6,498
TOTAL		12,122,617	14,505,498	10,971,018
RESERVE FUNDS				
CAPITAL WORKS	\$	13,247,790	16,329,481	16,429,787
COUNTY - FACILITIES		-	-	-
COUNTY - REVENUE REPLACEMENT INVESTMENT		6,000,000	7,651,000	7,308,383
FUTURE ROAD CONSTRUCTION		7,642,203	7,699,519	7,906,811
TRANSPORTATION VEHICLES & EQUIPMENT		3,092,710	3,484,606	3,513,763
BRIDGES		5,117,413	5,175,869	5,375,888
SAND & SALT DOMES		43,707	64,109	84,740
GARAGES		169,127	300,882	333,364
WIND FARM DECOMMISSION - FEES		616,235	703,807	792,345
LODGE - GIFTS & DONATIONS		16,637	37,027	38,312
LODGE - CHAPEL FUND		3,516	2,945	3,471
LODGE - EQUIPMENT & FACILITIES		450,707	350,541	132,717
IT EQUIPMENT		308,907	388,011	435,021
STRATHROY LIBRARY RESERVE FUND		67,921	68,430	68,943
LIBRARY TECHNOLOGY RESERVE FUND		-	150,563	151,692
MURRAY ELLIOTT RESERVE FUND		69,090	51,540	51,927
TOTAL	\$	36,845,962	42,458,330	42,627,163
DEFERRED REVENUE - OBLIGATORY RESERVE FUND				
FEDERAL GAS TAX	\$	3,322,264	5,536,857	5,578,384

Ontario Municipal Partnership Fund (OMPF)
2022 First Quarter Payment Notice



County of Middlesex

3900

A. Total 2022 OMPF (2022 Allocation Notice, Line A)			\$367,600
B. 2022 OMPF Quarterly Payments Schedule			\$367,600
1.	2022 OMPF First Quarter Payment	<i>Issued January 2022</i>	\$91,900
2.	2022 OMPF Second Quarter Payment	<i>Scheduled for April 2022</i>	\$91,900
3.	2022 OMPF Third Quarter Payment	<i>Scheduled for July 2022</i>	\$91,900
4.	2022 OMPF Fourth Quarter Payment	<i>Scheduled for October 2022</i>	\$91,900
C. Payment Issued in January			\$91,900
1.	2022 OMPF First Quarter Payment	<i>Issued January 2022</i>	\$91,900