



**MIDDLESEX COUNTY COUNCIL
AGENDA**

Tuesday, March 22, 2022, 1:00 PM
Middlesex County Building
399 Ridout Street North, London

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. BUSINESS ARISING FROM THE MINUTES**
- 4. MINUTES**
 - 4.a. Minutes of the March 8, 2022 Budget Meeting of County Council 1
 - 4.b. Minutes of the March 8, 2022 meeting of County Council 116
Moved by _____
Seconded by _____
THAT the Minutes of the March 8, 2022 Budget meeting and the Minutes of the March 8, 2022 regular meeting of County Council be approved as presented.
 - 4.c. Closed Session Minutes of the March 8, 2022 meeting of County Council
Moved by _____
Seconded by _____
THAT the Closed Session Minutes of the March 8, 2022 meeting of County Council be approved as presented.
- 5. DEPUTATIONS**

None.

6. ENQUIRIES OR NOTICES OF MOTION

7. REPORTS

None.

8. NEW BUSINESS

8.a. MLPS COVID Vaccine Initiative 124

Report from Miranda Bothwell, PAD/Public Education Coordinator, MLPS

Moved by _____

Seconded by _____

THAT the MLPS COVID Vaccine Initiative update be received for information.

8.b. Vehicle Purchase - CAO Car Lease 127

Report from Chris Traini, P. Eng., GM Infrastructure/Deputy CAO/County Engineer

Moved by _____

Seconded by _____

THAT the 2019 Acura RDX be purchased off lease from Acura of Hamilton at a total cost of \$27,752.60 inclusive of taxes and fees and be added to the County of Middlesex fleet.

8.c. 2022 Tax Rates 129

Report from Cindy Howard, GM Finance and Community Services, County Treasurer and Deputy CAO.

Moved by _____

Seconded by _____

That the 2022 Tax Ratios for the County of Middlesex remain the same as 2021 as listed in the report and that the Tax Ratio By-law be forwarded to County Council for approval.

9. COUNCILLOR'S COMMENTS AND OTHER BUSINESS

9.a. FCM 2022-2023 Board of Directors Nomination

Councillor J. Vanderheyden

Moved by _____

Seconded by _____

WHEREAS the Federation of Canadian Municipalities (FCM) represents the interests of member municipalities on policy and program matters that fall within federal jurisdiction;

WHEREAS FCM's Board of Directors is comprised of elected municipal officials from all regions and sizes of communities to form a broad base of support and provide FCM with the united voice required to carry the municipal message to the federal government; and

WHEREAS FCM's hybrid Annual Conference and Trade Show will be held June 3 to 5, 2022, during which time the Annual General Meeting will be held, followed by the election of FCM's Board of Directors;

WHEREAS candidates wishing to run for FCM's Board of Directors must submit an official resolution endorsed by their member municipality permitting the candidate to seek a position on the Board for the period June 2022 to June 2023; and

WHEREAS in the event that a candidate is not re-elected in Ontario's October 2022 municipal election, the candidate's nomination will be deemed to be void;

BE IT RESOLVED that Council of the Corporation of the County of Middlesex endorse Councillor Joanne Vanderheyden to stand for election on FCM's Board of Directors for the period starting in June 2022 and ending June 2023; and

BE IT FURTHER RESOLVED that Council assumes all costs associated with Councillor Joanne Vanderheyden attending FCM's Board of Directors meetings.

10. BY-LAWS

10.a.	#7155 - A BY-LAW to Adopt the 2022 Budget of the County of Middlesex	140
10.b.	#7156 - A BY-LAW to provide the Remuneration Payable to the Warden	194
10.c.	#7157 - A BY-LAW to provide for Remuneration and Expenses, including Convention Expenses, payable to Members of Council	195
10.d.	#7158 - A BY-LAW to Adopt Tax Rates and the Payment Schedule for the 2022 County Levy	201

- 10.e. #7159 - A BY-LAW to Confirm Proceedings of the March 22, 2022 meeting of Council 205

Moved by _____

Seconded by _____

THAT the by-laws be given first and second reading.

Moved by _____

Seconded by _____

THAT the by-laws be given third and final reading.

11. COMMITTEE OF THE WHOLE

Moved by _____

Seconded by _____

THAT Council convene the Committee of the Whole at ____ pm.

11.a. DELEGATIONS / REPORTS OF COUNTY OFFICERS

- 11.a.1. Middlesex Clean Water Program Update 206

Presentation by Craig Merkely, Tatianna Lozier and Michael Funk, Upper Thames River Conservation Authority

- 11.a.2. LDD Moth Monitoring Program 218

Presentations by Mark Brown, Woodlands Conservation Officer and Nicole Mielewcyk, Canadian Food Inspection Agency

11.b. ACTION ITEMS

- 11.b.1. Police Record Checks and Driver's Abstract Policy, HR Policy 1.02 228

Report from Jessica P. Ngai, Director of Human Resources

Moved by _____

Seconded by _____

THAT County Council approve replacing Human Resource Policy 1.02 "Pre-Employment Requirements Policy" with the attached Human Resource Policy 1.02 "Police Record Checks and Driver's Abstract Policy".

- 11.b.2. Middlesex Joint Annual Accessibility Status Report 2021 238

Report from Sarah Savoie, Accessibility Coordinator

Moved by _____

Seconded by _____

THAT the "Joint Annual Accessibility Status Report 2021" be approved and forwarded to participating Local Municipal Partners for approval.

- 11.b.3. Middlesex County and Local Municipal Partners Joint Multi-Year Accessibility Plan, 2022-2027 250

Report from Sarah Savoie, Accessibility Coordinator

Moved by _____

Seconded by _____

THAT the "Middlesex County and Local Municipal Partners Joint Multi-Year Accessibility Plan 2022-2027" be approved and forwarded to participating Local Municipal Partners for approval.

- 11.b.4. Tender for the Supply and Installation of Subdrains M-E-22 311

Report from Ryan Hillinger, Engineering Supervisor

Moved by _____

Seconded by _____

THAT the bid for the supply and installation of subdrains in the total amount of \$50,996.00 plus HST submitted by A.G. Hayter be accepted.

- 11.b.5. Quotation for Roadside Weedspraying 313

Report from Ryan Hillinger, Engineering Supervisor

Moved by _____

Seconded by _____

THAT the quotation provided by Green Stream for the spraying of roadside weeds at a total cost of \$75,320.66 plus HST be accepted.

- 11.b.6. Community Homelessness Prevention Initiative (CHPI) and Social Services Relief Funds (SSRF) 315

Report from Cindy Howard, General Manager, Finance and Community Services and Joe Winsor, Manager, Social Services

Moved by _____

Seconded by _____

THAT Council approve the Interim Housing Contracts attached to this report and authorize the General Manager of Finance and Community Services, Cindy Howard, to execute the agreements on behalf of the Corporation.

11.b.7. Communications Strategy 335

Report from Marci Ivanic, Legislative Services Manager/Clerk

Presentation by Erin O'Hoski, Boulevard Strategy Group

Moved by _____

Seconded by _____

THAT Council approve the Draft Middlesex County Communications Strategy, in principle, and that a final version be prepared and circulated to Council for information at a future meeting.

11.b.8. Tender for Concrete Curb and Gutter - M-F-22 391

Report from Ryan Hillinger, Engineering Supervisor

Moved by _____

Seconded by _____

THAT the bid Ro-Buck Construction in the amount of \$194,212.00 before taxes for Contract M-F-22 for the supply of Concrete Curb and Gutter be accepted.

11.b.9. Tender for Traffic Paint - M-H-22 394

Report from Ryan Hillinger, Engineering Supervisor

Moved by _____

Seconded by _____

THAT the bid Ennis Paint Canada in the amount of \$743,120.00 before taxes for Contract M-H-22 for the supply of Traffic Paint be accepted.

11.b.10. Tender for Crushing Stockpiling - M-P-22 396

Report from Ryan Hillinger, Engineering Supervisor

Moved by _____

Seconded by _____

THAT Associated Paving & Materials Ltd in the amount of \$153,600.00 before taxes for Contract M-P-22 for the crushing and stockpiling of granular 'A' be accepted.

11.c. CORRESPONDENCE AND INFORMATION ITEMS

11.c.1.	Letter from Enbridge Gas - March 3, 2022	397
11.c.2.	Letter from NDMNRF - March 3, 2022	398
11.c.3.	Media Release - March 7, 2022 - Middlesex County Economic Development Recipient of Marketing Canada Award	400
11.c.4.	AMO Policy Update - March 8, 2022	401
11.c.5.	2021 Council Remuneration and Expenses Report from Cindy Howard, GM Finance and Community Services, County Treasurer and Deputy CAO	403
11.c.6.	Public Sector Salary Disclosure Report from Cindy Howard, GM Finance and Community Services, County Treasurer and Deputy CAO	406
11.c.7.	2006 Strathmere Lodge Capital Works Debenture Cindy Howard, GM Finance and Community Services and Wayne Meagher, County Barrister & Solicitor	409

Moved by _____

Seconded by _____

THAT Items 11.c.1 to 11.c.7 be received for information.

12. INQUIRIES

13. NEW BUSINESS

13.a. Closed Session

Moved by _____

Seconded by _____

THAT the next portion of the meeting be closed at ____ pm in order to consider labour relations and employee negotiations pursuant to subsection 239(2)(d) of the *Municipal Act, 2001*.

13.a.1. Collective Agreement with CUPE 101.5

Report from Jessica P. Ngai, Director of Human Resources

Moved by _____

Seconded by _____

THAT Council resume from its Closed Session at ____ pm.

13.b. Rise and Report from Closed Session

13.c. Next Meetings

Tuesday, April 5, 2022

Tuesday, April 26, 2022

Tuesday, May 10, 2022

Tuesday, May 24, 2022

Tuesday, June 14, 2022

Tuesday, June 28, 2022

Tuesday, July 26, 2022

Tuesday, August 23, 2022

Tuesday, September 13, 2022

Tuesday, September 27, 2022

Tuesday, October 11, 2022

Tuesday, October 25, 2022

Tuesday, November 8, 2022

Thursday, December 8, 2022 - 4:00pm (Inaugural)

Tuesday, December 13, 2022

14. ANNOUNCEMENTS

14.a. Thursday, June 23, 2022 - Middlesex County Warden's Charity Golf Tournament

Moved by _____

Seconded by _____

THAT Committee of the Whole rise at ____pm and Council resume.

15. ADJOURNMENT

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

Moved by _____

Seconded by _____

That the meeting adjourn at __ pm.

MIDDLESEX COUNTY COUNCIL
MINUTES

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

Members Present	Warden Warwick Councillor Burghardt-Jesson Councillor Smith Councillor DeViet Councillor Brennan Councillor Ropp Councillor Cornelissen Councillor Mayhew Councillor Vanderheyden Councillor Richards Councillor Elliott
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1. CALL TO ORDER AND WARDEN'S REMARKS

Warden Warwick called the meeting to order at 10:00am.

Warden Warwick addressed Council as follows:

"The Middlesex County Budget Committee prepared a budget that was both responsible and reflective of the current economic environment. The ongoing COVID-19 pandemic has put unusual pressures on the County and our local municipalities. The recommended budget translates to a 0% tax levy increase.

In 2021 County Council adopted a renewed Strategic Plan titled "The Middlesex Initiative: Breaking new Ground". The 2022 budget aligns with the four areas of strategic focus which include: Cultivating Community Vitality; Connecting through Infrastructure; Strengthening Our Economy; and Promoting Service Excellence. Highlights of the budget include investments to support a comprehensive communications strategy, establishing a centralized procurement office, and continuing to invest in organizational capacity in the areas of Economic Development, Human Resources, Planning, and Information Technology Services. The budget continues to focus and enhance our core services and

makes significant investments in long term care, land ambulance, and transportation infrastructure.

Middlesex County is seeing continued significant growth and demographic changes. This budget is designed to support our communities in the long-term, ensure that the County continues to be innovative, and provide services that are of excellent value to our residents and businesses."

2. PROVISION FOR DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

None.

3. PRESENTATIONS

3.a MLHU 2022 Budget Presentation

Presentation by Emily Williams, CEO, MLHU and Dave Jansseune, Assistant Director of Finance, MLHU. A copy of the presentation is attached.

3.b 2022 Budget Presentation

Presentation by Cindy Howard, General Manager of Finance and Community Services. A copy of the presentation is attached.

4. 2022 BUDGET

The following items were circulated to County Council:

4.a 2022 Budget Summary

4.b 2022 Budget Committee Recommendations

4.c Administration

4.d Planning and Woodlots

4.e Economic Development

4.f Information Technology Services

4.g Social Services

4.h Transportation

4.i Strathmere Lodge

4.j Middlesex-London Emergency Medical Services

- 4.k Middlesex County Library Board
- 4.l Middlesex-London Health Unit
- 4.m Reserve - Tax Rate Stabilization
- 4.n Reserves and Reserve Funds
- 4.o OMPF (Ontario Municipal Partnership Fund)

Moved by Councillor Mayhew

Seconded by Councillor Elliott

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

Carried

5. ADJOURNMENT

Moved by Councillor Ropp

Seconded by Councillor Burghardt-Jesson

That the meeting adjourn at 12:00 p.m.

Carried

Marci Ivanic, County Clerk

Alison Warwick, Warden

Middlesex London Health Unit

2022 Budget - DRAFT

March 2022

Funding Sources

Ministry of Health and Long-Term Care (MOH) (80%)

Ministry of Children, Community & Social Services (MCCSS) (4%)

City of London (12%)

The County of Middlesex (2%)

Public Health Agency of Canada (PHAC) (0.5%)

Public Health Ontario (0.2%)

Miscellaneous Revenue through Client Services (1.3%)

Percentage of funding based on total envelope of \$65 million

Budgeting Procedures

Salaries & Wages:

2021 Details + Inflation + Step Increases = 2022 Baseline

2022 Baseline + Board Approved PBMA Initiatives + Special Projects = Total Salaries & Wages
(special projects = Emergency Medical Records – resourcing required to implement)

Benefits: 2022 Rates with Canada Life Incorporated into Budget.

General Expenses: Thorough Review with 4 Years Actuals & 4 Years Budget, per account.

Extraordinary Expenses:

COVID-19 Vaccine budgeted at 75% of 2021 Actual Spend.

Case & Contact Mgmt – zero based approach using PBMA initiatives.

Recovery – zero based approach to resource backlog of items.

Budgeted Gap: To generate a balance budget (no deficit and no surplus).

This challenge will be met with staff vacancies and the delay of programs restarting.

MLHU2

(2nd Company)

Programs with fiscal year from April to March and include:

1. Best Beginnings, funded MCCSS
 2. FoodNet
 3. HIV/HEP C Program
 4. Smart Start for Babies
 5. Shared Library Services, funded Public Health Ontario
- } funded Public Health of Canada

These 5 programs are 100% funded (*funding = total expenditures*)
Approx \$3 million. Net impact to the main budget of zero: no surplus, no deficit.

Salaries & Wages

	<u>MLHU</u>	<u>%</u>	<u>MLHU2</u>	<u>%</u>	<u>Total</u>	<u>%</u>
2021 Salaries	20,383,659	100.0%	2,123,122	100.0%	22,506,781	100.0%
→ + Inflation	345,106	1.7%	38,107	1.8%	383,213	1.7%
+ Step Increases	67,497	0.3%	7,503	0.4%	75,000	0.3%
2022 Baseline	20,796,263	102.0%	2,168,732	102.1%	22,964,995	102.0%
→ + PBMA Incremental	283,681	1.4%	0	0.0%	283,681	1.3%
→ + Special Projects (EMR)	200,000	1.0%	0	0.0%	200,000	0.9%
+ City of London (CLIF)	80,272	0.4%	0	0.0%	80,272	0.4%
2022 Salaries	21,360,216	104.8%	2,168,732	102.1%	23,528,948	104.5%

Flow-Thru
No Impact

Inflation mirrored our Contractual Obligations.

Special Projects – EMR is a temporary FTE of 2.0
“Electronic Medical Records”

Board Approved Incremental PBMA initiatives increased FTE by 4.5:

- Anti-Black Racism, Diversity & Inclusion & Indigenous Reconciliation Work (2.0)
- Human Resources Specialist, Diversity & Inclusion (1.0)
- Healthy Start Restructuring (1.5).

Benefits

	<u>MLHU</u>	<u>%</u>		<u>MLHU2</u>	<u>%</u>		<u>Total</u>	<u>%</u>
2021 Benefits	4,962,379	100.0%		539,263	100.0%		5,501,643	100.0%
→ + Increases	176,661	3.6%		19,884	3.7%		196,544	3.6%
2022 Baseline	5,139,040	103.6%		559,147	103.7%		5,698,187	103.6%
→ + PBMA Incremental	107,028	2.2%		0	0.0%		107,028	1.9%
+ City of London (CLIF)	18,971	0.4%	Flow-Thru No Impact	0	0.0%		18,971	0.3%
2022 Benefits	5,265,039	106.1%		559,147	103.7%		5,824,186	105.9%
2022 Salaries	21,360,216			2,168,732			23,528,948	
Benefits - % of Salaries	24.6%			25.8%			24.8%	

Benefits provided through Canada Life and renewed in January 2022.

Previous years' rates were guaranteed, this is the first renewal with increases.

Premiums for Life, AD&D and LTD increased by 7.3% or \$101,685.

Additional increases on the ASO policy covering EHC (health, drug, vision) by 5.3% and dental by 10.6%

Benefits related to Incremental PBMA initiatives.

General Expenses

	<u>MLHU</u>	<u>%</u>	<u>MLHU2</u>	<u>%</u>	<u>Total</u>	<u>%</u>
2021 General Expenses	8,046,701	100.0%	208,442	100.0%	8,255,143	100.0%
➔ + Corporate Expenses	243,943	3.0%		0.0%	243,943	3.0%
➔ + Increases	449,315	5.6%	(26,654)	-12.8%	422,661	5.1%
2022 Baseline	8,739,959	108.6%	181,788	87.2%	8,921,747	108.1%
➔ + PBMA Incremental	(146,000)	-1.8%	0	0.0%	(146,000)	-1.8%
2022 General Expenses	8,593,959	106.8%	181,788	87.2%	8,775,747	106.3%

Retiree Benefits increased by \$138,952 to align with actual spending.

Maintenance projects at Strathroy & Citi-Plaza for \$51,000. Insurance increase estimated at \$29,490 (includes Cyber Insurance).

Increases: \$342,171 expenses have no impact as there is offsetting increased funding (Harvest Bucks, CLIF, Senior Dental Care)
Balance of \$107,144 – increased software costs proposed from Microsoft.

PBMA savings: ASO cash withdraw of \$150,000 offset with \$4,000 miscellaneous expenses.

Extraordinary Costs

	<u>2021 Fcst</u>	<u>2021 Bud</u>	<u>2022 Bud</u>	<u>Incr / (Decr)</u>
COVID-19:				0
→ Vaccine	16,688,810	21,423,152	12,517,509	(8,905,643)
→ Case & Contact Mgmt	14,488,714	7,274,786	13,981,346	6,706,560
→ Recovery	0	0	1,570,039	1,570,039
Total COVID-19	31,177,524	28,697,938	28,068,894	(629,044)
SFNI	924,470	2,200,000	726,000	(1,474,000)
2022 Extraordinary Costs	32,101,994	30,897,938	28,794,894	(2,103,044)

SFNI = School Focused Nurses Initiative

*These costs have been offset by equal
anticipated funding, zero impact overall.*

Vaccine estimated at 75% of 2021 Actual.

Case & Contact Mgmt was budgeted using the 14 Board approved PBMA initiatives, related to C&CM.

Recovery budget was created from 16 initiatives employing an FTE of 18.25

Budgeted Gap

	<u>2021</u>	<u>2022</u>	<u>Incr / (Decr)</u>
Total Gap	1,257,473	1,613,768	356,295

GAP bridges the difference between expenses and funding/revenue to balance the budget.

This challenge is met throughout the year through savings on the staffing line:

- budget at full complement,
- delays in filling vacancies,
- new hires usually start at a lower pay band.
- staff redeployed to COVID when programs are delayed with restarting.

The absence of inflationary compensation from the Ministry has contributed to the GAP as well.

Funding/Revenue

	<u>2021</u>	<u>%</u>	<u>2022</u>	<u>%</u>	<u>Incr / (Decr)</u>
Ministry of Health:					
General Cost Shared Funding ← <i>1% increase</i>	19,806,500	31%	20,004,565	31%	198,065
MOH / AMOH Compensation Initiative	85,800	0%	85,800	0%	0
Mitigation Funding ← <i>Risk of zero funding</i>	1,361,300	2%	1,361,300	2%	0
COVID-19 (including SFNI)	28,697,936	45%	28,794,894	44%	96,958
Special Projects (EMR)	0	0%	200,000	0%	200,000
Senior Dental Care	1,861,400	3%	1,861,400	3%	0
Sub-Total	51,812,936	81%	52,307,959	80%	495,023
The City of London					
General Cost Shared Funding	6,735,292	11%	7,344,798	11%	609,506
CLIF Tobacco Enforcement	303,560	0%	415,798	1%	112,238
Sub-Total	7,038,852	11%	7,760,596	12%	721,744
The County of Middlesex	1,282,910	2%	1,404,859	2%	121,949
Ministry of Children, Community & Social Services (100%)	2,483,313	4%	2,483,313	4%	0
Public Health Agency of Canada	437,816	1%	322,130	0%	(115,686)
Public Health - Ontario	102,962	0%	104,223	0%	1,261
Other Revenue	921,524	1%	779,926	1%	(141,598)
Harvest Bucks (flow-through with offset expenses)	0	0%	147,000	0%	147,000
Sub-Total	5,228,525	8%	5,241,451	8%	12,926
Total Funding & Revenue	64,080,313	100%	65,310,006	100%	1,229,693

Consolidated

	<u>MLHU</u>	<u>%</u>	<u>MLHU2</u>	<u>%</u>	<u>Total</u>	<u>%</u>
Salaries & Wages	21,360,215	34%	2,168,732	75%	23,528,947	36%
Benefits	5,265,039	8%	559,147	19%	5,824,186	9%
General Expenses	8,593,959	14%	181,788	6%	8,775,747	13%
Extraordinary Costs	28,794,894	46%	0	0%	28,794,894	44%
Gap	(1,613,768)	-3%	0	0%	(1,613,768)	-2%
Total Expenses	62,400,339	100%	2,909,667	100%	65,310,006	100%
Total Funding & Revenue	62,400,339		2,909,667		65,310,006	

Please note that Extraordinary Costs are majority Salaries, Wages and Benefits.



Thank You!

Any Question?



2022 Budget



2022 Budget Agenda

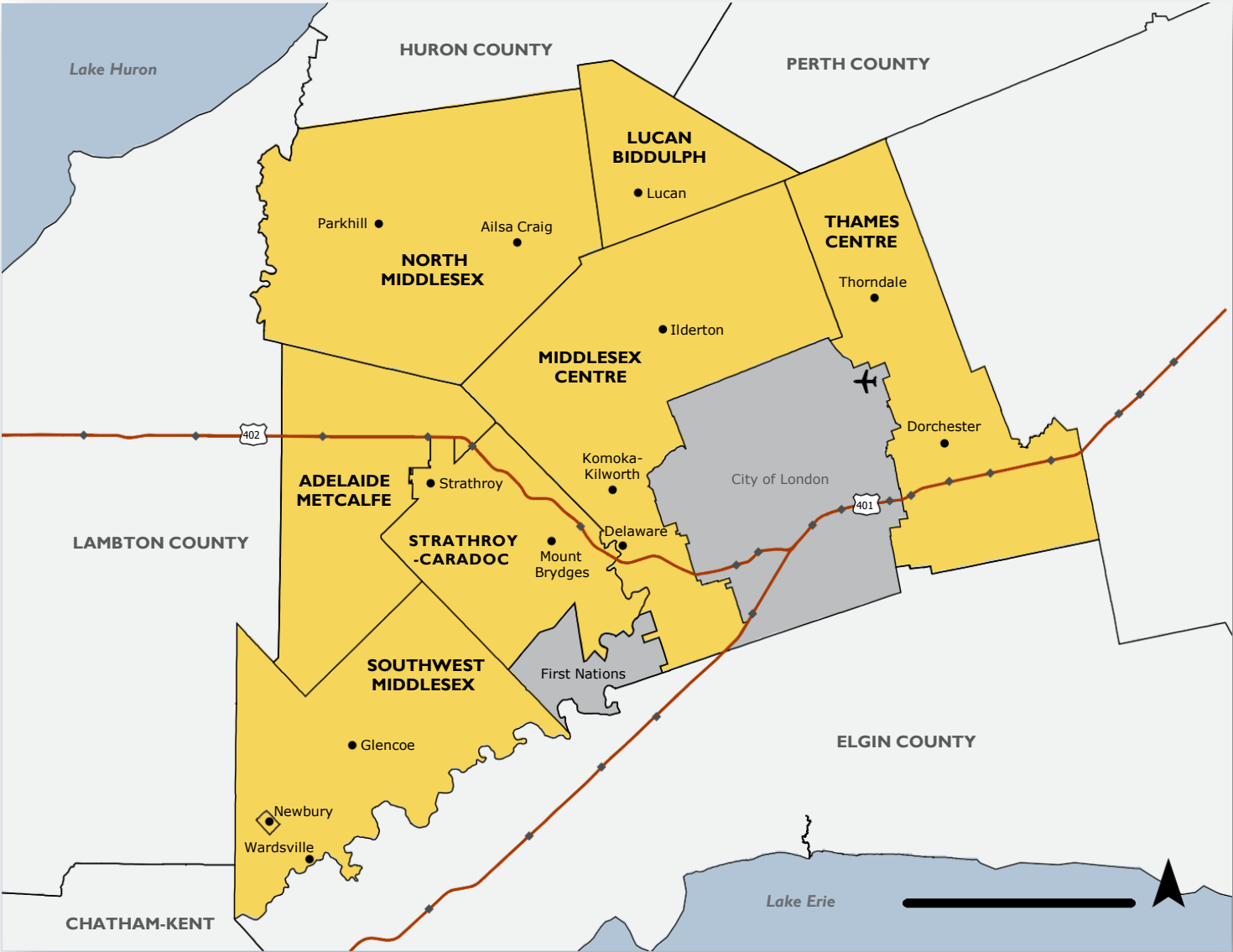
- Welcome to Middlesex County
- Definitions
- COVID-19
- Strategic Plan 2021-2023
- Budget Process
- Introduction from Warden
- Budget Committee Recommendations
- 2022 Middlesex County Budget
 - Summary
 - Budget Drivers
 - Departmental Budgets (Operating and Capital)
- Reserves and Reserve Funds





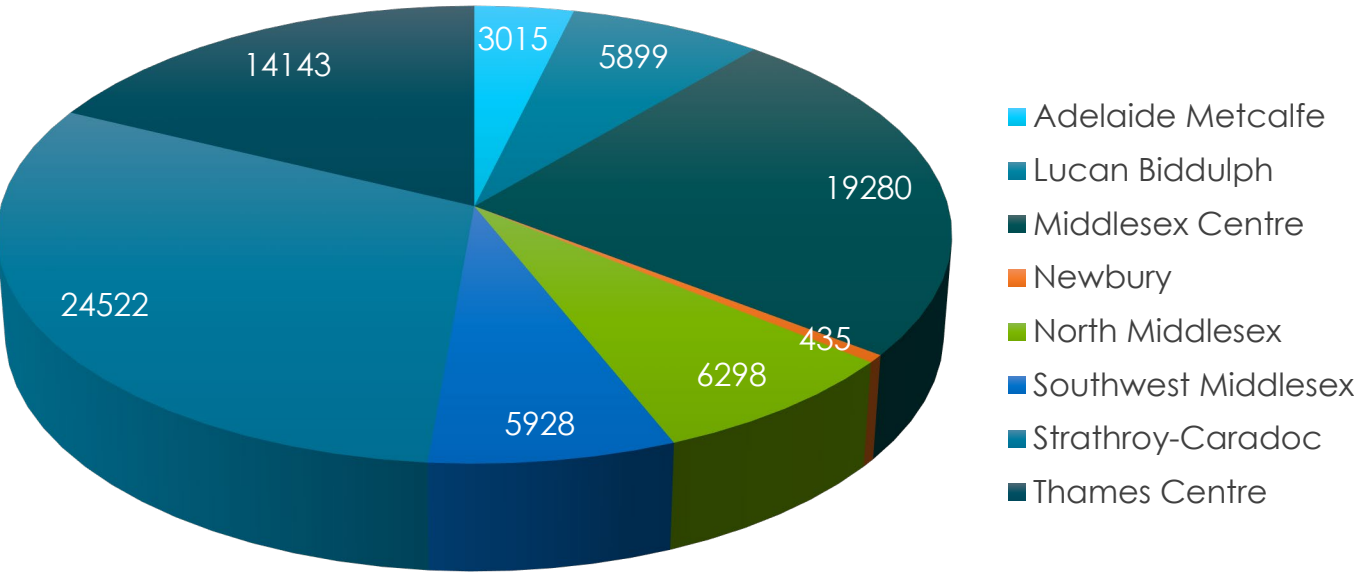
Welcome to Middlesex County

County Map

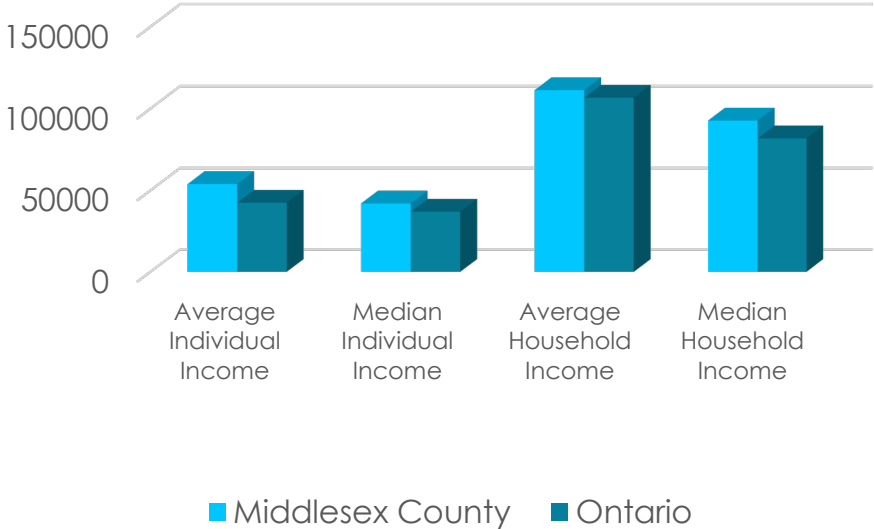


Demographics

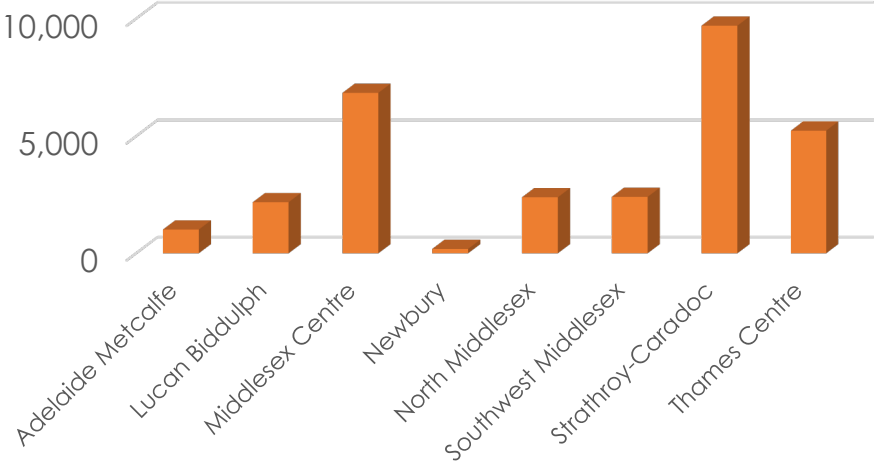
Population (2022 Projected)



Income (2019)



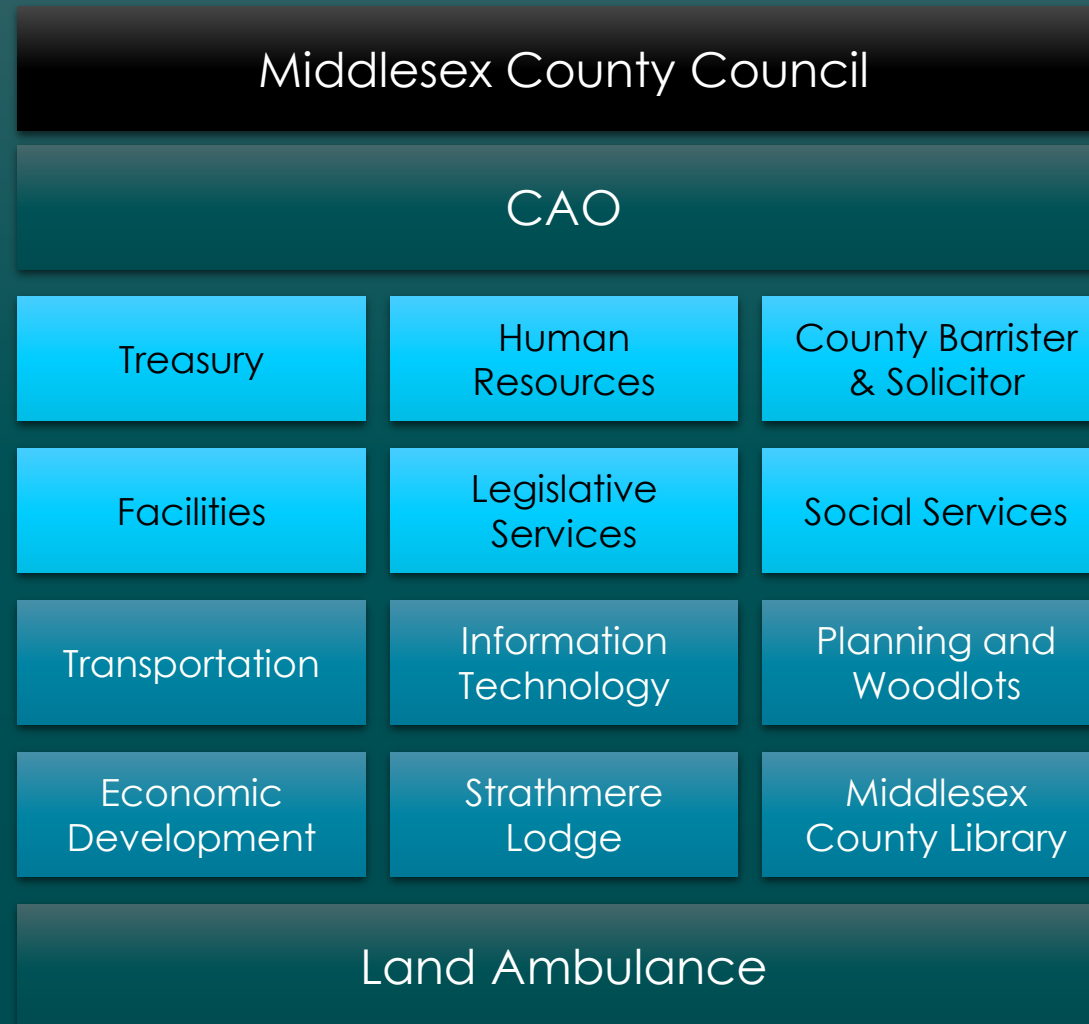
Dwellings (2022 Projected)



Population – Census

	Census 2016	Census 2021	Census % Change	Annualized Growth	Estimate 2022
Adelaide Metcalfe	2,990	3,011	0.7%	0.14%	3,015
Lucan Biddulph	4,700	5,680	20.9%	3.86%	5,899
Middlesex Centre	17,262	18,928	9.7%	1.86%	19,280
Newbury	466	440	-5.6%	-1.14%	435
North Middlesex	6,352	6,307	-0.7%	-0.14%	6,298
Southwest Middlesex	5,723	5,893	3.0%	0.59%	5,928
Strathroy-Caradoc	20,867	23,871	14.4%	2.73%	24,522
Thames Centre	13,191	13,980	6.0%	1.17%	14,143
Middlesex County	71,551	78,110	9.2%	1.77%	79,492

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

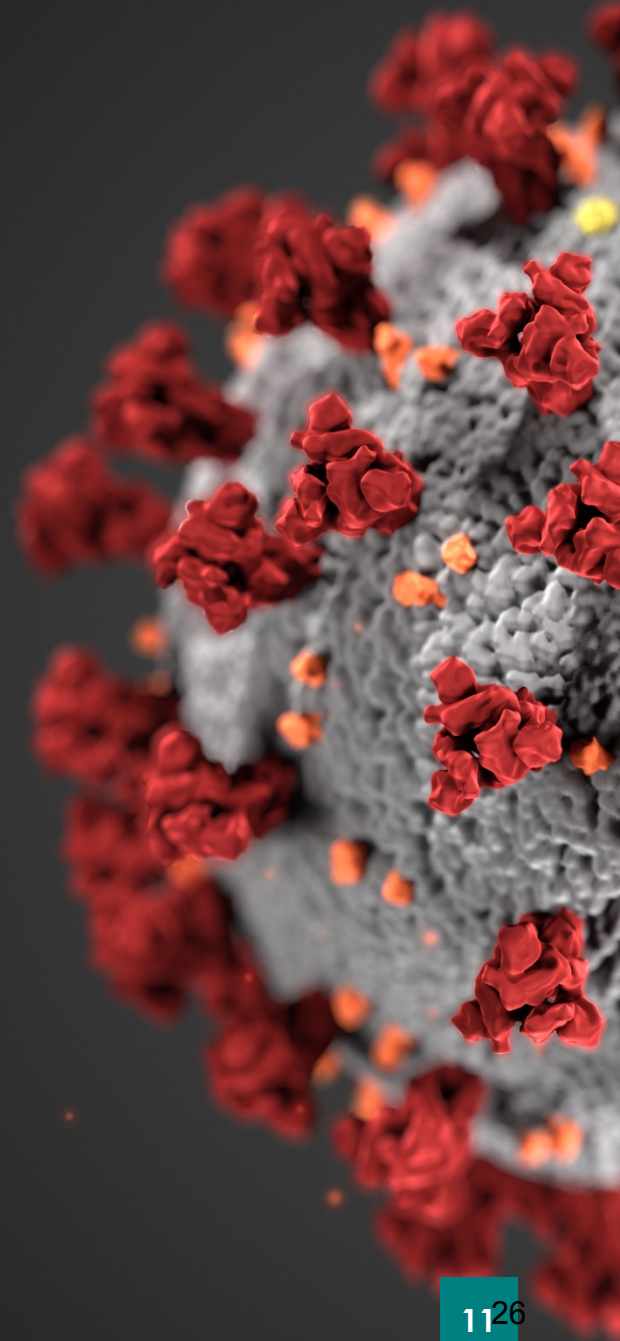
In 2016 a reassessment of all properties in Ontario took place. Any increased assessment will be phased in over four years (2017-2020), any decrease in assessment is allocated in the first year (2017).



COVID-19

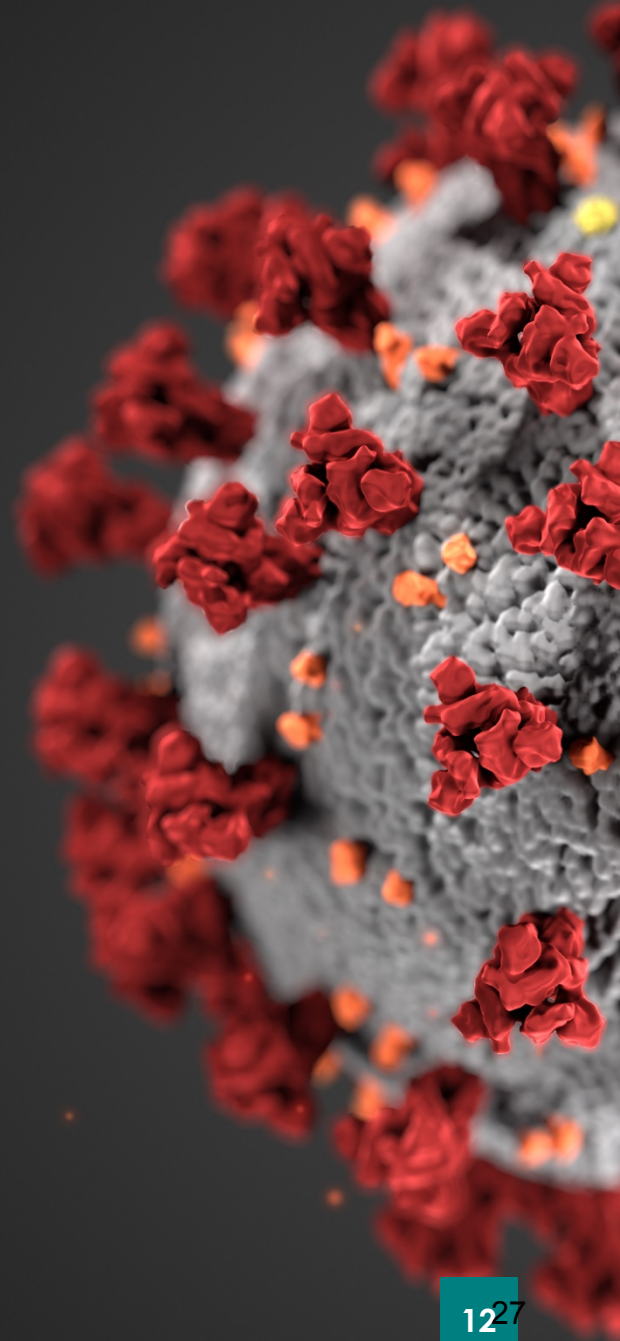
COVID-19

- 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 starting 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 in 2020 and 2021.



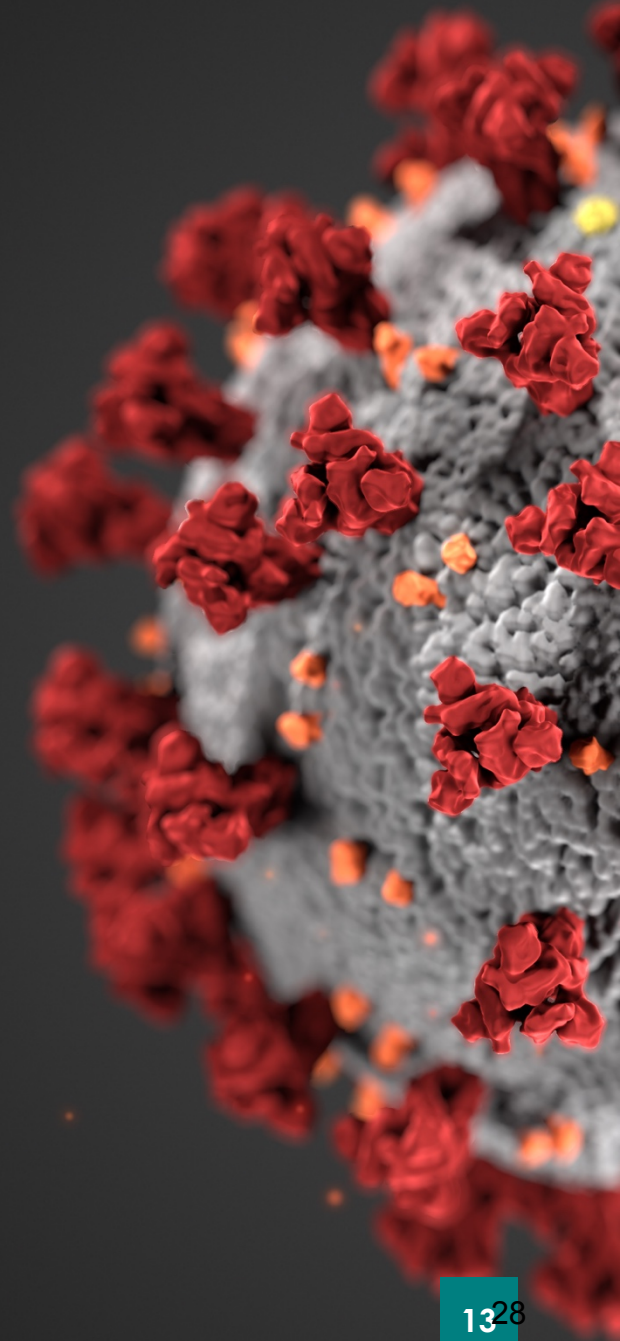
COVID-19 Funding

- Funding Announcements from Upper Levels of Government for COVID
 - 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 and 2021, reconciliations were required and funds clawed back as required (For example: Land Ambulance and Long Term Care)
- Funding for Social Service Relief Fund (SSRF) has to be allocated by March 2022
- Additional funding still being issued in 2022:
 - Long Term Care and Land Ambulance

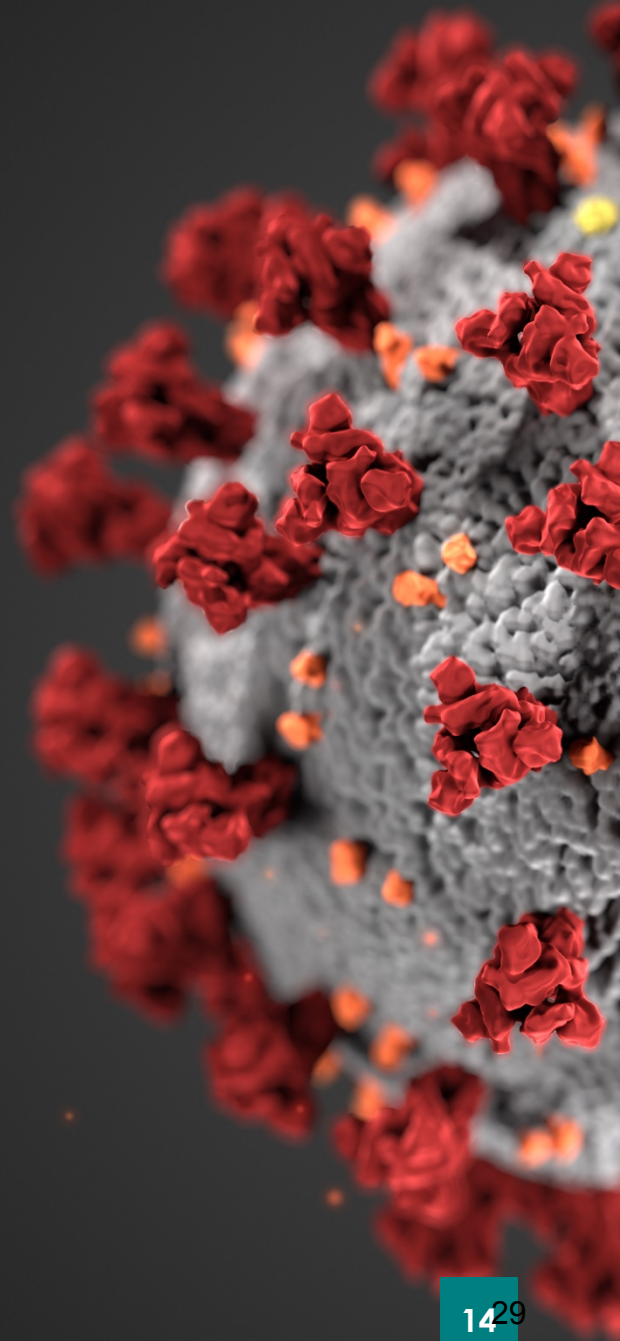


COVID-19 Funding

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

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

- 1) Interim Report in June 2021- completed and submitted
- 2) A final report back in Spring 2022



COVID-19 Municipal Operating Funding (Provincial)

Details	Amount
SRA Phase 1 Allocation	\$1,782,700.00
SRA Phase 2 Allocation 2021 Funding	\$357,000.00
2021 Provincial COVID-19 Recovery Funding for Municipalities	\$760,371.00
Total Funding	\$2,900,071.00
2020 Allocation	\$880,608.99
2021 Projected Allocation	\$902,091.01
Obligatory Deferred Revenue	\$1,117,371

Strategic Plan

In 2021 Middlesex County Council adopted a renewed Strategic Plan titled “The Middlesex Initiative: Breaking New Ground.” The Plan is comprised of 4 areas of strategic focus, each with associated goals and objectives:

1. Cultivating Community Vitality including community wellness, innovation in social and community services, youth participation, and active transportation and transit.
2. Connecting Through Infrastructure including reliable, affordable broadband access for all, sound asset management, and a seamless infrastructure experience.
3. Strengthening Our Economy including strong, sustainable agriculture, business attraction and retention, strong tourism, and vibrant downtown cores.
4. Promoting Service Excellence including proactively adapting to emerging needs, engagement of County residents, businesses and visitors, strong government relations, strategic partnerships, organizational capacity building, and an overall focus on service transformation.



Strategic Plan

The Plan includes themes of innovation, modernization, collaboration, responsiveness, and leadership.

It acknowledges and recognizes the importance of partnership with local municipalities, relevance to both urban and rural residents, diversity and inclusion, and flexibility.

The 2022 budget aligns with the County Strategic Document



2021 Highlight - Cultivating Community Vitality

- Middlesex Connect
- Community Safety and Well Being Plan was approved by Council
- Community Paramedicine
- Mobile Vaccine Clinics
- Grand Opening of ELM Childcare
- Strathroy and Ilderton EarlyON Child and Family Centres
- Community Navigator Position
- The NovelBranch Library Kiosk



2021 - 2024
STRATEGIC PLAN

2021 Highlight - Connecting Through Infrastructure

- SWIFT
 - More than 1,700 households and businesses to see improvements in broadband service.
- County Road and Bridge Assumption study.
 - Resulted in an overall increase in total centreline kilometers of roads in the County system to 852 km
- Provincial Modernization Funding for Asset Management
- Cycling Strategy
 - 5 year County Roads Capital Plan 2021 to 2025
 - This plan includes the construction of approximately 166 km of paved shoulders.



2021 - 2024
STRATEGIC PLAN

2021 Highlight - Strengthening Our Economy

- 2021 Middlesex County Business Profile Videos
- #MiddlesexStrong campaign
- CIP Development
- Launch of new tourism website, visitmiddlesex.ca
- Marketing campaigns for Middlesex the Place we Call Home



2021 - 2024
STRATEGIC PLAN

2021 Highlight - Promoting Service Excellence

- MLEMS service agreement with Oneida
- The Skills Advanced Ontario – County working with City of St. Thomas, Oxford County, City of London and Workforce Development
- Business Cases for Provincial Social Service Relief Funds
 - Total \$1.4 million
- Provincial Modernization Funding
- RED Application submitted in partnership with Middlesex Workforce Development Partnership
- Middlesex Economic Resiliency Task Force.
 - Letter sent to Premier of Ontario, Middlesex County Business
 - Survey Results and Recommendations



2021 - 2024
STRATEGIC PLAN



Office of the Warden

County of Middlesex, 399 Ridout Street North, London Ontario N6A 2P1

awarwick@middlesex.ca

March 8, 2022

County of Middlesex
399 Ridout Street, N
London, ON N6A 2P1

Dear Members of Council:

Re: 2022 Budget Committee Recommendations

The Middlesex County Budget Committee prepared a budget that was both responsible and reflective of the current economic environment. The ongoing COVID-19 pandemic has put unusual pressures on the County and our local municipalities. The recommended budget translates to a 0% tax levy increase.

In 2021 County Council adopted a renewed Strategic Plan titled "The Middlesex Initiative: Breaking new Ground". The 2022 budget aligns with the four areas of strategic focus which include: Cultivating Community Vitality; Connecting through Infrastructure; Strengthening Our Economy; and Promoting Service Excellence. Highlights of the budget include investments to support a comprehensive communications strategy, establishing a centralized procurement office, and continuing to invest in organizational capacity in the areas of Economic Development, Human Resources, Planning, and Information Technology Services. The budget continues to focus and enhance our core services and makes significant investments in long term care, land ambulance, and transportation infrastructure.

Middlesex County is seeing continued significant growth and demographic changes. This budget is designed to support our communities in the long-term, ensure that the County continues to be innovative, and provide services that are of excellent value to our residents and businesses.

Sincerely,

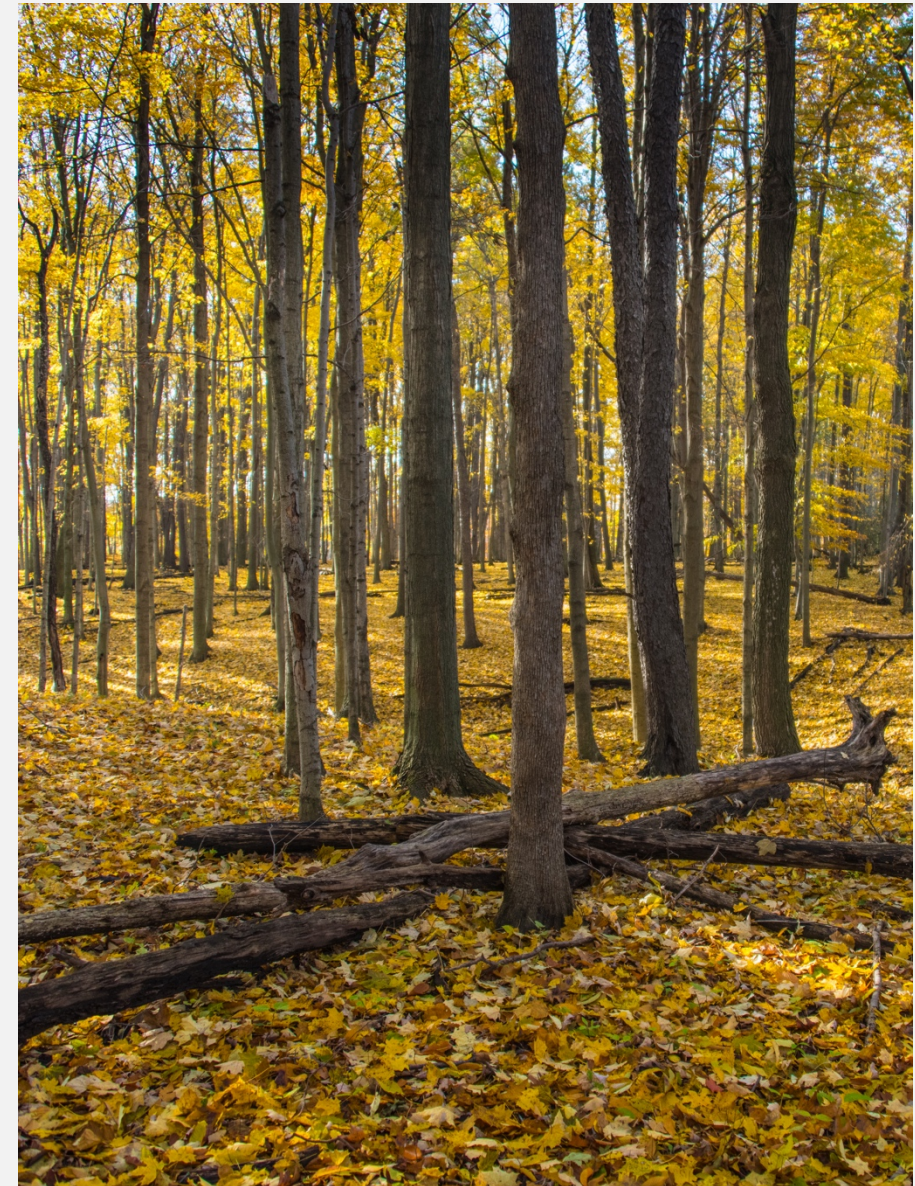
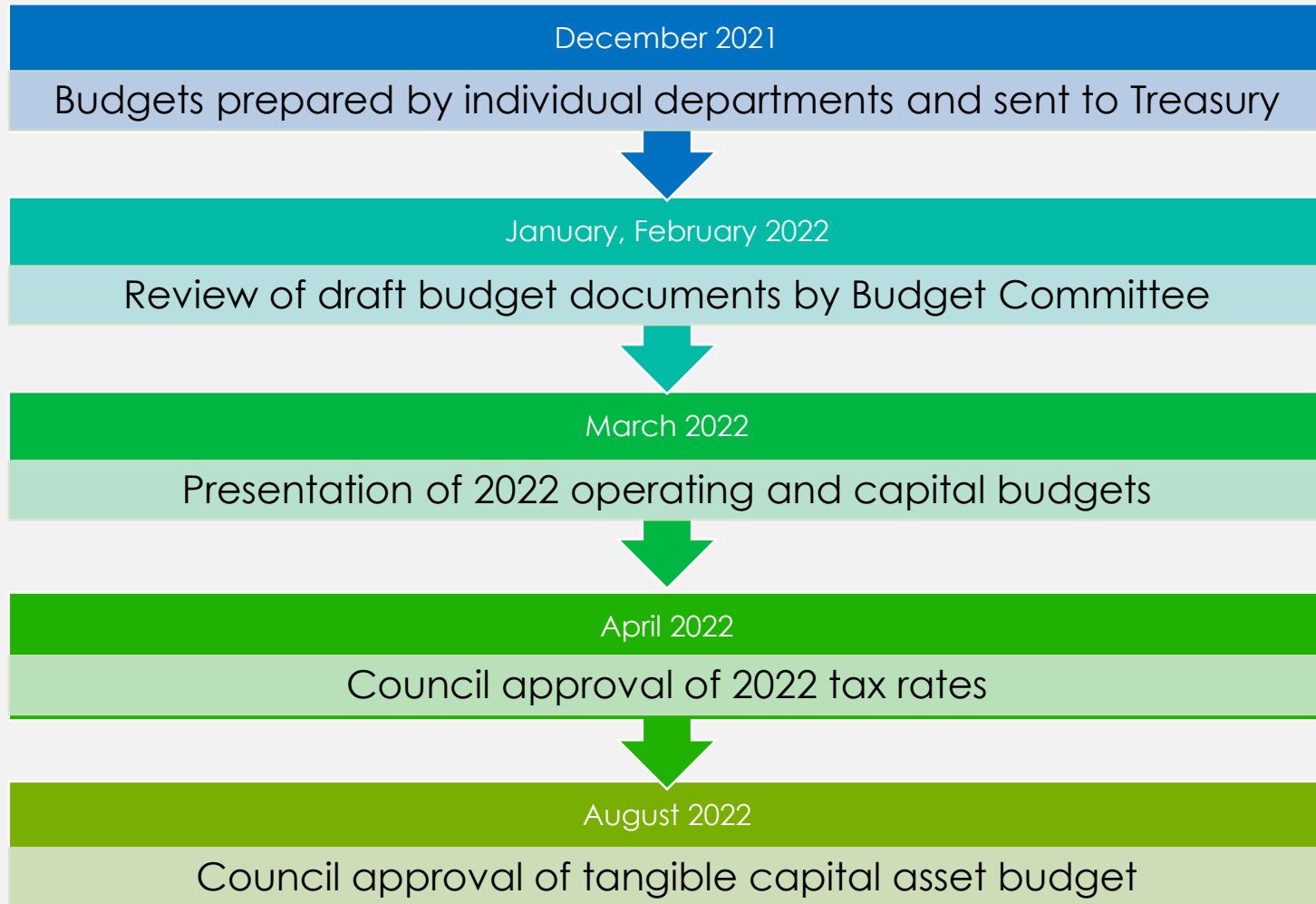
Alison Warwick
Warden Middlesex County
Mayor Thames Centre

An aerial photograph of a river winding through a dense forest. The sun is low on the horizon, creating a warm, golden glow and long shadows. The river reflects the sky and the surrounding trees. The overall scene is peaceful and natural.

The Budget Process

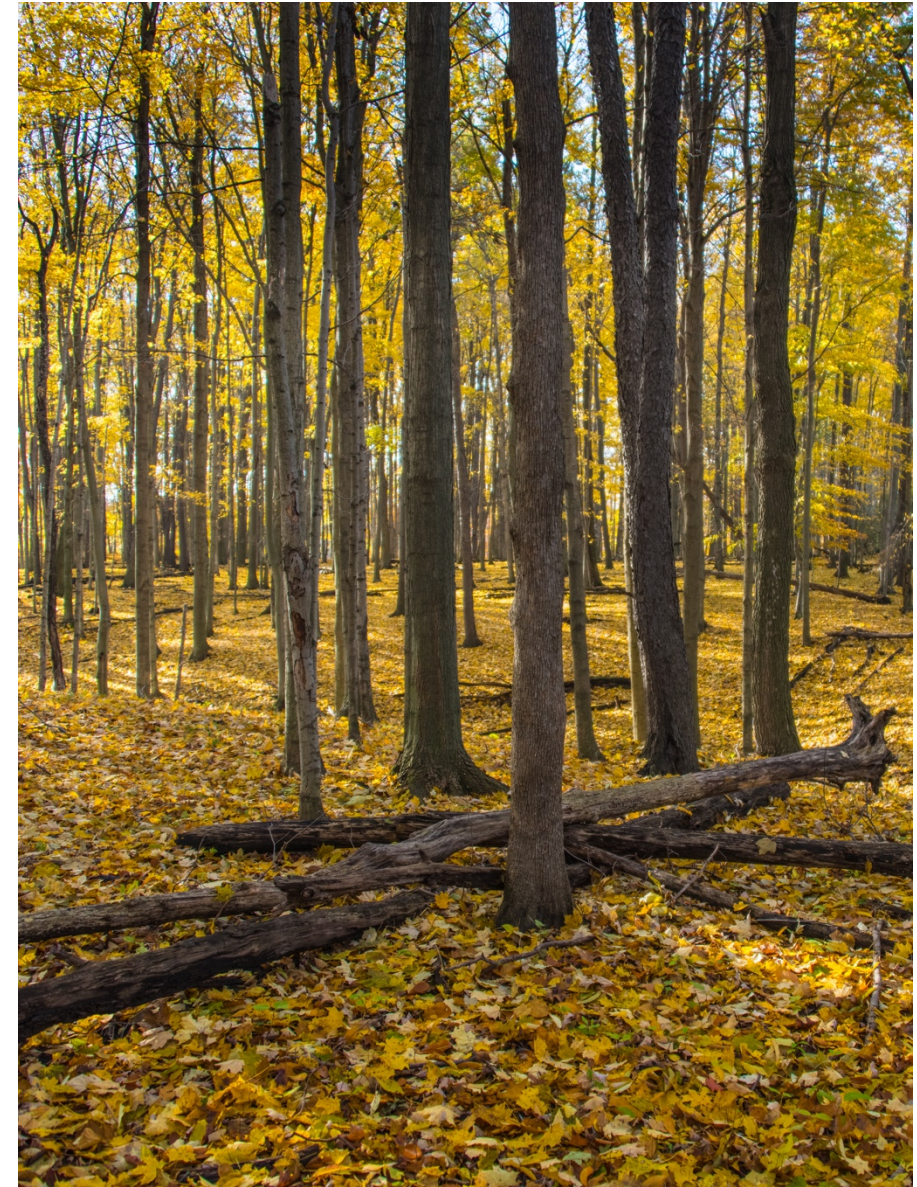
Highlights and Context

The Budget Timeline



Budgeting Philosophy

- Eliminate non-essential budget increases
- Examine current expenditures to determine whether they remain relevant in 2022 and look for more efficient processes
- Eliminate expenditures that are not consistent with council policies
- Align with the priorities in the Council Strategic Plan
- Continue to fund the PSAB process



2022 Proposed Budget Investments – Strategic Plan Cultivating Community Vitality

- Increased Long Term Care Staffing to increase the direct hours of care provided to residents.
- Additional Long Term Care capital projects to support modernization, update the facilities, improve operations and enhance patient care.
- Investments in Social Housing
- Investment in Clean Water Project
- County Official Plan Update
- Enhancement of Tourism Marketing Support for the Expansion of Foreign Direct Investment and Economic Development Services
- Addition of 4 new 12 hour ambulances

2022 Proposed Budget Investments – Strategic Plan Connecting Through Infrastructure

- Commitment to the upkeep of County bridge assets as identified in the bridge study
- Capital Investment in County Cycling Strategy
- Approximately 79.2 lane km scheduled for reconstruction and/or rehabilitation in 2022
- New traffic signals east of Ilderton at Wonderland Road
- Continued investment in Glendon/Vanneck/Coldstream/Jeffries roundabout
- Investment in major bridge projects:
 - Black's Bridge
 - Bothwell Bridge
 - Narin Bridge
 - Kilworth Bridge

2022 Proposed Budget Investments – Strategic Plan Strengthening Our Economy

- Business retention and new investment attraction as part of COVID-19 recovery strategy (Economic Development Strategic Plan)
- Youth workforce development
- Investments to advance the Workforce Development Partnership Initiatives

2022 Proposed Budget Investments – Strategic Plan Promoting Service Excellence

- Investing in communications strategy
- Implementing centralized procurement services
- Participation in Provincial Modernization programs
- Commitment to Asset Management Policies
- Software support and licensing to support continued remote business practices

History and Context



Assumptions

Consistent with previous years, assumptions used by staff to build the 2022 budget remain subject to change because Provincial Ministries have not confirmed 2022 funding levels (Land Ambulance).

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 2022 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 2022 property tax year will be the same as the 2021 tax year, unless there have been changes to your property.

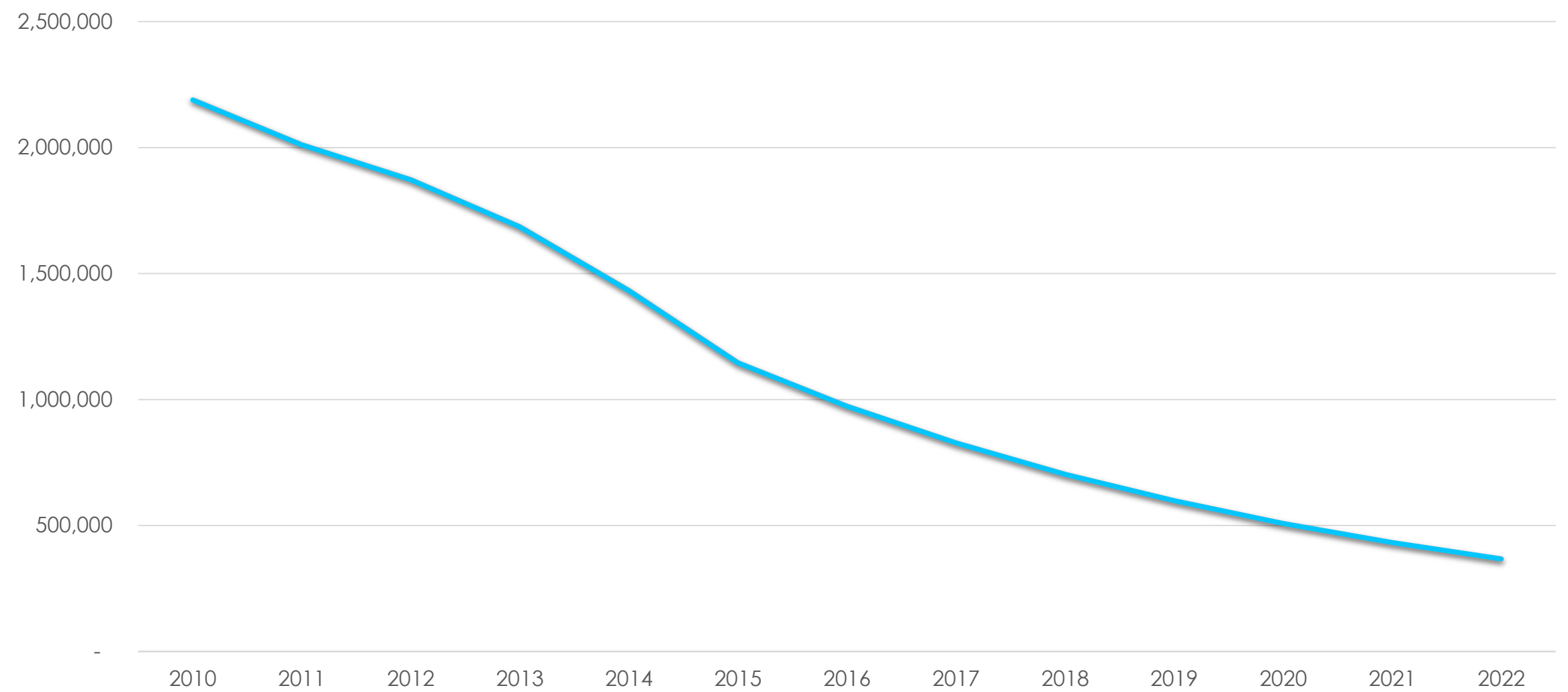
OMPF

2022 (\$367,600) amount is lower than 2021 (\$432,400).

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 \$85,000)

- Add \$100,000 to Supplementary Income
- Add \$15,000 for Feasibility Study for Digitization of Non-Municipal Records

Budget Committee Recommendations



2. Strathmere Lodge (\$189,000)

- Adjustment to capital - \$(310,000)
- Adjustment to capital reserve account \$132,176
- Increase in provincial funding related to capital \$(11,176)
- New staff positions to be funded by Provincial COVID-19 funding (one time)- \$(380,000). Department budget remains whole and COVID-19 funding is applied to the overall County Budget

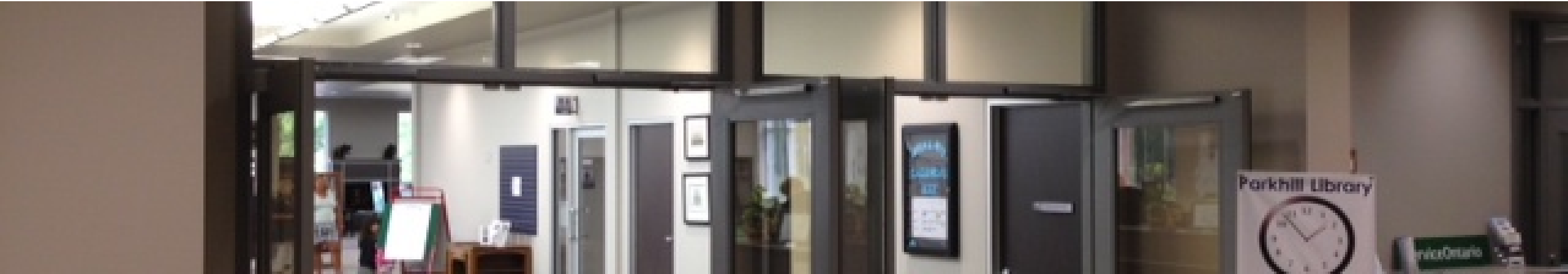
Budget Committee Recommendations



3. Transportation (Winter Maintenance Surplus - \$200,000)

- \$200,000 of the winter maintenance 2021 surplus applied to the 2022 budget. Remainder of surplus to be applied to Winter Maintenance Reserve
- This direction was one time only

Budget Committee Recommendations



4. Adjustments for final budgets

- Middlesex London Health Unit (MLHU)
- Middlesex London Emergency Medical Services (MLEMS)

Budget Committee Recommendations



5. Tax Rate Stabilization (withdrawal of \$3,733,519 from reserve)

- In 2022 the Budget Committee is recommending that the Tax Rate Stabilization reserve be used to limit the Tax increase to be 0%
- The tax rate stabilization is intended to offset tax increases
- Past practice has been to apply the budget surplus to tax rate stabilization
 - 2021 actual surplus was \$2.68 million



2022 Middlesex County Budget

Operating and Capital

2022 Budget

The proposed 2022 Operating and Capital Budgets are attached for Council's Consideration.

- 2022 Net Taxation Requirement = \$47,242,842
- 2022 Net Levy (tax) Increase = 0 %*

* Assuming no change to tax policy



2022 budget

2021 Residential Tax - .00397792

Per \$100,000

\$397.79



2022 Budget Drivers

- Investments in Strategic Priorities:
 - Long Term Care (Staffing and Capital)
 - Land Ambulance
 - Centralized Procurement Services
 - Communications Strategy
 - Human Resources
- 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
- Budgets include the union collective agreement impacts including grid and benefit increases
- Non-union annual increase of 2% and grid and benefit increases
- Inflationary increases (Average CPI rate over 2021 was 3.4% (Statistics Canada))



2022 Budget Drivers

Description	Amount
Strathmere Lodge	\$1,049,195
Land Ambulance	\$454,665
Social Housing	\$414,710
Administration	\$314,931
Library	\$232,002
Transportation	\$205,840
Middlesex London Health Unit	\$121,949
Reduction in OMPF Funding	\$64,800
TOTAL	\$2,858,092

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 2022 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

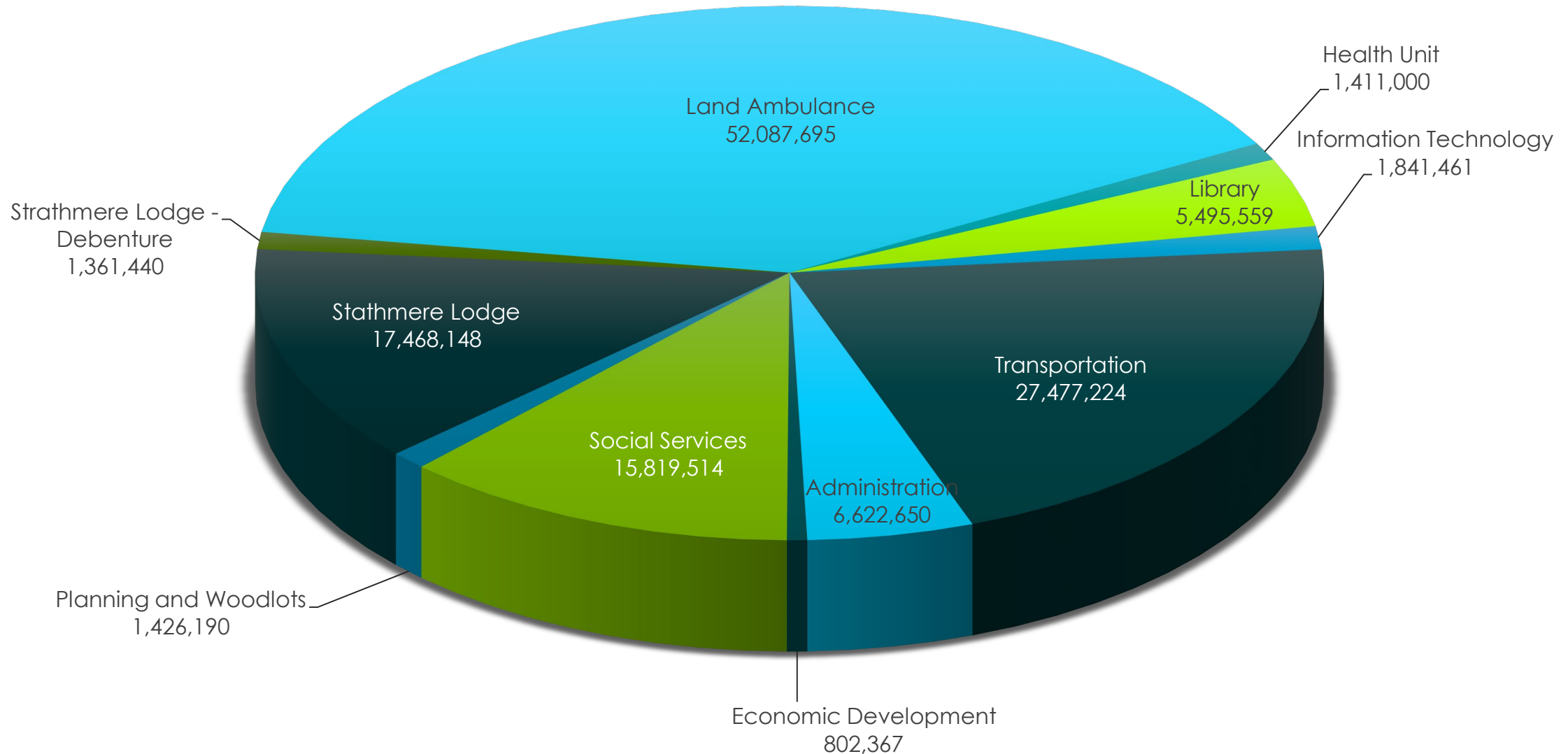
Total before growth

Growth and Reassessment Impact

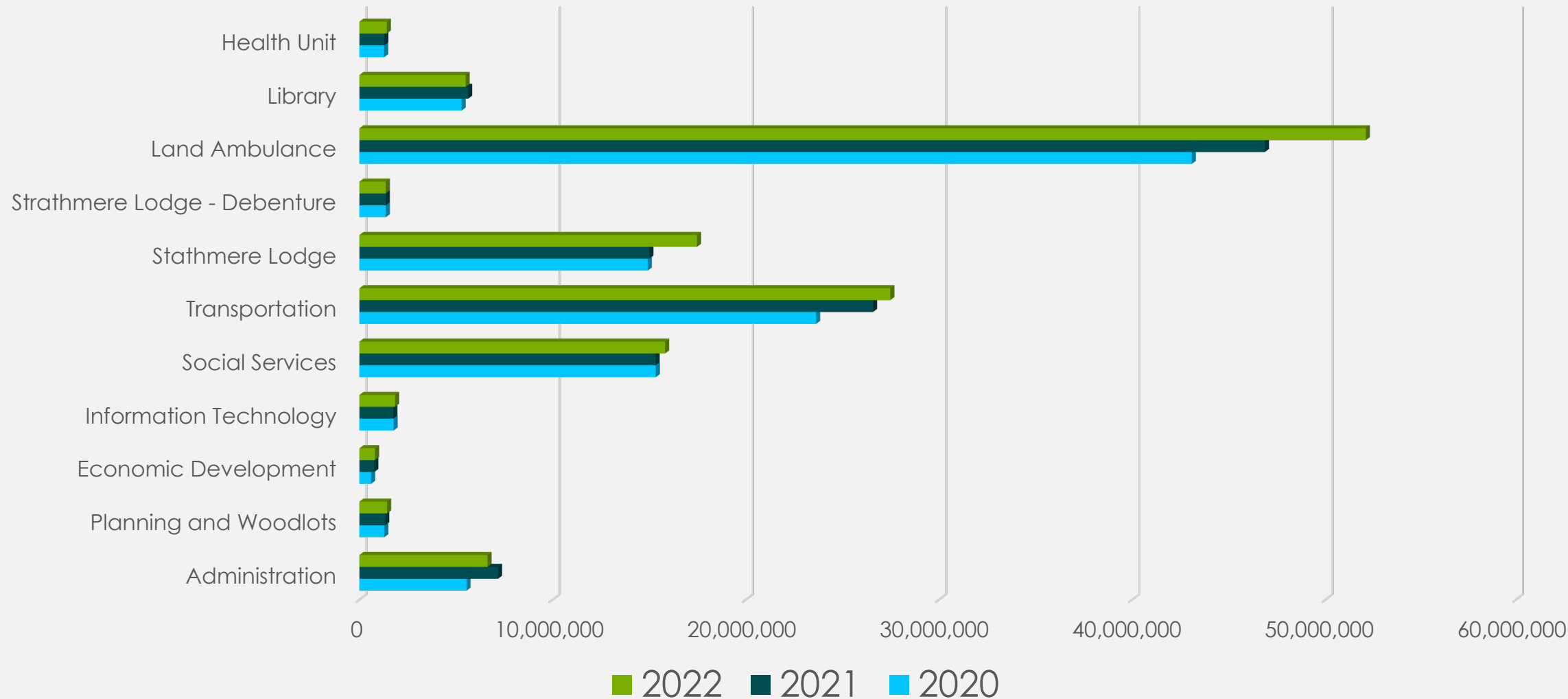
TOTAL

TOTAL EXPENDITURES BUDGET			OPERATING			CAPITAL/CAPITAL RESERVE			NET TAXATION REQUIREMENT			
2021	2022	%	2021	2022	%	2021	2022	%	2021	2022	\$ change	%
\$ 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
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
767,893	802,367	4.5	767,893	795,657	3.6	-	6,710	100.0	687,876	777,185	89,309	13.0
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
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
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
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
1,361,440	1,361,440	0.0	1,361,440	1,361,440		-	-		757,000	757,000	-	0.0
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
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
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
									(1,471,663)	(3,733,519)	(2,261,856)	(153.7)
									-	-	-	
									(432,400)	(367,600)	64,800	15.0
									(494,532)	(200,000)	294,532	59.6
									(60,052)	(513,000)	(452,948)	
									(665,000)		665,000	
\$ 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	\$ 1,266,900	2.76
									1,266,900		-	
\$ 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)

Total Expenditures by Department

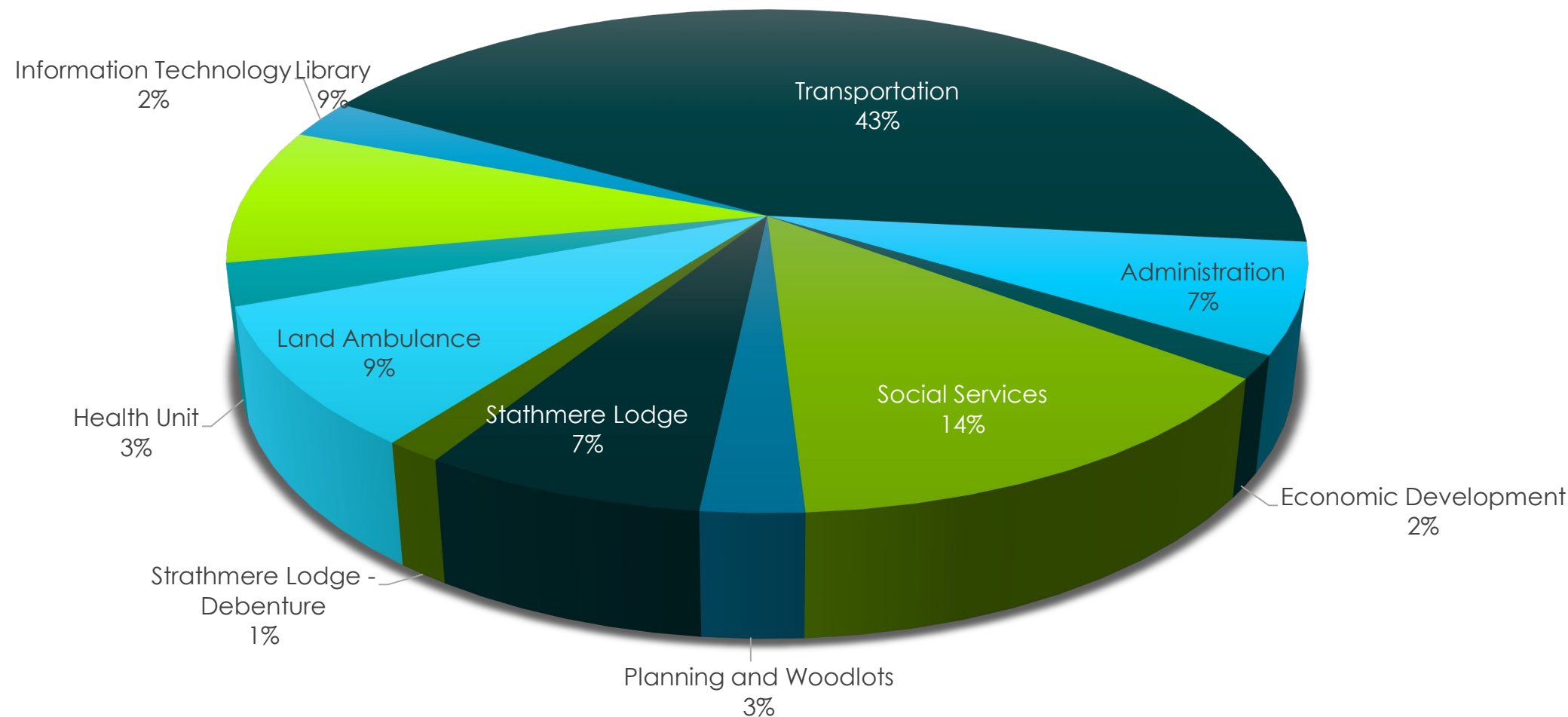


Total Expenditures by Department

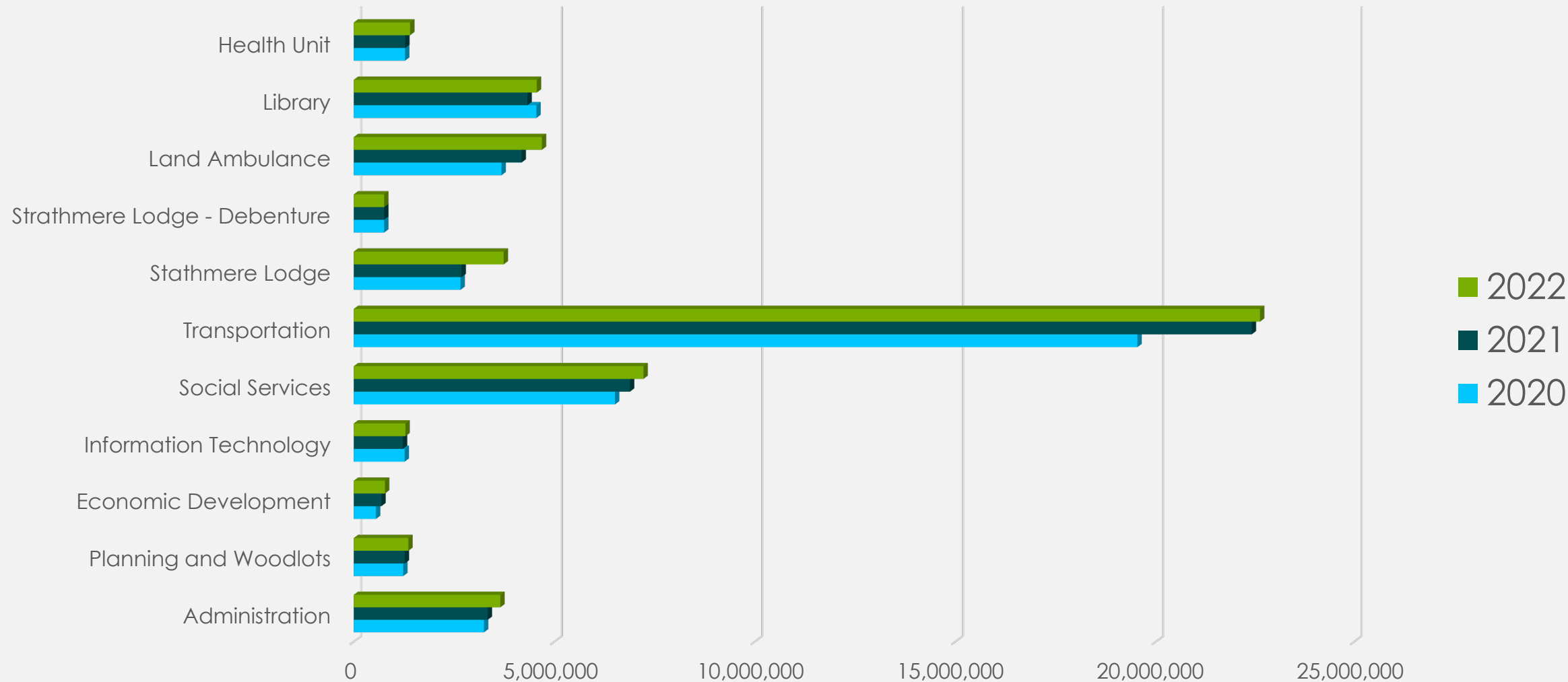


Net Taxation Requirement by Department

2022



Net Taxation Requirements by Department



2022 Capital Budget Summary



Department	Capital Budget
Administration	\$55,300
Planning	\$20,540
Economic Development	\$6,710
Information Technology Services	\$150,000
Social Services	\$13,600
Transportation	\$16,704,505
Strathmere Lodge	\$579,300
Land Ambulance	\$2,504,789
Library	\$154,760
Total	\$20,189,504

Departmental Budgets

2022 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

- Communications Strategy Project Underway
- One full year operation of community transportation program
- Community Safety and Well Being Strategy completed
- Modernization funding (Phase 1, 2 and 3)
- Monitoring and reporting of Federal and/or Provincial COVID-19 Funding
- Transition strategy underway for providing Human Resources for Land Ambulance (MLEMS)
- Successful Collective Bargaining with:
 - Unifor Local 302 and
 - CUPE 2018
- Commenced the WSIB Excellence Program



Administration – 9.4% Increase

2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$7,170,305	\$6,622,650	\$3,339,989	\$3,654,920

- Revenue includes \$400,000 that was part of the Use of Proceeds allocation.
- Council and Warden travel and expenses were reduced in 2021. These have been adjusted to reflect previous expenditures and the impact of inflation.



Administration – 9.4% Increase

2022 Budget Highlights

- Investments in Strategic Priorities and Staffing:
 - 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
 - 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.



Administration – 9.4% Increase 2022 Budget Highlights

- Investments in Strategic Priorities and Staffing:
 - 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.



Administration

2022 Capital Budget Highlights

Description	2022 Budget
Transfer to Capital	\$55,300
Total	\$55,300

Replacement of computer hardware based on hardware lifecycle guidelines

Purchase of new computer hardware aligned with new staff positions

New multifunction printer/photocopier to replace existing equipment based on hardware lifecycle guidelines.



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.

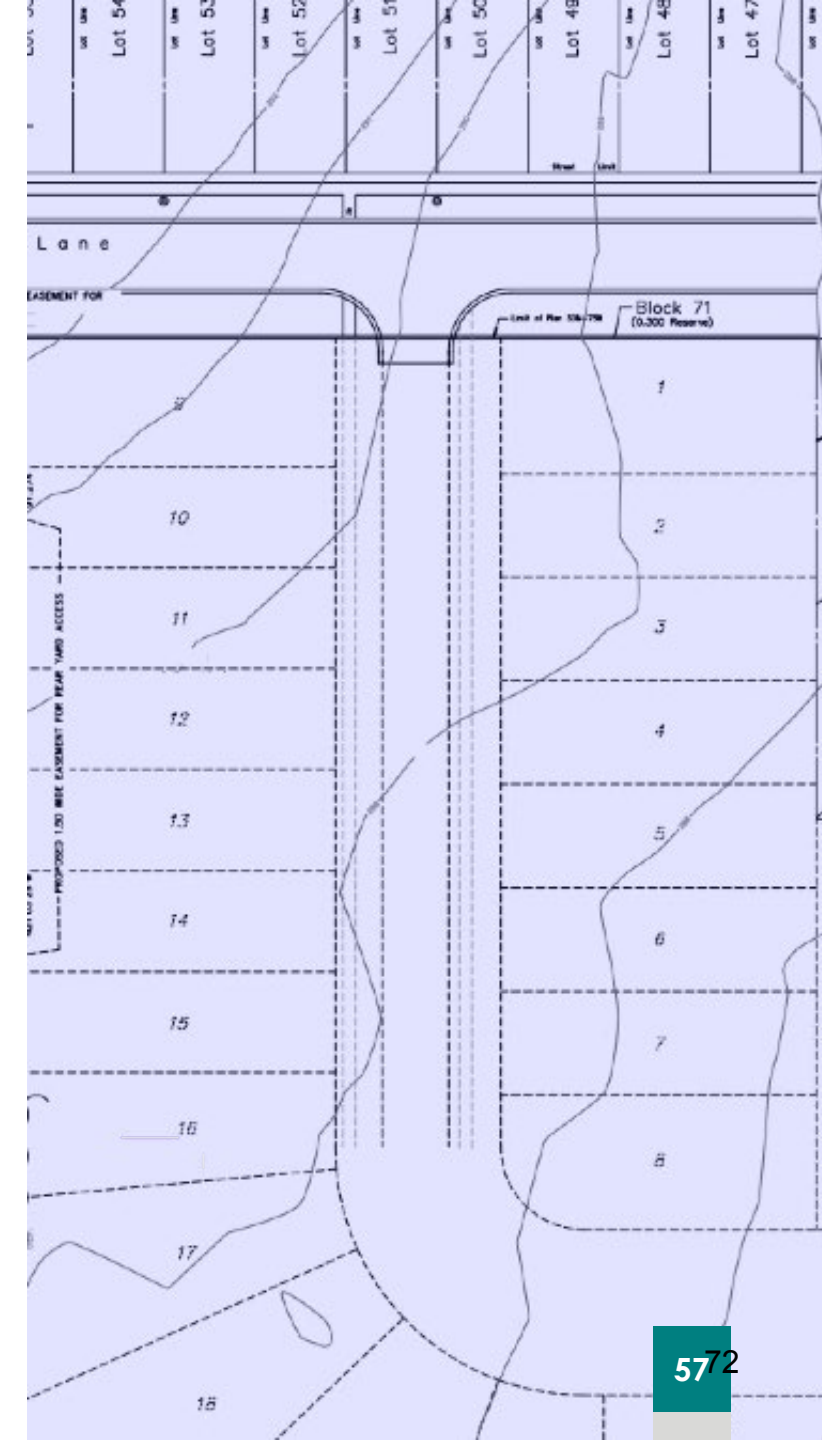
Mapping and GIS - The Department provides Geographic Information Services (GIS) for the County and aspects of GIS services for local municipalities and emergency services. This includes joint purchasing, the sharing of standardized data, centralized storage and access to web-based applications.

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

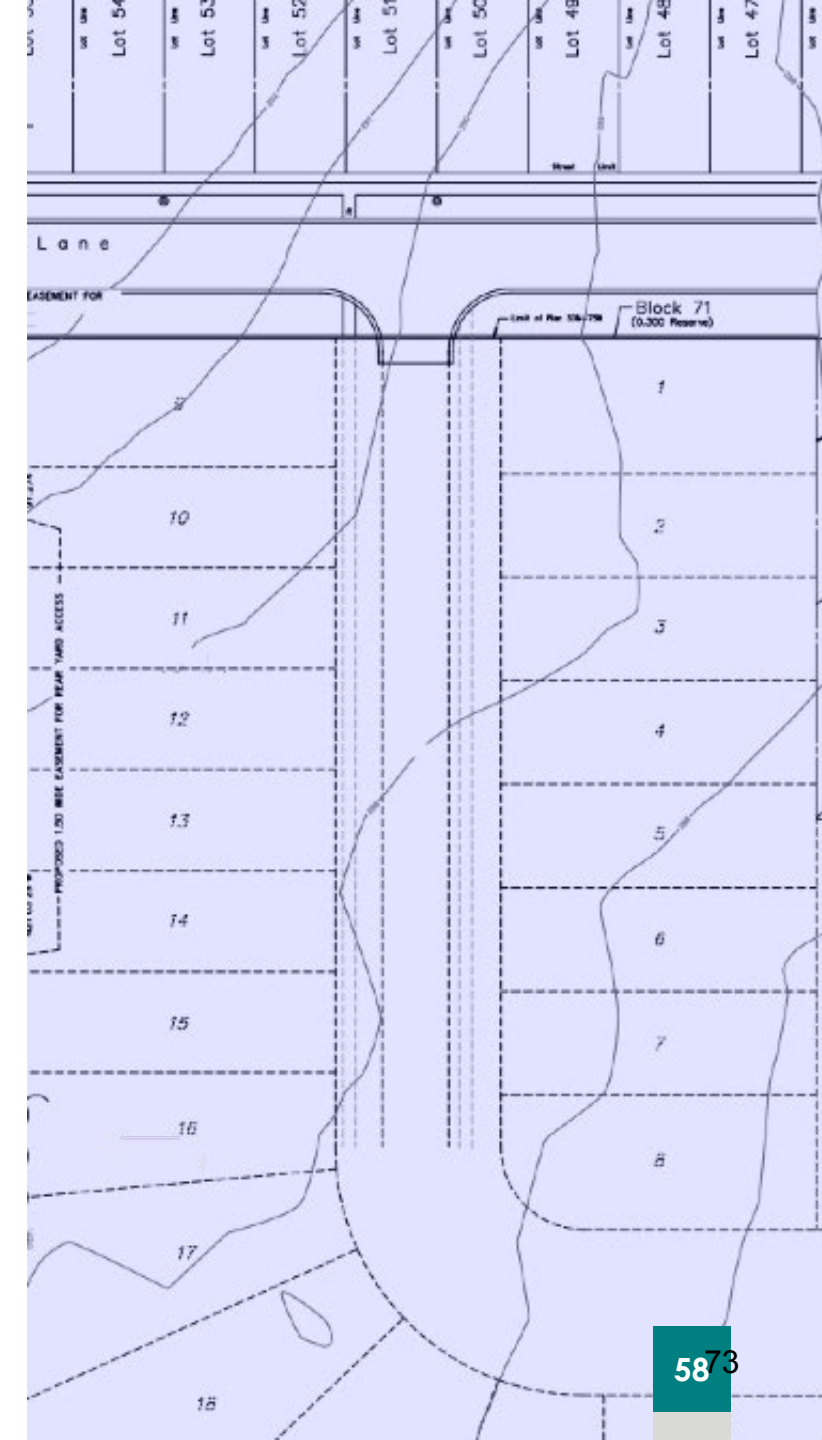
- Official Plan background work
- Provincial changes
- Strong development across the County and across all types of applications
- Enhanced information provision including interactive public zoning and planning application guides
- Staff capacity building



Planning – 7.1% Increase 2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$1,331,396	\$1,426,190	\$1,270,396	\$1,360,190

- Maintaining current service levels with the addition of one full-time policy planner position starting at the mid-point of the year. Intent to complete work in-house instead of components of consultant work and to bring economies of scale to common planning policy issues across municipalities.
- The budget includes \$30,000 for the Clean Water Project drawn from funds realized from Woodlands By-law prosecutions. 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.
- Special Project funding is maintained to finalize the County Official Plan update and other special projects.



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-19 Supports
- Tourism Development
- Economic Development
- Workforce Development



Economic Development 13% Increase 2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$767,893	\$802,367	\$687,876	\$777,185

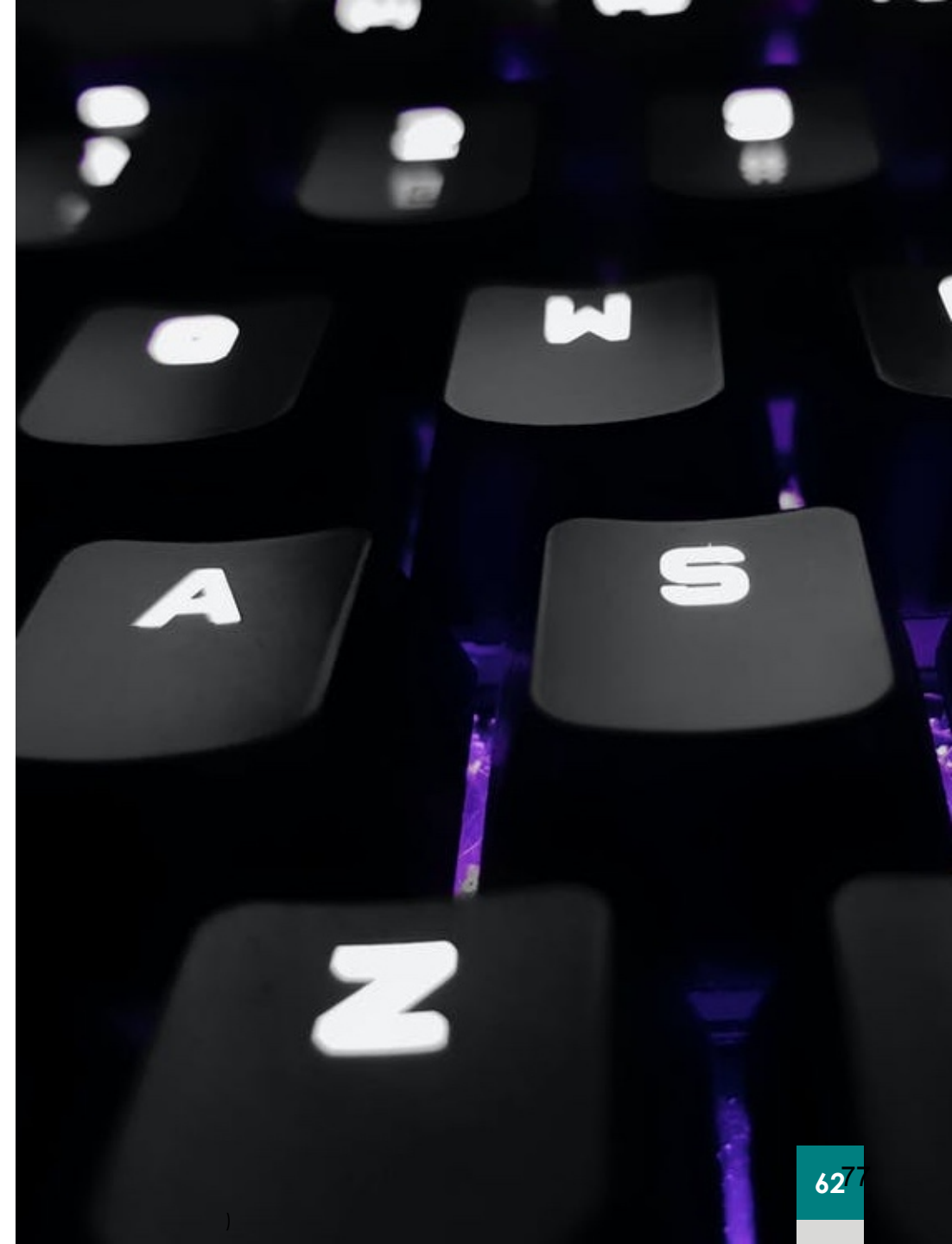
- The Economic Development and Tourism budget is directly aligned with the 2021-2025 Economic Development Strategic Plan which call for the Continuation/Enhancement of Tourism Marketing Support and for the Expansion of Foreign Direct Investment and Economic Development Services
- The 2022 budget continues to emphasize Business Retention and new Investment Attraction in the wake of COVID-19.
- Several Provincial and Federal grant applications have been made and/or confirmed in order to advance the initiatives of the Economic Development Department in 2022.



Information Technology (ITS) Department Overview

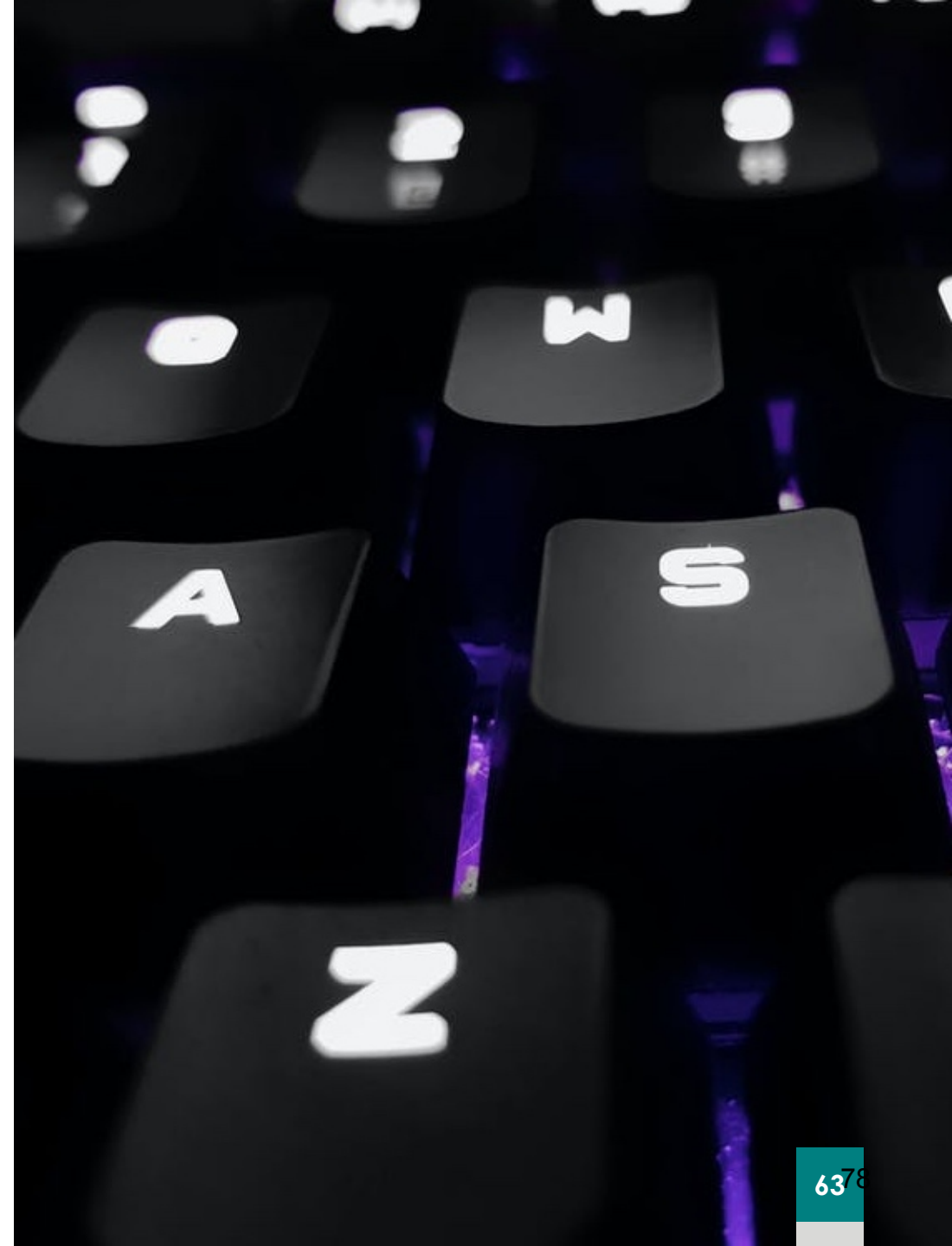
Information Technology Services (ITS) is responsible for the planning, management and support of the County's information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, service desk, data services, mobility, messaging and,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

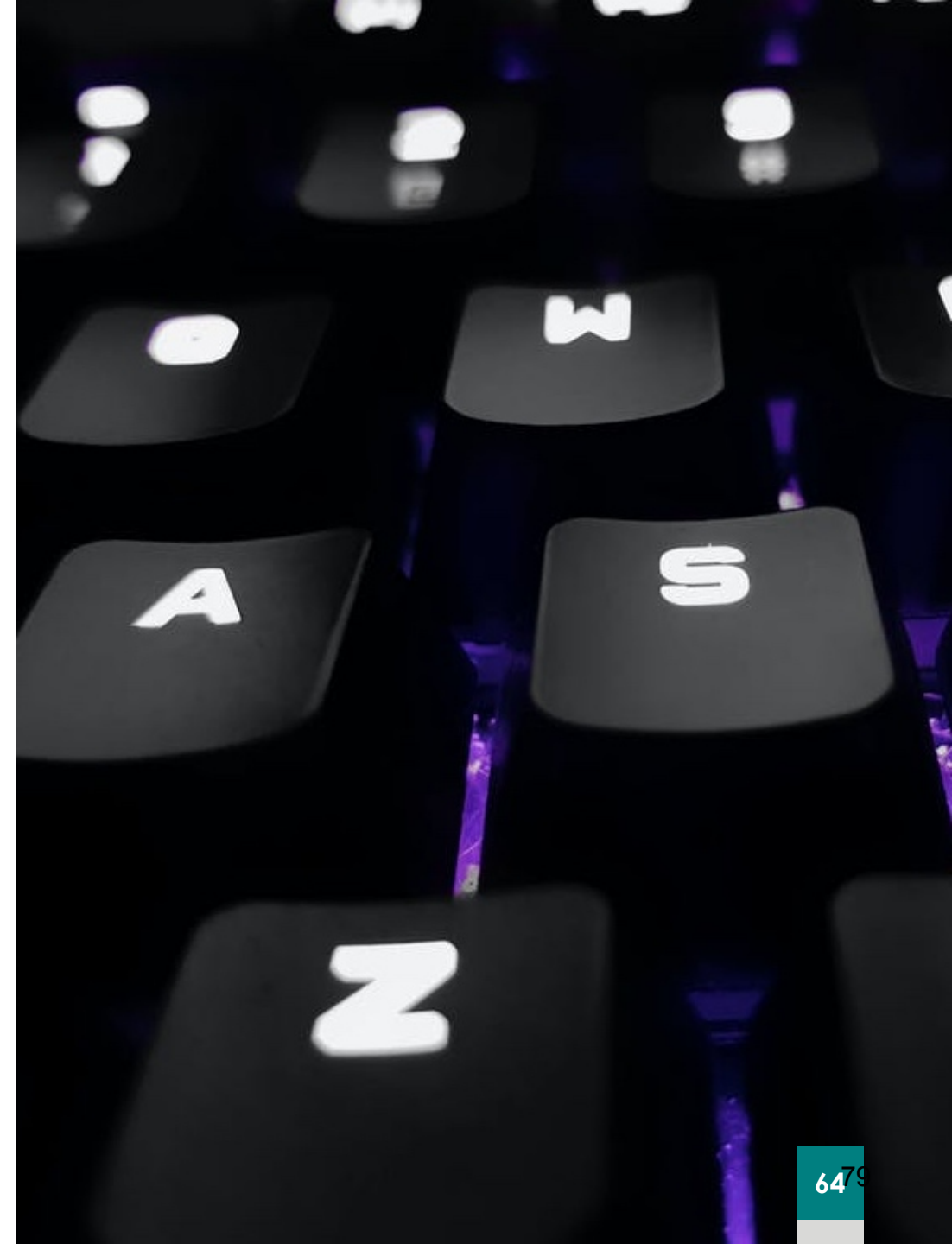
- Middlesex County – new website
- Investment in Cyber Security
- Network design updates
- Middlesex Server Infrastructure Project – replacement of server, backup and storage infrastructure
- Microsoft 365 Migration
- IT Consolidation / Datacentre Services – plans to migrate additional supported sites to County Datacentre



ITS – 5.1% Increase 2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$1,749,383	\$1,841,461	\$1,225,282	\$1,287,426

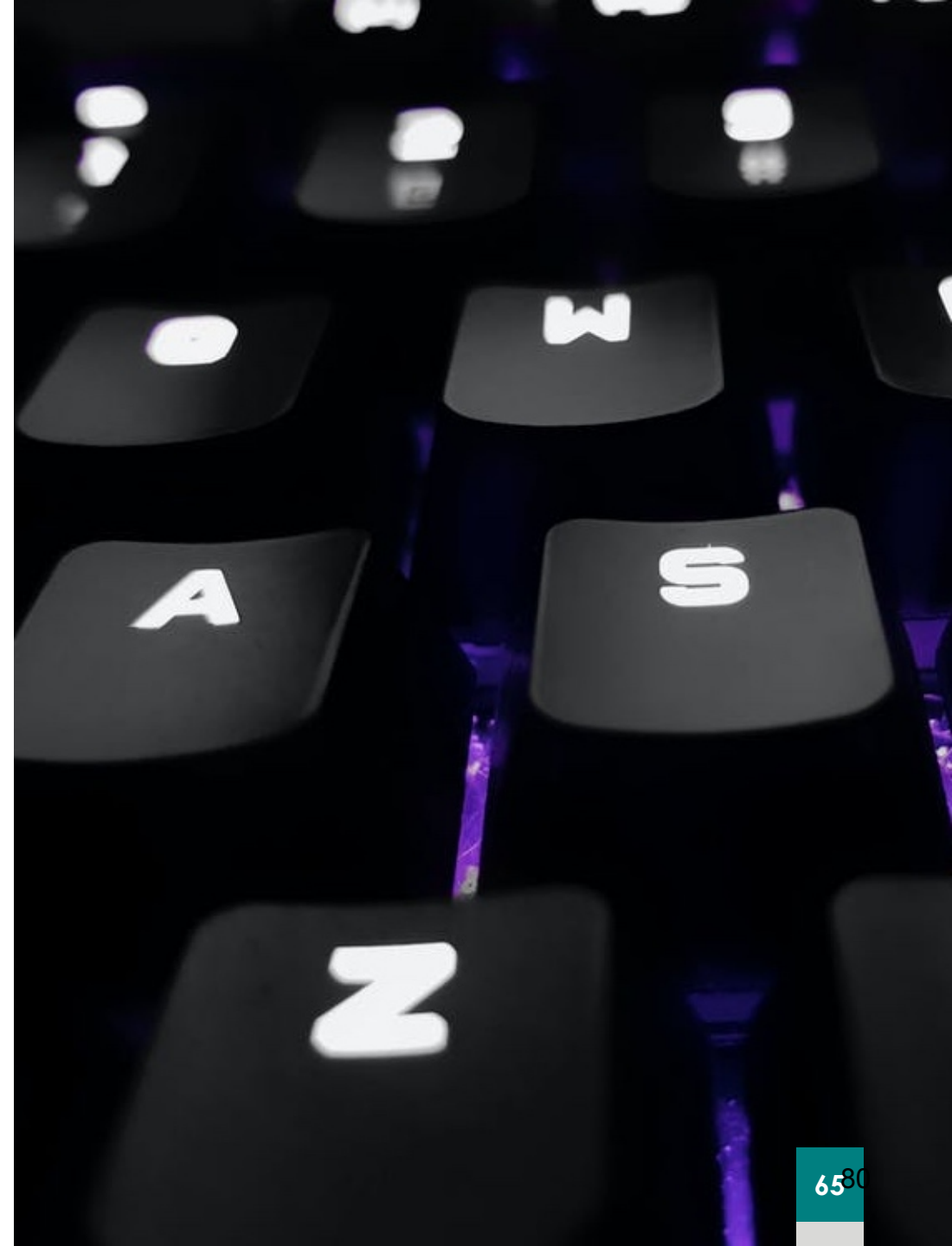
- Increased revenues from local municipalities to reflect their growing IT service requirements as a result of SOW process (local impact)
- One new position to support enhanced cyber security efforts and ensure success of network related projects and support going forward



ITS – 5.1% Increase 2022 Budget Highlights

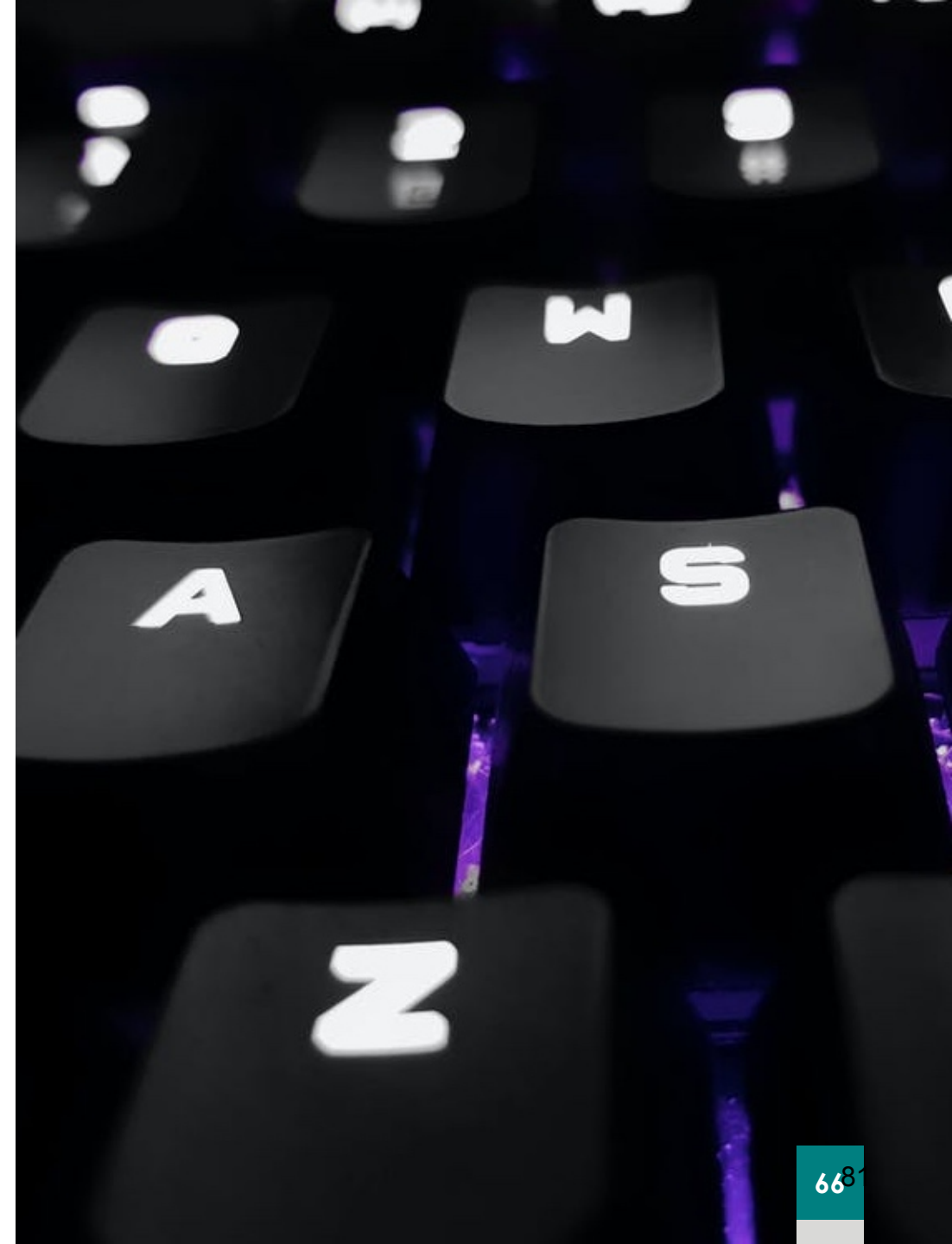
Increase in IT costs:

- Software Support and Licensing increased due to changing licensing models associated with phone system and annual increases
- Network Expenditures
- Hardware Maintenance



Information Technology 2022 Capital

Description	2022 Budget
Computer Hardware (HRP)	\$11,500
Computer Hardware (New)	\$11,300
Software Licensing	\$19,100
Exchange Online Licensing & Backups	\$30,000
Phone System Replacement	\$34,000
Transfer to PSAB	\$44,100
Total	\$150,000



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

- Staff mainly working from home however there was no service disruptions, and we were able to provide our clients with Financial, employment and life stabilization supports.
- Issued additional funds through a Covid-19 related provincial Discretionary Benefits in order to aid clients with PPE and other basic needs; such as cleaning supplies
- In 2021 - 10% increase in clients obtaining employment over the total number in 2020
- In 2020 and 2021 Social Services applied for and implemented over \$1.4 Million dollars in Provincial Funding.



Social Services Department Highlights

- Six Middlesex Licensed Child Care Centres opened their doors to support the need for Emergency Child Care in December 2020 and January 2021.
- Reallocation of the 2020 Federal Child Care Safe Restart Funding and Reinvestment Fund in the amount of approximately \$96 thousand was issued in 2021 to qualifying licensed County Child Care centres.
- Two One-Time General Operating Grant (GOG) funds were issued to qualifying licensed County Child Care Centres totaling \$1.4 million, this was issued to support the stability of the Child Care system in the county.



Social Services – 4.9% Increase

2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$15,325,853	\$15,819,514	\$6,887,351	\$7,224,894

- Social Housing increased by approximately \$414 thousand in 2022 compared to 2021.
- Budget line for Ontario Works program costs was decreased by \$54,292 due to assumptions made to the caseload. This funding is 100% provincial.
- Child Care and Early Years: Formula changes announced in 2019 will once again be offset by one-time funding from the province. This funding was provided to mitigate the impact of the new cost share expectations. Change is expected in 2023.
- EarlyON funding increased by \$27 thousand in 2022.



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

- Continued investment in cycling infrastructure as per the Middlesex County Cycling Strategy
- First stages of the construction of the first roundabout in Middlesex County planned for completion in 2023
- Rehabilitation and reconstruction of over 79 lane km of roads and 6 bridge structures
- Implementation of asset management and maintenance management as part of County modernization project
- New traffic signals at the intersection of Wonderland Road and Ilderton Road
- Partnerships with local municipalities for renewal of urban areas of Lucan, Ailsa Craig, and Parkhill



Transportation – 0.9% Increase

2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$26,582,479	\$27,477,224	\$22,392,912	\$22,598,752

- Additional funding from OCIF (\$688,905)
- Operating costs increased to account for inflationary increases to material costs and negotiated union salary increases
- Capital program expanded to begin construction of cycling infrastructure as recommended in the Middlesex County Cycling Strategy
- Bridge funding raised to meet expected 10 year expenditures to manage bridge assets to current levels of service
- COVID-19 impacts to continue to affect emergency management expenditures



Transportation 2022 Capital

Description	2022 Budget
Roads	\$11,224,505
Equipment	\$830,000
Facilities	\$150,000
Bridge	\$4,500,000
Total	\$16,704,505



Transportation

2022 Capital

- 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.



Transportation 2022 Capital

- 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.



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 – 39% Increase 2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$15,005,221	\$17,468,148	\$2,688,368	\$3,737,563

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.



Strathmere Lodge Highlights

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



Strathmere Lodge Highlights

- 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
- Increase of 0.1 FTE Food Service Worker staff, in order to enhance Food Service Department operations.



Strathmere Lodge

2022 Capital

Description	2022 Budget
EXTRA LOW BEDS (39)	75,000
MAXI SKY MOTORS (20)	25,300
BLADDER SCANNERS	13,000
IPADS FOR WRITI	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



Strathmere Lodge

2022 Capital

Description	2022 Budget
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

2022 Capital

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



Land Ambulance

- 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



Land Ambulance Highlights

- Over 330 full-time and part-time Paramedics
- Approximately 100,000 calls for Service (codes 1-8) (est. for 2021)
- 30 units on during peak time
- 13 stations
- Specialized paramedic bus (currently supporting COVID19 operations)
- Community Paramedic program (100% externally funded)
- Specialized Bariatric transport unit
- Specialized NICU transport unit (100% MOH funded)



Land Ambulance – 10.7% Increase

2022 Budget Highlights

2021 Total Expenditures (Revised Budget)	2022 Total Expenditures	2021 Net Taxation Requirement (Revised Budget)	2022 Net Taxation Requirement
\$47,174,128	\$52,087,695	\$4,235,872	\$4,690,537

- Addition of 4 new 12-hour ambulances to address call demand in London
- Increases reflect additional costs for payroll and employee benefits to support proposed staffing level increases
- Increases to vehicle operational costs commensurate to enhanced fleet size proposed in 2022
- Further investment in field training and paramedic education
- Increases to the corporate insurance program



Land Ambulance 2022 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
- Additional resources for paramedic mental health



Land Ambulance 2022 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

Description	2022 Budget
Land Ambulance Capital	\$2,504,789
Total	\$2,504,789



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

- Resumption of programs and services – technology & Maker/Creative space work that was put on hold in 2020
- Continued development of EarlyON Child & Family Centre spaces
- Further integration of Community Navigator position into library spaces – programs, office hours
- Continued execution of RFID project
- Development of Library Coordinator positions to maximize capacity



County Library –5.4% Decrease 2022 Budget Highlights

2021 Total Expenditures	2022 Total Expenditures	2021 Net Taxation Requirement	2022 Net Taxation Requirement
\$5,627,180	\$5,495,559	\$4,331,633	\$4,563,635

- 2021 surplus – primarily related to staffing budget
- Ongoing pandemic-related items – cleaning supplies, PPE
- Adjustments to staffing budget include:
 - Minimum wage increase
 - Change to Coordinator position
- Scheduled technology replacements



Middlesex County Library 2022 Capital

Description	2022 Budget
Hardware Replacement (HRP)	\$144,760
Hardware (NEW)	\$10,000
Total	\$154,760



Third Party Budget: Middlesex-London Health Unit

2021 Net Taxation Requirement	2022 Net Taxation Requirement	\$ Change
\$1,282,910	\$1,404,859	\$121,949

- COVID-19 expenditures are covered by MOH



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

	2020 Actual	2021 Projected	2022 Projected
Reserves	\$12,122,617	\$14,355,498	\$10,971,018
Reserve Funds	\$36,845,962	\$42,458,330	\$42,627,163
Obligatory Reserve Fund	\$3,322,264	\$5,536,857	\$5,578,384
Total	\$52,290,843	\$62,350,685	\$59,176,564



Tax Rate Stabilization

	2020 Actual \$,000	2021 Projected \$,000	2022 Projected \$,000
Balance	\$7,645	\$9,134	\$5,716



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 2022 Budget, contact:

Cindy Howard, CPA, CA
General Manager, Finance and Community Services
County Treasurer and Deputy CAO
Email: choward@middlesex.ca

MIDDLESEX COUNTY COUNCIL
MINUTES

Tuesday, March 8, 2022, 1:00 PM
Middlesex County Building
399 Ridout Street North, London

Members Present	Warden Warwick Councillor Burghardt-Jesson Councillor Smith Councillor DeViet Councillor Brennan Councillor Ropp Councillor Cornelissen Councillor Mayhew Councillor Vanderheyden Councillor Richards Councillor Elliott
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1. CALL TO ORDER AND WARDEN'S REMARKS

Warden Warwick called the meeting to order at 1:05pm.

Warden Warwick addressed County Council as follows:

"Good afternoon. I am sure you are as relieved to see March on the calendar as I am. The gradual lifting of restrictions we have seen over the last week is very welcome on many levels. As always the restrictions are being lifted not because the pandemic is over, or not in response to a loud minority but they are being lifted because a large majority of people have acted responsibly and because of their actions, the chance of transmission has lowered.

On Friday Feb 25 the Middlesex London Emergency Services Headquarters were honoured with a visit from the premier .Premier Ford had come to London for an announcement but had also asked for some time with the paramedics to express his appreciation for a job well done.

He met with over 40 emergency services personnel and made time to chat and thank them for their tireless work over the last two years.

Premier Ford received a warm welcome and had many selfies taken with the crews at the headquarters.

The work done by our emergency services in partnership with Middlesex London Health Unit and CERV volunteers has proved vital for getting shots in the arms of people who may not have had the opportunity otherwise. The number of vaccines given has passed the 8000 mark and is a great testament to the value of working together.

As for the events that are taking place in the Ukraine at the moment we watch in horror at residents taking shelter, residents being displaced or fleeing.

For those of you are Ukrainian or who have friends here in the county who are from the Ukraine or have family in the Ukraine, now is a good time to reach out and make sure they are doing ok. It's important that they feel secure and supported in our communities. I know the county has seen our municipalities support by collecting goods, flying flags or lighting our parks to help us deal with our bewilderment that this is happening once again in this day and age.

I know that we all hoping that some type of resolution comes soon, history has taught us that in the past many innocent people will be involved .

I know that Canada as history has also taught us, we will always welcome refugees and provide a safe haven. This is what fighting for freedom really looks like."

2. PROVISION FOR DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

None.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. MINUTES

4.a Minutes of the February 22, 2022 Meeting of County Council

Moved by Councillor Richards

Seconded by Councillor Elliott

THAT the Minutes of the February 22, 2022 meeting of County Council be approved as presented.

Carried

Moved by Councillor Burghardt-Jesson
Seconded by Councillor Mayhew

THAT Council adopt the recommendations of the Committee of the Whole as set out in the Minutes of the February 22, 2022 meeting.

Carried

4.b Minutes of the December 2, 2021 Inaugural Meeting of County Council

Moved by Councillor Cornelissen
Seconded by Councillor DeViet

THAT the Minutes of the December 2, 2021 Inaugural Meeting of County Council be approved as presented.

Carried

4.c Closed Meeting Minutes

4.c.1 Minutes of the Closed portion of the November 9, 2021 Visioning Session of Council

4.c.2 Minutes of the Closed portion of the November 9, 2021 Meeting of Council

4.c.3 Minutes of the Closed portion of the November 23, 2021 Meeting of Council

4.c.4 Minutes of the Closed portion of the January 11, 2022 Meeting of Council

4.c.5 Minutes of the Closed portion of the February 8, 2022 Meeting of Council

Moved by Councillor Ropp
Seconded by Councillor Brennan

THAT the Closed Meeting Minutes from the November 9, 2021 Visioning Session and the November 9, 2021, November 23, 2021, January 11, 2022 and February 8, 2022 regular meetings of County Council be approved as presented.

Carried

5. DEPUTATIONS

None.

6. ENQUIRIES OR NOTICES OF MOTION

None.

7. REPORTS

None.

8. NEW BUSINESS

8.a Albert Street Road Widenings Confirmation

Report from Wayne Meagher, County Barrister & Solicitor.

Moved by Councillor Elliott

Seconded by Councillor Burghardt-Jesson

THAT County Council pass a By-law designating Parts 1 and 4 as in 33R-939, Part 1 and 2 as in 33R-556, and Parts 8 and 19 as in Plan 33R-19731 as municipal public highway, with PINS removed.

Carried

9. COUNCILLOR'S COMMENTS AND OTHER BUSINESS

Councillor Ropp sent his condolences to the family of Past Warden Charles Corbett. CAO Rayburn offered condolences and gave remarks on behalf of County Administration.

Councillor Vanderheyden recognized International Women's Day and thanked the Women's Caucus as well as her male colleagues on Council for their support.

10. BY-LAWS

10.a #7153 - A BY-LAW to dedicate lands as Municipal Public Highway (Albert Street Road Widening)

10.b #7154 - A BY-LAW to Confirm the Proceedings of the March 8, 2022 Meeting of Council

Moved by Councillor Richards

Seconded by Councillor DeViet

THAT the by-laws be given first and second reading.

Carried

Moved by Councillor Mayhew
Seconded by Councillor Cornelissen

THAT the by-laws be given third and final reading.

Carried

11. COMMITTEE OF THE WHOLE

Moved by Councillor Smith
Seconded by Councillor Elliott

THAT Council convene the Committee of the Whole at 1:19 pm.

Carried

11.a DELEGATIONS / REPORTS OF COUNTY OFFICERS

None.

11.b ACTION ITEMS

11.c CORRESPONDENCE AND INFORMATION ITEMS

11.c.1 General Payables - January 28, 2022 to February 24, 2022
totalling \$84,259.51

11.c.2 Planning Payables - January 28, 2022 to February 24, 2022
totalling \$12,076.43

11.c.3 Economic Development Payables - January 28, 2022 to February
24, 2022 totalling \$17,000.25

11.c.4 Social Services Payables - January 28, 2022 to February 24, 2022
totalling \$642,287.62

11.c.5 Information Technology Payables - January 28, 2022 to February
24, 2022 totalling \$96,844.19

11.c.6 MLPS Payables - January 28, 2022 to February 24, 2022
totalling \$1,205,593.67

11.c.7 Roads Payables - January 28, 2022 to February 24, 2022
totalling \$993,046.03

11.c.8 Strathmere Lodge Payables - January 28, 2022 to February 24, 2022 totalling \$216,926.40

11.c.9 Electronic Payments - February 2022 totalling \$2,343,031.01

Moved by Councillor Ropp

Seconded by Councillor Smith

THAT Items 11.c.1 to 11.c.9 be received for information.

Carried

11.c.10 Rural Education Task Force Report - March 2022

Moved by Councillor Cornelissen

Seconded by Councillor Elliott

THAT County Council support, in principle, the recommendations of the Rural Education Task Force as set out in Item 11.c.10

Carried

Staff was directed to forward the recommendation to the Rural Education Task Force and the Thames Valley District School Board.

11.c.11 MLHU Board February 2022 Meeting Summary

11.c.12 AMO Policy Updates - February 17 and 25, 2022 and March 1, 2022

11.c.13 Letter from Minister of Long-Term Care re: Additional COVID-19 Prevention and Containment Funding

11.c.14 Planning Advisory Committee Meeting Minutes - February 17, 2022

Moved by Councillor Richards

Seconded by Councillor Mayhew

THAT Items 11.c.10 to 11.c.14 be received for information.

Carried

12. INQUIRIES

None.

13. NEW BUSINESS

13.a Closed Session

Moved by Councillor Ropp

Seconded by Councillor DeViet

THAT the next portion of the meeting be closed at 1:28 pm in order to consider advice that is subject to solicitor-client privilege and labour relations and employee negotiations pursuant to subsection 239(2)(f) and (d) of the *Municipal Act, 2001*.

Carried

13.a.1 Advice Subject to Solicitor Client Privilege

Report from Wayne Meagher, County Barrister & Solicitor and David Samuels, Legal Counsel.

13.a.2 Union Negotiations Update

Report from Bill Rayburn, CAO and Jessica Ngai, Human Resources Manager.

Moved by: Councillor Elliott

Seconded by: Councillor Burghardt-Jesson

THAT Council rise from Closed Session at 2:07 pm.

Carried

13.b Next Meetings

Tuesday, March 22, 2022

Tuesday, April 12, 2022

Tuesday, April 26, 2022

Tuesday, May 10, 2022

Tuesday, May 24, 2022

Tuesday, June 14, 2022

Tuesday, June 28, 2022

Tuesday, July 26, 2022

Tuesday, August 23, 2022

Tuesday, September 13, 2022

Tuesday, September 27, 2022

Tuesday, October 11, 2022

Tuesday, October 25, 2022
Tuesday, November 8, 2022
Thursday, December 8, 2022 - 4:00pm (Inaugural)
Tuesday, December 13, 2022

14. ANNOUNCEMENTS

14.a Thursday, June 23, 2022 - Middlesex County Warden's Charity Golf Tournament

Moved by Councillor Elliott
Seconded by Councillor Mayhew

THAT the Committee of the Whole rise and Council resume its regular meeting at 2:08 pm.

Carried

15. ADJOURNMENT

Moved by Councillor DeViet
Seconded by Councillor Smith

That the meeting adjourn at 2:08 p.m.

Carried

Marci Ivanic, County Clerk

Alison Warwick, Warden

Meeting Date: March 22, 2022
Submitted by: Miranda Bothwell, Middlesex-London Paramedic Service
SUBJECT: MIDDLESEX-LONDON PARAMEDIC SERVICE COVID VACCINE INITIATIVE

BACKGROUND:

In May 2021 with an abundance of support and advocacy from Past Warden Burghardt-Jesson and Middlesex County council, a proposal was submitted on behalf of Middlesex-London Paramedic Service to the Province of Ontario to support Mobile COVID vaccines throughout the County of Middlesex and City of London. With this new project the MLPS Covid Vaccine Initiative established a self implementing mandate to:

- Expand the opportunity to bring more vaccines to residents, especially those that are housebound, in difficult to serve areas or are working in a large factory (especially those within the food and agricultural industry)
- Collaborate with other agencies such as Fanshawe College to leverage as many resources as possible to expand the opportunity to operate the proposed mobile clinics.
- Coordinate with Middlesex London Health Unit, and work under delegated authority of Dr. Summers, to implement mobile vaccination clinics.

With support from the Province of Ontario and the Ministry of Health, 2000 Moderna vaccines were promptly delivered and stored at MLPS HQ, and first week of mobile vaccine operation was a tremendous success.

Continued support from the Province of Ontario and Ministry of Health, provided opportunity for our MLPS Vaccine team to surpass mandate goals, and most importantly ensure covid vaccine administration to the community members by removing barriers. Multiple mobile clinics were hosted throughout various municipalities and locations throughout June- September 2021 with 3,836 covid vaccines administered.

Late December 2021, the MLPS Vaccine team was re-engaged to support the increased community demand of Covid vaccines throughout the Omicron variant wave. The second round of the of the vaccine initiative presented new challenges due to

COVID stressors largely impacting the 911 system, and ultimately lead to a re-model of the MLPS Vaccine Team. The recruitment process was successful in hiring 26 team members including: recently retired paramedics and nurses, students (paramedic, nursing, administration), and various eager community members. With extraordinary support from Middlesex County council, CAO's, municipalities, CERV, Middlesex-London Health Unit, City of London, and Fanshawe College the first MLPS mobile vaccine clinic of 2022 proved extremely successful administering 408 Covid vaccines on January 9th.

Throughout January and February 2022, an ambitious clinic schedule was set to cover areas in Middlesex County and the City of London, to bring vaccine once again to community members. By the end of the 25 mobile clinics 4,197 Covid vaccines were administered.

ANALYSIS:

The Middlesex- London Paramedic Service Covid Vaccine Initiative proved great success in remodelling vaccine delivery to support the unique needs of various community members and groups.

Highlights include:

- Offering in home vaccinations to vulnerable clients
- Supporting high risk businesses and migrant workers in workplace clinics. Sites including Cargill, General Dynamics, Nestle, Bonduelle, Meridian technologies, Dashwood Industries
- Engaging relationships with external stakeholders such as lower tier municipalities, Middlesex-London Health Unit, Middlesex County CERV, Muslim and Bhutanese community groups, and Fanshawe College to support various clinic formats.
- Ability to offer multiple vaccines (Adult Pfizer, Moderna, and Paediatric Pfizer) in accordance with the medical directives set out by Middlesex-London Health Unit, and following best practices outlined by the Ministry of Health, World Health Organizations, and Centers for Disease Control and Prevention.
- Dose statistics for 72 clinics hosted in 2021/2022 (mobile clinics):
 - 1st dose: 997 administered
 - 2nd dose: 3,422 administered
 - 3rd dose: 3,536 administered
 - 4th dose: 78 administered
- Total doses administered to age 5-11 age group: 360 (January- March 2022)
- **Total covid vaccines administered by MLPS Covid Vaccine Initiative: 8,033**

The above highlights and accomplishments were directly attributed to the ongoing and overwhelming support from both Middlesex County council and Middlesex-London Emergency Service Authority Board.

FINANCIAL IMPLICATIONS:

All costs associated with the MLPS Covid Vaccine Initiative have been directly submitted to the Ministry of Health Covid Response funding for 100% reimbursement.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Focus	Goals	Objectives
Cultivating Community Vitality	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none"> • Promote and support community wellness • Innovate social and community services • Attract, retain, and engage youth in our community
Strengthening Our Economy	Encourage a diverse and robust economic base throughout the county	<ul style="list-style-type: none"> • Create an environment that enables the attraction and retention of businesses, talent, and investments • Attract visitors to Middlesex County
Promoting Service Excellence	Innovate and transform municipal service delivery	<ul style="list-style-type: none"> • Anticipate and align municipal service delivery to emerging needs and expectations • Engage, educate and inform residents, businesses, and visitors of county services and community activities • Strengthen our advocacy and lobbying efforts with other government bodies • Collaborate with strategic partners to leverage available resources and opportunities • Build organizational capacity and capabilities

RECOMMENDATION:

THAT the COVID Vaccine Initiative Report be received for information.



County Council

Meeting Date: March 22, 2022

Submitted by: Chris Traini, P.Eng.
GM Infrastructure/Deputy CAO/County Engineer

Subject: Vehicle Purchase - CAO Car Lease

BACKGROUND:

The County of Middlesex previously provided a vehicle for use by the CAO. This vehicle has been in use by County staff since July 2020 and it is due to come off lease at the end of March 2022.

ANALYSIS:

The lease for the Acura RDX was signed in February of 2019 for a total initial vehicle value of \$51,059.23 including taxes and fees from Acura of Hamilton. The County traded in a 2015 Acura MDX at the outset of the lease for an allowance of \$20,500. Lease costs over the term of the agreement amounted to \$27,240.02.

The County has an option to purchase this vehicle for \$27,156.60 plus service fees of \$596. Similar 2019 Acura RDX models are selling for an average of about \$45,000.

This vehicle is primarily used by the County Engineer and logs approximately 20,000 km of use per year. The usage is likely to increase as COVID restrictions slowly lift and attendance at in person events will return to normal levels in the future.

It is recommended that this vehicle be purchased at the end of the lease period and be added to the County fleet. Funds required for the purchase of this vehicle will be taken from equipment reserves so there will be no impact on the 2022 budget. The 2023 5-year equipment guide will now include a "County Car" and recommendations on its replacement term will be included for Council approval.

RECOMMENDATION:

That the 2019 Acura RDX be purchased off lease from Acura of Hamilton at a total cost of \$27,752.60 inclusive of taxes and fees and be added to the County of Middlesex fleet.

Meeting Date: March 22, 2022
Submitted by: Cindy Howard, General Manager of Finance and Community Services, County Treasurer, Deputy CAO
SUBJECT: 2022 TAX RATIOS

BACKGROUND:

Responsibility for establishing tax ratios rests with upper-tier and single tier municipalities. Tax ratios govern the tax rate of each property class in relation to the tax rate for the residential property class. The municipal tax burden is apportioned among and shared by each property class based on the municipality's tax ratios. By changing tax ratios, the municipality can influence how much of the tax burdened shouldered by each class.

Tax ratio changes approved by Council only affect the distribution of municipal levy; tax rates for education purposes, which are annually regulated by the Province, are not subject to municipal tax ratio decisions.

Approved tax ratio decreases for any one class of property may result in additional requests for preferential tax ratio treatment from other classes of ratepayers.

The Municipal Property Assessment Corporation (MPAC) is responsible for the valuation of all property in the Province of Ontario. Current Value Assessment (CVA) is based on the market value of property at a fixed point in time, which is defined as the valuation date. Market value is determined as the amount an arm's length transaction (between a willing buyer and a willing seller) would produce for a property, as of the valuation date.

The County in pursuant to the Municipal Act 2001, has a by-law in place to provide tax assistance to certain elderly and disabled residents who are owners of real property (section 319) and by-law for a tax rebate program for eligible charities (section 361(4)1).

The Ontario Government postponed the 2020 and 2021 Assessment Update. Property assessments for the 2022 property tax year will continue to be based on the fully

phased-in January 1, 2016 current values. This means the property assessment for the 2022 property tax year will be the same as the 2021 tax year, unless there have been changes to properties. In the 2021 Provincial Fall Economic Statement, released November 4, 2021, the Province further announced 2020 assessment values would remain in place until at least the 2023 taxation year.

Consistent with previous years, Municipal Tax Equity (MTE) Consultants Inc. completed a detailed review of the County's current tax policies. The Tax Policy Study was shared and discussed with the local Municipal Treasurers.

ANALYSIS:

Prior to 2017, the Tax Ratios for the County of Middlesex had not changed since 2000. Regulatory changes under the Assessments Act effective January 1, 2017 established a new landfill property class and prescribed the assessment methodology used to value landfills for property tax purposes. In 2017 County Council approved the new landfill property tax ratio of 1.100000. As part of the 2017 Ontario Economic Outlook and Fiscal Review (fall Budget), The Ministry of Finance announced that new property sub-classes would be introduced to facilitate special treatment of commercial and industrial improvement on farm properties. These new sub-classes are optional for municipal purposes and only a small number of properties have been deemed eligible in Middlesex. These new subclasses were not introduced. However, a new mandated multi-residential default ratio for the class was set to 1.000000.

Over the course of the past few years, the Provincial Government has been conducting a review of Ontario's property tax and assessment system. The Review has been exploring opportunities to support a competitive business environment, enhance the accuracy and stability of property assessments, and strengthen the governance and accountability of the Municipal Property Assessment Corporation (MPAC). As part of the Review, the Province has been consulting with municipalities, including seeking input through the Property Assessment and Taxation Review Municipal Advisory Committee. This review is still ongoing.

The 2020 Provincial Budget, Ontario's Action Plan: Protect, Support, Recover, introduced property tax and assessment initiatives to support business competitiveness as the Province recovers from the COVID-19 pandemic. These were discussed in 2021.

Property tax decisions for the 2022 taxation year were considered by the Province and announced in their 2021 Economic Outlook and Fiscal Review.

- The Province intends to extend the period for matching provincial education tax assistance from three to six years for business developments and 10 years for residential developments for the Brownfields Financial Tax Incentive.
- The Province is proposing to increase the assessment threshold on the option for municipalities to adopt a small-scale on-farm business subclass from \$50,000 to

\$100,000. The Province will apply a reduced business education tax rate to the increased threshold, but municipalities will have the option to maintain the current \$50,000 threshold. It will also:

- extend the farm property tax treatment for maple sap to include all edible tree saps,
 - increase the limit for farm woodlot exemptions from 20 to 30 acres,
 - streamline and simplify the application process for the Farm Property Class Tax Rate Program.
- Small Business Subclass, as announced in the 2020 budget, will continue as an option with the Province giving consideration to matching municipal property tax reductions with education property tax reductions for further support for small business with a deadline for submitting the request by March 31, 2022.

The tax policies were reviewed and below is a summary of the review and recommendations:

Optional Small Business Class

Ontario municipalities and business stakeholders have shared concerns about the property tax burden faced by small businesses. Some municipalities have requested additional property tax tools that would target tax relief to small businesses and increase business competitiveness.

The Province is providing municipalities with the flexibility to target property tax relief to small businesses, in a way that reflects their local circumstances. Beginning in 2021, municipalities will be able to adopt a new optional property subclass for small business properties. The Province is currently in consultation with municipalities to identify the mechanics of the new class and determine what guidelines will be set out in regulation to assist municipalities in adopting this new subclass.

While the provincial budget enables property tax relief for small business, the province does not fund the relief. Any reduction to taxes for small business would be funded through a redistribution of property taxes onto other classes of property including other business properties.

Unlike other tax tools, this subclass come with significant design, implementation and ongoing administrative burdens. For example, it will be the responsibility of each municipality to decide what small business looks like locally. It will cost municipalities time and resources to establish and maintain a small business subclass.

To date, the Cities of Toronto and Ottawa have implemented a small business property subclass. Other counties in our region did not implement in 2021 and so far in 2022, Bruce, Perth and Wellington have decided not to consider the small business property subclass.

The Local Treasurers discussed this Optional Small Business Property Tax Subclass in 2021 and 2022 and do not recommend implementation.

Small-Scale On-Farm Business Subclass

On May 3, 2018, the Government of Ontario established two new optional subclasses for small-scale on-farm businesses to promote and support local farms across Ontario. The commercial and industrial subclasses were created to provide a tax rate that is 75% lower than the commercial and industrial tax rates that would otherwise apply.

The first \$50,000 attributed to the value of your commercial or industrial operation will qualify for a 75% reduction off the commercial or industrial tax rate. However, if the value of the commercial or industrial operation is equal to or greater than \$1 million, the property will not qualify.

The 2021 Provincial Fall Economic Statement included changes to this option subclass program. The assessment threshold was increased from \$50,000 to \$100,000.

Regardless if the municipality opts to have the small-scale on-farm business subclasses apply, these properties will see financial relief due to the fact the province applies a reduced business education tax rate to these eligible properties.

Administration in consultation with local Municipal Treasurers recommended not implementing this Optional Small Business Property Tax Subclass in previous years and does not recommend it in 2022. This benefit would only benefit a very small group of properties. Adding this optional subclass adds complexity to the taxation system, division among properties in the farm class and additional work at the local level.

Assessment and Revenue Growth

While 2021 should have been the first year of a new reassessment cycle, with all destination (Full CVA) values being updated to reflect January 1, 2020 market conditions, the Province put a pause on reassessment in the spring of 2020. This decision was made as part of a host of early measure in response to the ongoing public health crisis stemming from COVID-19. There has never been a year since 2008 where municipalities did not experience some impacts resulting from market value changes.

The assessed value of property can and does change for a number of reasons; for the purposes of the property tax system in Ontario, all valuation changes must be consider in one of only two categories: Real Growth in the Tax Base and market Value Updates (reassessment). Growth (positive or negative) reflects the value increase or decrease associated with a change to a property's state, use or condition. Reassessment change is simply a matter of revaluating what a property's market value would be at one point in time (2016) versus an earlier point in time (2012) in the absence of any other changes.

While assessment growth and loss will have actual material impacts on the municipal revenue stream reassessment changes do not. With this is mind, the pause in reassessment had no direct or independent implications for municipal revenue as we

moved from 2020 to 2021. The big difference is the absence of underlying year-over-year tax shifts.

Maintaining tax ratios at the 2021 level keeps the share of the tax burden borne by each property class consistent.

Tax Levy Comparisons

The following table outlines the County's general tax levy from 2018 to 2021 and how it is shared among the property classes. The levy distributions among classes except for farm have remained fairly flat over the last few years. The farm class increased over the four year phase-in assessment cycle, but now that the full CVA is in effect for 2020 and 2021 the distribution is decreasing in 2022.

Table 1 - County General Levy Distribution for Years 2018 to 2021

Property Tax Class	2018		2019		2020		2021	
	\$	%	\$	%	\$	%	\$	%
Residential	28,553,675	73.42%	29,983,499	72.35%	32,156,492	72.05%	33,160,685	72.13%
Farmland Awaiting Development	23,133	0.06%	16,765	0.04%	17,324	0.04%	13,089	0.03%
Farm	5,022,644	12.92%	5,715,668	13.79%	6,371,613	14.28%	6,580,407	14.31%
Managed Forests	16,118	0.04%	17,818	0.04%	19,552	0.04%	21,183	0.05%
Pipelines	1,174,892	3.02%	1,214,776	2.93%	1,268,209	2.84%	1,299,251	2.83%
New Multi - residential	-	0.00%	14,855	0.04%	15,751	0.04%	26,493	0.06%
Multi - residential	675,575	1.74%	718,167	1.73%	796,152	1.78%	791,160	1.72%
Commercial Occupied	2,194,246	5.64%	2,490,705	6.01%	2,654,367	5.95%	2,736,906	5.95%
Commercial Vacant Land	63,222	0.16%	67,672	0.16%	77,588	0.17%	75,578	0.16%
Industrial Occupied	1,113,181	2.86%	1,153,326	2.78%	1,194,387	2.68%	1,210,392	2.63%
Industrial Vacant Land	46,918	0.12%	44,932	0.11%	51,728	0.12%	55,182	0.12%
Landfill	5,164	0.01%	6,150	0.01%	7,208	0.02%	5,616	0.01%
Total	38,888,768	100.00%	41,444,333	100.00%	44,630,371	100.00%	45,975,942	100.00%

Revenue Growth Summary for Years 2017 to 2021 (rounded)

2017	2018	2019	2020	2021
\$834,808	\$1,075,847	\$1,245,914	\$577,049	\$1,266,900

The implications for 2020 and 2021 assessment and tax growth that may arise as a result of COVID-19 include, but may not be limited to:

- The potential for fewer changes being processed due to logistical and/or capacity issues at MPAC due to work disruptions, etc.
- Reduced information flow within local municipalities and between local municipalities and MPAC (building permits and other trigger documents being closed, submitted, etc.)

- Possible slow-down of construction projects and fewer than anticipated completions

More significant growth may materialize during 2022 and beyond.

In 2021, MTE was hired to conduct an assessment audit that included the County and local municipalities and provided a number of inquiries or request to review to MPAC in 2021. The primary objective of the audit was to enhance the ability of the County and its local area municipalities to access all of the tax revenue to which they are entitled.

Historic Growth Patterns

Table 2 provides a comparison between the full CVA growth realized during 2020, to the current year's final growth figures.

Table 3 compares the municipality's assessment base as it was at the beginning of the current assessment cycle, Roll Return for 2017.

Table 2 - Year-To-Year Revenue Growth Comparison

Realty Tax Class	2020 In-Year		2021 In-Year	
Residential	\$445,426	1.38%	\$1,085,890	3.27%
Farm	\$98,821	1.55%	-\$4,263	-0.06%
Managed Forest	\$1,279	6.54%	\$428	2.03%
New Multi-Residential	\$10,299	65.39%	\$64,904	244.99%
Multi-Residential	-\$18,219	-2.29%	\$2,259	0.29%
Commercial	\$26,562	1.02%	\$53,219	1.98%
Industrial	-\$1,176	-0.10%	\$57,787	4.70%
Pipeline	\$9,323	0.74%	\$3,359	0.26%
Total Taxable	\$572,315	1.29%	\$1,263,583	2.76%
Payment in Lieu	\$4,734		\$3,312	
Total	\$577,049	1.29%	\$1,266,895	2.76%

Table 3 – Cumulative Assessment Growth Roll Return 2017 to Roll Return 2022

Current Value Assessment (January 1, 2016 Valuation Date)				
Realty Tax Class	Roll Return 2017	Roll Return 2022	Cumulative Growth	
Residential	7,526,182,904	8,611,913,591	1,085,730,687	14.43%
Farm	6,598,579,400	6,611,279,513	12,700,113	0.19%
Managed Forest	18,634,926	21,732,500	3,097,574	16.62%
New Multi-Residential	0	22,976,000	22,976,000	100.00%
Multi-Residential	96,391,600	112,706,100	16,314,500	16.93%
Commercial	519,904,100	608,252,543	88,348,443	16.99%
Industrial	173,690,300	188,888,053	15,197,753	8.75%
Pipeline	304,454,000	310,242,000	5,788,000	1.90%
Total Taxable	15,237,837,230	16,487,990,300	1,250,153,070	8.20%
Payment in Lieu	39,091,900	39,710,400	618,500	1.58%
Total	15,276,929,130	16,527,700,700	1,250,771,570	8.19%

Tax Ratios

County Council must pass a by-law each year to set the property class tax ratios. The tax ratio for the residential class is legislated at 1.0, while the farm and managed forest classes have a prescribed tax ratio of 0.25. Municipalities do have the flexibility to set a tax ratio for the farm class that is below 0.25, however, this reduction would only apply to the municipal portion of the property tax bill. In setting tax ratios for all other property classes, municipalities must do so within the guidelines prescribed by the Province.

When setting Tax Ratios, consideration should be given to neighbouring and comparator municipalities to determine if adjustments are warranted. Tax ratios distribute the tax burden between property classes.

In setting tax ratios for all other property classes, municipalities must do so within the guidelines prescribed by the Province. Council may choose to adopt:

1. Either the current tax ratio for any class (2021 adopted or 2022 starting ratio where levy restriction and/or optional classes applied in 2021), or
2. Establish a new tax ratio for the year that is closer to or within the Range of Fairness, as shown in Table 4 below.

Table 4 - Tax Ratio Summary

Realty Tax Class	2021 Ratios	2022 Start Ratios	Range of Fairness		Threshold Ratios	
			Lower Limit	Upper Limit	Threshold	Subject to Levy Restrictions
Residential	1.000000	1.000000	1.00	1.00	-	N/A
Farm	0.250000	0.250000	0.00	0.25	-	N/A
Managed Forest	0.250000	0.250000	0.25	0.25	-	N/A
New Multi-Residential	1.000000	1.000000	1.00	1.10	-	N/A
Multi-Residential	1.769700	1.769700	1.00	1.10	2.00	No
Commercial	1.144900	1.144900	0.60	1.10	1.98	No
Industrial	1.745100	1.745100	0.60	1.10	2.63	No
Landfill	1.100000	1.100000	0.60	1.10	25.00	No
Pipeline	1.055500	1.055500	0.60	0.70	-	N/A

The County of Middlesex is not subject to levy restrictions in any class.

FINANCIAL IMPACT:

The information in this report has no impact on the County's budget.

Tax policy decisions will reflect how the County and local Municipalities' tax levies will be distributed among the various property tax classes and typical properties based on 2022 property assessment values provided by MPAC.

RECOMMENDATION:

That the 2022 Tax Ratios for the County of Middlesex remain the same as 2021 as listed below:

Property Class	Tax Ratio
Residential/Farm	1.0000
New Multi Residential	1.0000
Multi Residential	1.7697
Farmlands	0.2500
Commercial	1.1449
Industrial	1.7451
Pipelines	1.0555
Managed Forests	0.2500
Landfill	1.1000

And that the Tax Ratio By-law be forwarded to County Council for approval.

Schedule "A"

TAXATION YEAR

2022

County of Middlesex Calculation of 2022 Tax Rates

A = 0.00397792

Property Class	1 Total CVA & PIL's	Tax Ratio	3 Discount (in brackets)	2021 W.A	4 2022 W.A (col. 1 x 2 x 3)	% inc. W.A.	5 2022 Tax Rates (col. 2 x 3 x A)	6 2022 Levy (col. 5 x 1)	7 % by property class
Residential	8,609,838,791	1.000000	1.00	8,336,197,829	8,609,838,791	3.3	0.00397792	34,249,208.00	72.50
FAD (C,I,M,R)	4,125,800	1.000000	(35%) 0.65	3,290,495	2,681,770	-18.5	0.00258565	10,668.00	0.02
Farm	6,612,646,113	0.250000	1.00	1,654,233,192	1,653,161,528	-0.1	0.00099448	6,576,144.00	13.92
Managed Forests	21,732,500	0.250000	1.00	5,325,100	5,433,125	2.0	0.00099448	21,613.00	0.05
Pipelines	310,242,000	1.055500	1.00	326,616,031	327,460,431	0.3	0.00419869	1,302,610.00	2.76
New Multi - residential	22,976,000	1.000000	1.00	6,660,000	22,976,000	245.0	0.00397792	91,397.00	0.19
Multi - residential	112,706,100	1.769700	1.00	198,887,735	199,455,985	0.3	0.00703973	793,421.00	1.68
Commercial Occupied	613,078,993	1.144900	1.00	688,024,365	701,914,139	2.0	0.00455432	2,792,158.00	5.91
Commercial Vacant Land	24,389,950	1.144900	(30%) 0.70	18,999,301	19,546,838	2.9	0.00318802	77,756.00	0.16
Industrial Occupied	182,663,053	1.745100	1.00	304,277,428	318,765,294	4.8	0.00694187	1,268,023.00	2.68
Industrial Vacant Land	12,018,000	1.745100	(35%) 0.65	13,871,992	13,632,198	-1.7	0.00451221	54,228.00	0.11
Landfill	1,283,400	1.100000	1.00	1,411,740	1,411,740	-	0.00437571	5,616.00	0.01
Totals	16,527,700,700			11,557,795,207	11,876,277,839	2.8		47,242,842.00	100.00

CVA = current value assessment

PIL's = payments in lieu of taxes

FAD = farmland awaiting development

W.A. = weighted assessment

Note: numbers may vary due to rounding

Calculation of 2020 Residential Tax Rate

2021 County Levy 45,975,942

1,266,900

47,242,842

2022 County Levy

47,242,842

divide by weighted assessment

11,876,277,839

2021 residential tax rate 0.00397792
2022 residential tax rate 0.00397792 = A

		2021 Tax Rate	2022 Tax Rate	inc. \$	inc. %
assessment data: source MPAC Control Totals		0.00397792	0.00397792		0.00
Residential taxes per	\$ 100,000	\$ 397.79	\$ 397.79	\$ -	0.00
	\$ 150,000	\$ 596.69	\$ 596.69	\$ -	0.00

Schedule "B"
County of Middlesex
Payment Schedule - 2022 County Levy

Municipality	1 2022 County Levy	2 March 31 25% of 2021 Levy	3 June 30 50% of 2022 Levy less column 2	4 September 30 25% of 2022 Levy	5 December 15 Balance
Adelaide Metcalfe	2,490,671	603,935	\$ 641,401	\$ 622,668	\$ 622,667
Lucan Biddulph	3,109,910	751,797	\$ 803,159	\$ 777,478	\$ 777,476
Middlesex Centre	13,556,143	3,273,347	\$ 3,504,730	\$ 3,389,036	\$ 3,389,030
Newbury	141,119	34,028	\$ 36,531	\$ 35,280	\$ 35,280
North Middlesex	4,115,662	1,015,194	\$ 1,042,639	\$ 1,028,916	\$ 1,028,913
Southwest Middlesex	2,836,265	689,804	\$ 728,330	\$ 709,066	\$ 709,065
Strathroy Caradoc	11,457,091	2,792,520	\$ 2,936,031	\$ 2,864,273	\$ 2,864,267
Thames Centre	9,535,981	2,333,361	\$ 2,434,634	\$ 2,383,995	\$ 2,383,991
Totals	47,242,842	\$ 11,493,986	\$ 12,127,455	\$ 11,810,712	\$ 11,810,689

Note: numbers may vary due to rounding

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #7155

A BY-LAW to adopt the 2022 Budget of the County of Middlesex.

WHEREAS:

- A. Section 289 (1) of the *Municipal Act, 2001*, S.O. 2001, c.25, (the “*Municipal Act, 2001*”) provides that an upper tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality;
- B. Subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;
- C. Subsection 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and
- D. Section 10 of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting any service or thing that the municipality considers necessary or desirable for the public;

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

1. That the 2022 Budget of the County of Middlesex with estimated expenditures of \$131,873,248, and requiring a contribution from the local municipalities in the amount of \$47,242,842, attached here to as Schedule “A”, be adopted.

PASSED IN COUNCIL this 22nd day of March, 2022.

Alison Warwick, Warden

Marci Ivanic, County Clerk

**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	\$ 6,682,650	(6.8)	\$ 6,142,505	6,627,350	7.9	\$ 1,027,800	\$ 55,300	(94.6)	\$ 3,339,989	\$ 3,714,920	\$ 374,931	11.2
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)	294,532	59.6
COVID-19										(60,052)	(513,000)	(452,948)	
Surplus										(665,000)	(60,000)	605,000	
Total before growth	\$ 123,378,188	\$ 131,873,248	6.9	\$ 102,194,922	\$ 111,683,744	9.3	\$ 21,118,266	\$ 20,189,504	(4.4)	\$ 45,975,942	\$ 47,242,842	\$ 1,266,900	2.76
Growth and Reassessment Impact										1,266,900	-	-	
TOTAL	\$ 123,378,188	\$ 131,873,248	6.9	\$ 102,194,922	\$ 111,683,744	9.3	\$ 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.

County Clerk's Office

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

ADMINISTRATION

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 Clerks 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.
- Clerk'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	2,661,612	3,339,989	3,714,920	374,931	11.23%
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	6,511,928	7,170,305	6,682,650	(487,655)	-6.80%
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	11,753	25,450	30,000	4,550	17.88%
CONVENTIONS	70,882	26,664	70,659	70,392	(267)	-0.38%
MEMBERSHIPS	66,332	66,373	67,142	68,113	971	1.45%
SPECIAL EVENTS	9,000	16,761	9,000	11,000	2,000	22.22%
TOTAL MEMBERS OF COUNCIL	\$ 520,860	469,089	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	477,766	578,253	615,308	37,055	6.41%

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	456,332	492,017	568,071	76,054	15.46%
SALARY/BENEFITS CONTINGENCY	20,000	20,000	20,000	85,000	65,000	325.00%
EDUCATION/TRAVEL - CAO	20,000	21,631	20,000	20,000	-	0.00%
EDUCATION/TRAVEL - CLERK	2,500	1,646	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	7,533	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	6,045	25,400	25,400	-	0.00%
OPERATIONS	189,893	207,342	187,893	206,745	18,852	10.03%
AUDIT	36,750	39,750	39,750	41,750	2,000	5.03%
CONSULTING	120,800	66,556	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	36,682	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	2,806,833	3,290,639	3,731,444	440,805	13.40%
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	2,959,633	3,443,439	3,911,744	468,305	13.60%
FACILITIES						
FACILITIES OPERATING						
SALARIES	94,157	87,203	90,886	92,493	1,607	1.77%
BENEFITS	25,071	24,996	25,755	26,281	526	2.04%
TRUCK MAINT./ EXP.	7,800	10,305	7,800	7,350	(450)	-5.77%
COUNTY BUILDING & GAOL - CLEANING	191,690	142,484	198,500	198,500	-	0.00%
COUNTY BUILDING & GAOL - INSURANCE	14,730	11,187	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	376,501	475,881	476,124	243	0.05%

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	1,376,501	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	-	362,829	369,736	371,250	1,514	0.41%
COVID-19						
COVID-19 PROGRAM - ADMINISTRATION	-	32,203	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 5,539,423	6,511,928	7,170,305	6,682,650	(487,655)	-6.80%

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.

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

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

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 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%

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

1. 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 #2 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

2. County Contribution

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

3. 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%	FTE 2021	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
Communications (Communications & Healthcare Provider Outreach)	531,685	585,917	593,067	605,385	12,318	2.1%		5.70	5.70
Finance	455,506	376,539	378,369	387,174	8,805	2.3%		4.00	4.00
Human Resources	701,599	718,985	753,498	863,841	110,343	14.6%	1	7.50	8.50
Information Technology	1,069,292	1,208,932	1,314,725	1,522,128	207,403	15.8%	2	3.00	3.00
Procurement & Operations	283,638	187,821	193,968	198,508	4,540	2.3%		2.00	2.00
Strategy, Risk & Privacy	416,312	436,064	440,699	449,909	9,210	2.1%		4.00	4.00
Special Projects - Electronic Medical Records (EMR)				200,000	200,000	-	3		2.00
Total Healthy Organization	\$ 3,812,731	\$ 3,880,497	\$ 4,037,695	\$ 4,595,166	\$ 557,471	13.8%		27.70	30.70
Healthy Living Division									
Office of the Director	\$ 379,454	\$ 264,565	\$ 266,814	\$ 272,514	\$ 5,700	2.1%		2.00	2.00
Child Health	1,685,760	1,666,881	1,676,101	1,713,587	37,486	2.2%		15.00	15.00
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
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
Oral Health	1,116,045	986,797	993,196	1,032,418	39,222	3.9%	5	12.00	12.00
Senior Dental Health		2,455,451	1,755,451	1,861,400	105,949	6.0%	6	7.50	7.50
Southwest Tobacco Control Area Network	436,500	441,345	442,300	447,858	5,558	1.3%		2.40	2.40
Young Adult Health	1,137,457	1,108,234	1,123,044	1,148,143	25,099	2.2%		10.00	10.00
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
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
Associate Medical Officer of Health	295,831	332,008	357,413	366,570	9,157	2.6%		1.50	1.50
Clinical Support Team	-	952,414	983,638	993,393	(50,245)	-5.1%	7	11.25	11.25
Population Health Assessment & Surveillance	593,835	549,380	603,071	616,675	13,604	2.3%		5.00	5.50
Program Planning & Evaluation (includes Library from MLHU2)	873,039	889,028	888,157	899,643	11,486	1.3%		9.00	9.00
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
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
Emergency Management	180,848	133,818	135,530	134,918	(612)	-0.5%		1.00	1.00
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
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
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
Sexual Health (includes HIV/HEP from MLHU2)	3,279,751	2,853,039	2,862,156	2,844,192	(17,964)	-0.6%		16.87	16.87
Vaccine Preventable Disease	1,638,371	1,662,785	1,642,828	1,635,263	(7,565)	-0.5%		17.02	16.54
COVID-19 (2021 Budget & FTE Adjusted)			28,697,936	27,224,855	(1,473,081)	-5.1%		194.10	219.60
COVID-19 Recovery Efforts				1,570,039	1,570,039	-			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
Healthy Start Division									
Office of the Director	\$ 208,616	\$ 212,473	\$ 215,306	\$ 218,155	\$ 2,849	1.3%		1.70	1.70
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
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
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
Screening Assessment and Intervention	2,124,932	-	-	-	-	-			0.00
Teams 1, 2, 3 - General Expenses	-	-	-	211,546	211,546	-			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
Office of the Chief Nursing Officer	\$ 778,328	\$ 789,317	\$ 734,963	\$ 974,472	\$ 239,509	32.6%	12	6.30	8.30
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
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

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #7156

A BY-LAW to provide for remuneration payable to the Warden.

WHEREAS:

- A. Section 283 of the *Municipal Act, 2001*, S.O. 2001, c.25, (the "*Municipal Act, 2001*"), as amended, provides that the council of a municipality may pay remuneration and expenses to members of Council and members of any local board of the municipality; and
- B. Council adopted a recommendation at the Middlesex County Council Budget Meeting on March 8, 2022, that a 2.5% increase be approved for the Warden for 2022 as follows:

Warden

That the Warden's salary be as follows:

Effective January 1, 2022 - \$75,828.41

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

- 1. That the annual remuneration payable to the Warden of the County of Middlesex shall be as follows:

Effective January 1, 2022 - \$75,828.41
- 2. That the travelling allowance for attendance at meetings shall be the travelling allowance rates as approved by Council from time to time.

PASSED IN COUNCIL this 22nd day of March, 2022.

Alison Warwick, Warden

Marci Ivanic, County Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX
BY- LAW #7157

A BY-LAW to provide for remuneration and expenses, including convention expenses, payable to Members of Council.

WHEREAS:

- A. Section 283 of the *Municipal Act, 2001*, S.O. 2001, c.25, (the “*Municipal Act, 2001*”), as amended, provides that the council of a municipality may pay remuneration and expenses to members of Council and members of any local board of the municipality;
- B. section 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;
- C. Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;
- D. Section 10 of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting any service or thing that the municipality considers necessary or desirable for the public;
- E. Council adopted a recommendation at the Middlesex County Council Budget Meeting on March 12, 2019 that the Councillor salary median be phased in over the four year term of council, as follows:

2019	\$17,677.25
2020	\$19,871.50
2021	\$22,065.75
2022	\$24,260.00

- F. Council adopted a recommendation at the Middlesex County Council Budget Meeting on March 10, 2020 that a 2% increase for the Councillor salary be approved for 2020 as follows:

2020	\$20,268.93
2021	\$22,507.07
2022	\$24,745.00

- G. Council adopted a recommendation at the Middlesex County Council Budget Meeting on March 9, 2021 that a 1.7% increase for the Councillor salary be approved for 2021 as follows:

2021	\$22,889.69
2022	\$25,165.67

- H. Council adopted a recommendation at the Middlesex County Council Budget Meeting on March 8, 2022 that a 2.5% increase for the Councillor salary be approved for 2022 as follows:

2022	\$25,794.81
------	-------------

- I. Council adopted a recommendation at the Middlesex County Council Budget Meeting on March 8, 2022 that a 2.5% increase be approved for 2022 per diems for Committee meetings, Board appointments and attendance at conventions, etc., shall be as follows:

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY- LAW # 7157 Page 2

Members of Council

That the Councillor's salary be increased to \$25,794.81 commencing January 1, 2022. The Councillor's salary covers attendance at County Council meetings including the County Council Budget meeting, and Visioning Sessions.

That the per diem for Committee meetings, Board appointments and attendance at conventions, etc., shall be effective January 1, 2022 \$166.76

Conventions

That the maximum for convention reimbursement, exclusive of registration fees, shall be \$4,000.00.

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

1. That the travelling allowance for attendance at meetings shall be the travelling allowance rates as approved by Council from time to time.
2. That delegates to conventions shall receive expenses as outlined on *Schedule A*.
3. That Members of Council or other persons appointed by Council to serve as members of the following local boards and other bodies shall receive the same remuneration and expenses as members of Council attending council approved committee meetings:

Middlesex County Library Board;
Middlesex-London Board of Health;
County/City Liaison Committee;
Western Fair Board;
University of Western Ontario;
Middlesex County Budget Committee;
Middlesex-London Emergency Services Authority Board;
Rural Education Task Force – Thames Valley District School Board;
Middlesex Accessibility Advisory Committee;
Planning Advisory Committee; and
such other bodies to which Council from time to time appoints representatives.

4. Third Party Appointments
Prior to any member of County Council accepting a third party appointment to a Board, Committee, or Standing Committee appointment that requires compensation from the County of Middlesex; the nominee will obtain approval from County Council for the appointment. Appointments outlined in *Schedule B*.
5. Council will be required to approve by resolution all appointments that arise during the council term.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY- LAW # 7157 Page 3

6. That for special meetings other than visioning sessions and budget meeting, the following per diems be adopted:
- a) less than 30 minutes - up to 25% of the per diem
 - b) 30 minutes to 1 ½ hours - 50% of the per diem
 - c) More than 1 ½ hours - 100% of the per diem

PASSED IN COUNCIL this 22nd day of March, 2022.

Alison Warwick, Warden

Marci Ivanic, County Clerk

SCHEDULE "A"
TO BY-LAW #7157
COUNTY OF MIDDLESEX
POLICIES RE: ATTENDANCE AT CONVENTIONS

Expenses payable to Delegates at Conventions.

1. Registration
 The registration fee for two (2) authorized conventions per year.
2. Accommodations / Parking
 Accommodation costs for convention dates including one night prior, and the cost of parking, with the submission of appropriate receipts.
3. Meals
 The cost of meals to a maximum of \$75.00 per day with the submission of appropriate receipts. Expenses without receipts will be paid as a non-accountable expense to the \$75.00 maximum and will be taxable.
4. Per diem
 The approved per diem shall be paid for each ½ day attendance at the convention.
5. Travel
 - a) One per diem for travel before and after conventions over 300 kilometres
 - b) Mileage at the County's approved rate
 - c) Airfare or train expense with receipts.
6. The maximum convention expenditure per member of Council per year will be \$4,000.00, exclusive of registration costs.
7. Item #6 maximum per year does not apply to the Warden (expenditure within the approved budget).
8. The registration and expenses be paid for the Warden's partner.
9. Member of Council who is a member of the Board of Directors of a municipal association.

The maximum related to attendance at Board meetings and conventions shall be \$8,000.00, exclusive of registration expenses, on the condition that the nomination to the Board was supported by a resolution from Council.
(Schedule C)

SCHEDULE “B” TO BY-LAW #7157

The following Councillors are Third Party Appointments to Boards, Committees or Standing Committees for the year 2022:

Councillor Brennan	Middlesex-London Board of Health, and Middlesex Accessibility Advisory Committee
Councillor Burghardt-Jesson	University of Western Ontario, Western Fair District, County/City Liaison Committee
Councillor Cornelissen	Rural Education Task Force – Thames Valley District School Board, London-Middlesex Housing Corporation, Planning Advisory Committee
Councillor DeViet	Middlesex-London Board of Health, Middlesex County Budget Committee
Councillor Elliott	Middlesex-London Board of Health
Councillor Mayhew	Middlesex Accessibility Advisory Committee, Planning Advisory Committee
Councillor Richards	Middlesex County Library Board, Planning Advisory Committee
Councillor Ropp	Middlesex County Budget Committee
Councillor Kurtis Smith	-
Councillor Vanderheyden	County/City Liaison Committee
Warden Warwick	Western Fair District, County/City Liaison Committee, Middlesex County Library Board, Planning Advisory Committee, Middlesex Accessibility Advisory Committee

And all others whom obtain approval from County Council for the appointment

**SCHEDULE “C”
TO BY-LAW #7105
COUNTY OF MIDDLESEX
“BOARD OF DIRECTORS
OF A MUNICIPAL ASSOCIATION”**

The following Councillors are member of a Board of Directors of a Municipal Association for the year 2022:

Councillor Burghardt-Jesson	Middlesex-London Emergency Services Authority
Councillor DeViet	Association of Municipalities of Ontario
Councillor Ropp	Middlesex-London Emergency Services Authority
Councillor Kurtis Smith	Middlesex-London Emergency Services Authority
Councillor Vanderheyden	Federation of Canadian Municipalities, SWIFT
Councillor Richards	South Central Ontario Region (SCOR)
Warden Warwick	South Central Ontario Region (SCOR)

THE CORPORATION OF THE COUNTY OF MIDDLESEX
BY LAW #7158

A BY-LAW to adopt tax rates and the payment schedule of the 2022 County levy by the lower-tier municipalities in the County of Middlesex.

WHEREAS:

- A. Section 311(2) of the *Municipal Act, 2001*, S.O. 2001, c.25, (the “*Municipal Act, 2001*”), as amended, provides that an upper-tier municipality, on or before April 30 in each year, shall pass a by-law directing each lower tier municipality to levy a separate tax rate, as specified in the by-law, on the assessment in each property class in the lower-tier municipality rateable for upper-tier purposes. 2001, C25, s.311(2).

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

- 1. That 2022 tax rates for County purposes be approved as follows:

Property Class	Tax Ratio	Discount	2022 Tax Rate
Residential	1.000000		.00397792
Farmland Awaiting Development	1.000000	35% (x .65)	.00258565
Farmland	0.250000		.00099448
Managed Forests	0.250000		.00099448
Pipelines	1.055500		.00419869
New Multi – Residential	1.000000		.00397792
Multi Residential	1.769700		.00703973
Commercial	1.144900		.00455432
Commercial Vacant Land	1.144900	30% (x .70)	.00318802
Industrial	1.745100		.00694187
Industrial Vacant Land	1.745100	35% (x .65)	.00451221
Landfill	1.100000		.00437571

- 2. That the calculation of the 2022 tax rates is attached hereto as Schedule "A", forming part of this By law.
- 3. That pursuant to Section 311 (13) of the *Municipal Act, 2001* a lower tier municipality in a county shall pay amounts to the upper-tier municipality in the following installments:
 - a) 25 per cent of the amount required to be raised by the lower-tier municipality for upper tier purposes in the previous year, on or before March 31.
 - b) 50 per cent of the amount required to be raised by the lower-tier municipality for upper-tier purposes in the current year, less the amount of the installment paid under (a), on or before June 30.
 - c) 25 per cent of such current amount, on or before September 30.
 - d) The balance of the entitlement for the year, on or before December 15.
- 4. That the payment schedule of the 2022 Levy is attached hereto as Schedule "B", forming part of this Bylaw.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY LAW #7158 Page 2

- 5. That pursuant to Ontario Regulation 382/98: Payments in Lieu of Taxes, Distribution, the Council of an upper tier municipality may, by agreement with a majority of the lower tier municipalities representing at least two thirds of the total weighted assessment of the upper tier municipality, provide by bylaw for any number of installments and their due dates of the payments in lieu of taxes, and that the installment schedule of the County's share of the lower tier payments in lieu of taxes shall be the same as the installments outlined in #3. It is noted that the payments in lieu of taxes are included in Schedule "B".
- 6. That pursuant to Sections 311 (17) and (19) of the *Municipal Act, 2001*, if a lower tier municipality fails to make any payment, or portion of it, the lower-tier municipality shall pay to the upper-tier municipality interest on the amount in default at the rate of 15 per cent per year, from the date payment is due until it is made, and, where such installments or any portion thereof are paid in advance of such due dates, the upper-tier municipality may allow to the lower-tier municipality, a discount thereon from the date of payment to the date upon which the payment is due at the minimum lending rate of the majority of chartered banks on the date of payment.

PASSED IN COUNCIL this 22nd day of March, 2022.

Alison Warwick, Warden

Marci Ivanic, County Clerk

Schedule "A"

TAXATION YEAR

2022

County of Middlesex Calculation of 2022 Tax Rates

A = 0.00397792

Property Class	1 Total CVA & PIL's	Tax Ratio	3 Discount (in brackets)	2021 W.A	4 2022 W.A (col. 1 x 2 x 3)	% inc. W.A.	5 2022 Tax Rates (col. 2 x 3 x A)	6 2022 Levy (col. 5 x 1)	7 % by property class
Residential	8,609,838,791	1.000000	1.00	8,336,197,829	8,609,838,791	3.3	0.00397792	34,249,208.00	72.50
FAD (C,I,M,R)	4,125,800	1.000000	(35%) 0.65	3,290,495	2,681,770	-18.5	0.00258565	10,668.00	0.02
Farm	6,612,646,113	0.250000	1.00	1,654,233,192	1,653,161,528	-0.1	0.00099448	6,576,144.00	13.92
Managed Forests	21,732,500	0.250000	1.00	5,325,100	5,433,125	2.0	0.00099448	21,613.00	0.05
Pipelines	310,242,000	1.055500	1.00	326,616,031	327,460,431	0.3	0.00419869	1,302,610.00	2.76
New Multi - residential	22,976,000	1.000000	1.00	6,660,000	22,976,000	245.0	0.00397792	91,397.00	0.19
Multi - residential	112,706,100	1.769700	1.00	198,887,735	199,455,985	0.3	0.00703973	793,421.00	1.68
Commercial Occupied	613,078,993	1.144900	1.00	688,024,365	701,914,139	2.0	0.00455432	2,792,158.00	5.91
Commercial Vacant Land	24,389,950	1.144900	(30%) 0.70	18,999,301	19,546,838	2.9	0.00318802	77,756.00	0.16
Industrial Occupied	182,663,053	1.745100	1.00	304,277,428	318,765,294	4.8	0.00694187	1,268,023.00	2.68
Industrial Vacant Land	12,018,000	1.745100	(35%) 0.65	13,871,992	13,632,198	-1.7	0.00451221	54,228.00	0.11
Landfill	1,283,400	1.100000	1.00	1,411,740	1,411,740	-	0.00437571	5,616.00	0.01
Totals	16,527,700,700			11,557,795,207	11,876,277,839	2.8		47,242,842.00	100.00

CVA = current value assessment

PIL's = payments in lieu of taxes

FAD = farmland awaiting development

W.A. = weighted assessment

Note: numbers may vary due to rounding

Calculation of 2020 Residential Tax Rate

2021 County Levy 45,975,942

1,266,900

47,242,842

2022 County Levy

47,242,842

divide by weighted assessment

11,876,277,839

2021 residential tax rate 0.00397792
2022 residential tax rate 0.00397792 = A

		2021 Tax Rate 0.00397792	2022 Tax Rate 0.00397792	inc. \$	inc. %
assessment data: source MPAC Control Totals					
Residential taxes per	\$ 100,000	\$ 397.79	\$ 397.79	\$ -	0.00
	\$ 150,000	\$ 596.69	\$ 596.69	\$ -	0.00

Schedule "B"
County of Middlesex
Payment Schedule - 2022 County Levy

Municipality	1 2022 County Levy	2 March 31 25% of 2021 Levy	3 June 30 50% of 2022 Levy less column 2	4 September 30 25% of 2022 Levy	5 December 15 Balance
Adelaide Metcalfe	2,490,671	603,935 \$	641,401 \$	622,668 \$	622,667
Lucan Biddulph	3,109,910	751,797 \$	803,159 \$	777,478 \$	777,476
Middlesex Centre	13,556,143	3,273,347 \$	3,504,730 \$	3,389,036 \$	3,389,030
Newbury	141,119	34,028 \$	36,531 \$	35,280 \$	35,280
North Middlesex	4,115,662	1,015,194 \$	1,042,639 \$	1,028,916 \$	1,028,913
Southwest Middlesex	2,836,265	689,804 \$	728,330 \$	709,066 \$	709,065
Strathroy Caradoc	11,457,091	2,792,520 \$	2,936,031 \$	2,864,273 \$	2,864,267
Thames Centre	9,535,981	2,333,361 \$	2,434,634 \$	2,383,995 \$	2,383,991
Totals	47,242,842 \$	11,493,986 \$	12,127,455 \$	11,810,712 \$	11,810,689

Note: numbers may vary due to rounding

THE CORPORATION OF THE COUNTY OF MIDDLESEX
BY-LAW #7159

A BY-LAW to confirm proceedings of the Council of The Corporation of the County of Middlesex – MARCH 22, 2022.

WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the County of Middlesex at the MARCH 22, 2022, Session be confirmed and adopted by By-law.

WHEREAS section 5(3) of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

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

1. That the action of the Council of The Corporation of the County of Middlesex in respect of all recommendations in reports of committees, all motions and resolutions and all other action passed and taken by the Council of The Corporation of the County of Middlesex, documents and transactions entered into during the MARCH 22, 2022, Session of Council, are hereby adopted and confirmed, as if the same were expressly included in this By-law.
2. That the Warden and proper officials of The Corporation of the County of Middlesex are hereby authorized and directed to do all things necessary to give effect to the action of the Council of The Corporation of the County of Middlesex during the said MARCH 22, 2022, Session referred to in Section 1 of this By-law.
3. That the Warden and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of The Corporation of the County of Middlesex to all documents referred to in said Section 1.

PASSED IN COUNCIL this 1st day of March, 2022.

Alison Warwick, Warden

Marcia Ivanic, County Clerk




Middlesex CWP Update

March 2022

Counties of Middlesex, Oxford, Perth, City of London, Stratford, St. Marys

Delivered by local Conservation Authorities

- 
- **Technical** and **Financial** - improve and protect water quality / *climate change* impacts
 - **Research** and **Demonstration** - develop and share new BMP's practices
 - **Marketing** and **Education** knowledge transfer

Thorndale Demonstration Farm



Free Drain

Controlled

Purpose:

Demonstrate agricultural BMPs aimed at improving soil health, biodiversity, water quality, agricultural productivity and mitigating climate change.



Features:

- Controlled drainage, erosion control structures, surface inlets, windbreaks, pollinator plantings, cover crops, woody fencerow management, crop rotation and field management.



Partners: McCutcheon Farm Drainage, Van Gorp Excavation, Bluewater Pipe, ADS, LICO, Hickenbottom Inlets Inc., Armtec, Agri Drain Corporation, UTRCA

Funding: Envir. Canada, OMAFRA (COA), Clean Water Program

UTRCA Retweeted



Kelly Elliott ✓ @kellyelliottmcm · Nov 3

...

berm uses, different types of outlets, monitoring soil and profitability mapping.

@UTRCAmarketing is doing incredible work here that has the possibility of changing the way we look at #ontag, and it's phenomenal to have it right here in @ThamesCentre! #localgov #onmuni





2021 CWP Summary:

- \$30,000 contribution
- 41 projects approved and completed
- \$56,560.33 grants allocated
- \$193,272 total project costs
- 4 rejected

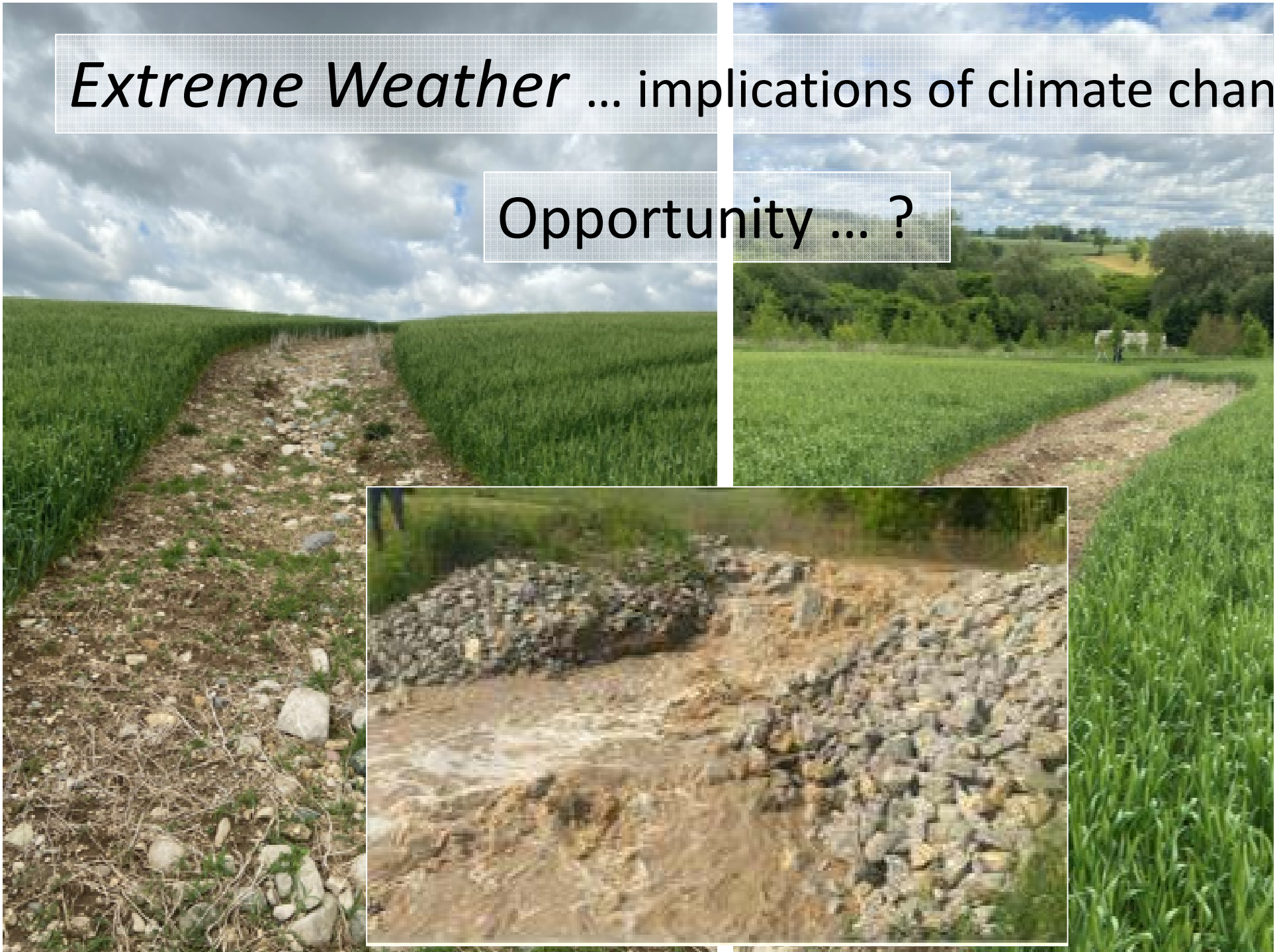
Greatest Uptake: tree planting and erosion control





Extreme Weather ... implications of climate change

Opportunity ... ?





Tatianna Lozier and Michael Funk



Middlesex CWP Update

March 2022

Counties of Middlesex, Oxford, Perth, City of London, Stratford, St. Marys

Delivered by local Conservation Authorities

LDD Moth

*(Lymantria
dispar dispar)*

Update March 22, 2022





Background

- At the August 10, 2021 Meeting, Council was provided an update on the LDD (Gypsy) Moth including an overview of population dynamics and control / monitoring options.
- The following motion was passed: “That County Council utilize a passive management response to the LDD Moth and that staff develop a ‘Good Neighbour Policy’.”
- As previously reported, the ‘Good Neighbour Policy’ was implemented, and landowners adjacent to the County Forest were notified





Adult LDD Moth Traps

- To help support and engage the community, staff have also investigated a possible bulk purchase of pheromone traps.
- Staff recognize and emphasize that the male moth traps may not significantly contribute towards broad scale (County-wide) control of the pest population.
- At a local level reducing the number of male moths breeding with females in specimen trees and woodlots may well help reduce severity of defoliation.



Program Outline

- Staff have brainstormed with colleagues at the Canadian Food Inspection Agency (CFIA) and we believe that we have developed an innovative project which will bring numerous benefits to the community, County and protect forest health.
- Traps would be provided to program participants at no cost, in exchange for residents and land managers helping the County conduct a citizen science project.
- The results will aid the county, residents and their partners at CFIA to better understand the geographic distribution, population dynamics, trends and also whether other invasive insect pests are present in our forests.



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Middlesex County Spongy Moth Monitoring

Middlesex County Council

March 22, 2022



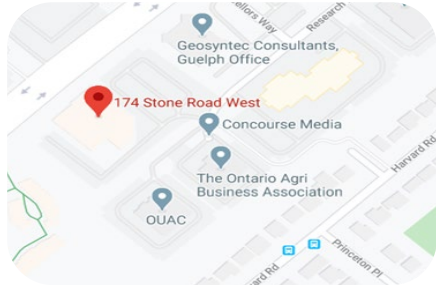
Nicole Mielewczyk
Plant Health Survey Biologist

Canada

Program Proposal

- Purchase ~200 Spongy Moth traps from Canadian distributor, Solida Inc.
- Work with CFIA to identify key areas and neighborhoods in Middlesex County to target
- Engage and encourage county members to be a part of this exciting citizen science initiative
- Record number of trap catches to send to CFIA to be combined with our yearly report

What does this initiative involve?



- Trap set-up by June 15
- Don't forget to map it!



- Trap check around late July
- Count and collect any specimens



- Trap collection beginning September 15
- Count and collect any specimens

A screenshot of a spreadsheet showing trap collection data. The spreadsheet has columns for Location, Latitude, Longitude, Date, and Number of Moths. It contains data for several locations, including 123 Main St, 100 Second St, 2 Long Dr, 45 Carling Ave, and 11 River Cres.

- Send CFIA your data by October 12

How will the CFIA support this initiative?

- Provide education and outreach materials
- Lead an information session for the community
- Provide our external *Lymantria dispar* Moth trapping protocol



- Analyze a subset of the traps for the presence of the Asian subspecies of *Lymantria dispar*
- Produce a report for the community to demonstrate the impact of their efforts

Take it Further

How to: Scrape *Lymantria dispar* Egg Masses



Ldd (previously referred to as European gypsy moth) egg masses are tan-coloured and can be found on tree trunks, bark, or other hard surfaces. Egg masses are about 4 cm and contain 100-1,000 eggs.

- Use a scraper (i.e. a butter knife or paint scraper) to carefully remove the masses off of tree trunks, branches, and outdoor equipment throughout all seasons into a container
- After removal, dispose of masses in a bucket of dish soap and water mixture
- Leave eggs in water for 48 hours then dispose



Egg masses should be removed from trees after June and prior to spring the following year to reduce infestations in forthcoming years.

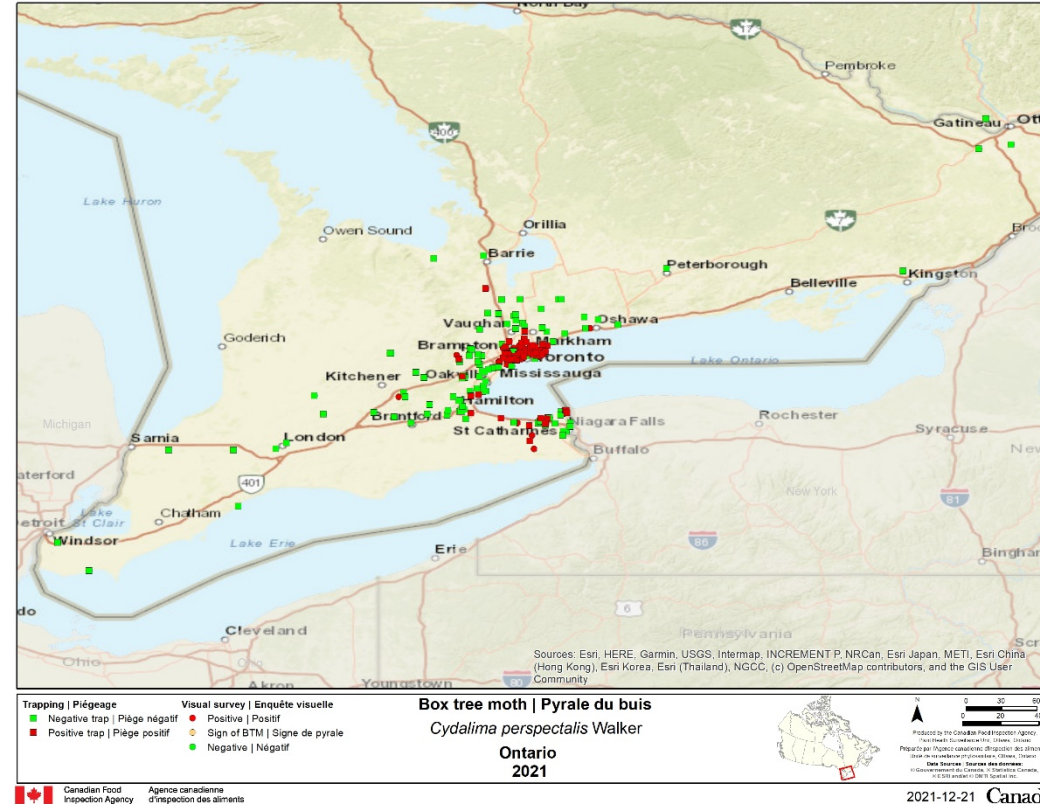
Egg masses may be located high in the tree, always take caution if scraping from a ladder and wear gloves and protective glasses.

invasivespeciescentre.ca 

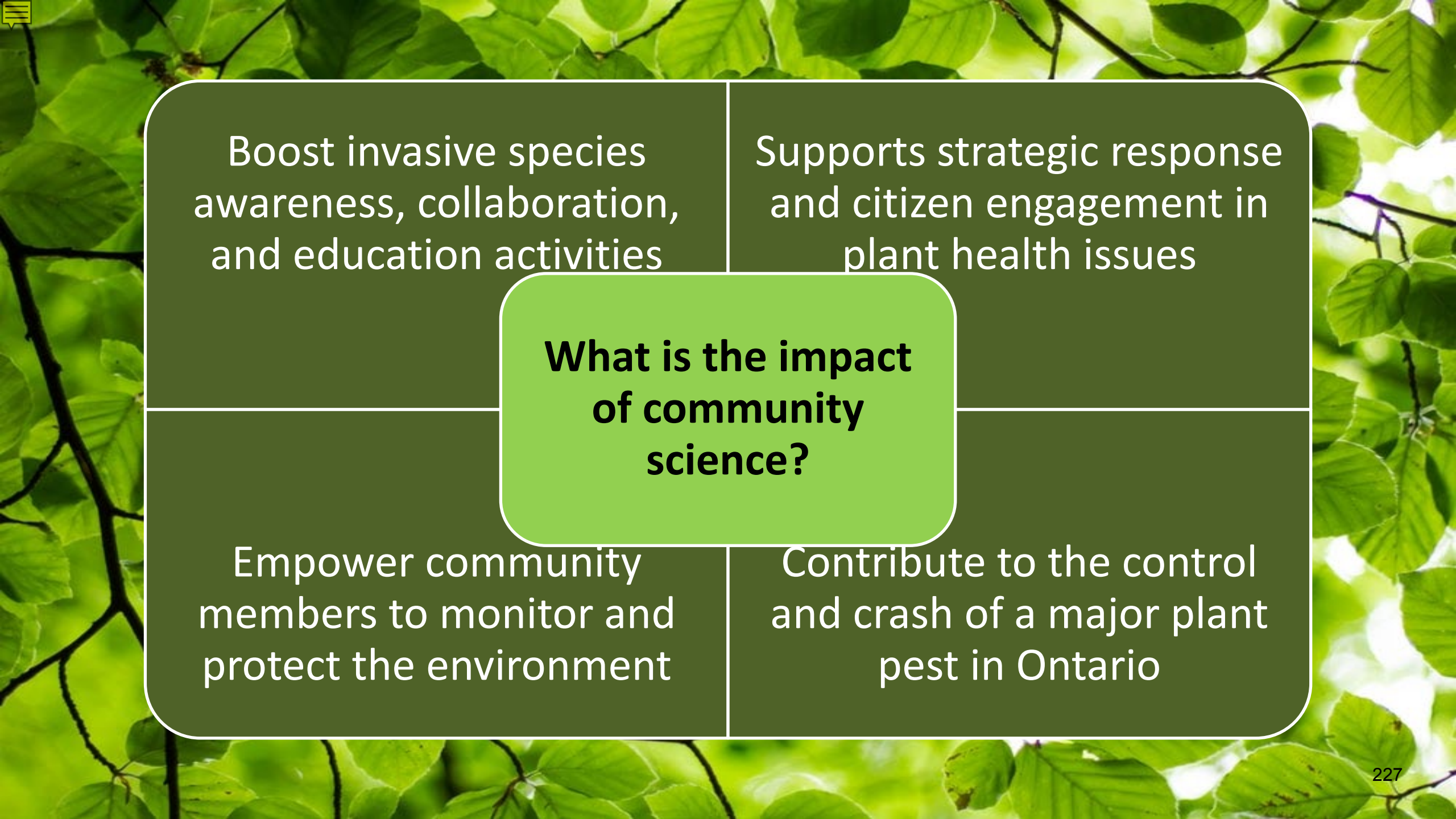
Egg masses
contain 100-
1,000 eggs!



Host an LDD
Moth egg mass
scraping
contest or
campaign



Monitor other invasive species populations with the
same trap!



Boost invasive species awareness, collaboration, and education activities

Supports strategic response and citizen engagement in plant health issues

What is the impact of community science?

Empower community members to monitor and protect the environment

Contribute to the control and crash of a major plant pest in Ontario

Meeting Date: March 22, 2022
Submitted by: Jessica P. Ngai, Director of Human Resources
SUBJECT: POLICE RECORD CHECKS AND DRIVER'S ABSTRACT
POLICY, HR POLICY 1.02

BACKGROUND:

The Human Resources department conducts regular reviews of human resource policies to ensure that they remain current and consistent with Legislation and best practices. County Council previously approved a policy, titled Pre-Employment Requirements (HR Policy 1.02), which provides some general information and potential requirements that the County may require of potential employees to provide in order to be hired. Following a review of this policy, it was determined that a more robust policy was necessary and therefore, the proposed Police Record Checks and Driver's Abstract Policy was developed to replace the aforementioned policy.

This policy applies to all County, Strathmere Lodge and Library Board employees with the exception of Middlesex-London Paramedic Service employees as it has its own policy and procedure relating to Police Records Checks.

ANALYSIS:

The County has a responsibility to make every reasonable effort to ensure the safety and security of persons who are under the County's care, protect County assets, and comply with applicable legislation, which efforts include ensuring that candidates considered for employment, current employees, students, and volunteers do not present a potential risk to the safety of persons under the County's care or to the assets of the County.

Persons who have a record of offences may pose such a risk depending upon the position or volunteer function for which they are being considered or currently hold. Criminal Record Checks, Criminal Record and Judicial Matters Checks, Vulnerable Sector Checks and Drivers' Abstract may be required for certain designated positions within the County.

County Department Heads and Human Resources will determine which positions within the organization shall be designated as having a requirement for a Police Record Check and/or Driver's Abstract from the following departments:

- a. Strathmere Lodge
- b. Administration
- c. Social Services
- d. Library
- e. Children's Services (EarlyON)
- f. Treasury
- g. Transportation
- h. Information Technology

The proposed policy sets out the procedure for: pre-conditions of employment; new employees; volunteers; and existing employees.

The current policy puts the onus on employees to inform their direct Manager if they have been charged with an offence. The proposed policy sets out a requirement for employees in designated positions to complete an annual declaration form declaring the current status of their criminal record. The proposed policy also allows the County, at its direction, to request from any employee in a designated position to provide a Police Record Check and/or Driver's Abstract.

FINANCIAL IMPLICATIONS:

The recommendation contained in this report has no financial impact.

RECOMMENDATION:

That County Council approve replacing Human Resource Policy 1.02 "Pre-Employment Requirements Policy" with the attached Human Resource Policy 1.02 "Police Record Checks and Driver's Abstract Policy".

Attachment:

1. Pre-Employment Requirements Policy (HR 1.02)
2. Police Record Checks and Driver's Abstract Policy (HR 1.02)

Subject: PRE-EMPLOYMENT REQUIREMENTS
Scope: ALL COUNTY & LIBRARY BOARD EMPLOYEES
Issued: December 9, 1997
Revised: March 25, 2014
Reviewed: September 13, 2016 – Middlesex County Council

Purpose:

Middlesex County may require potential employees to provide certain documents or undergo certain tests prior to being hired into a position for the protection of the County, the employee and its customers.

Policy:

Where required as a condition of employment, new employees may have to pass a medical examination by a qualified physician; provide a Criminal Reference or Vulnerable Persons Check; sign a confidentiality agreement and/or; provide a drivers' abstract.

Procedure:

MEDICAL:

The supervisor will provide the prospective employee with a job description, a physical demands analysis, or a form which will provide information related to the necessary physical ability to perform the requirements of the position.

The medical will be scheduled by the Department after the job offer and prior to the prospective employee's beginning work

The County of Middlesex is responsible for the cost of the pre-placement medical.

Should the physician report a prospective employee is unable to meet the physical requirements of the position, the job offer will be withdrawn.

CRIMINAL REFERENCE CHECK:

The requirement for a Criminal Reference Check will be at the determination of the CAO and only for foreseeable cause (e.g. finance or money handling positions). Dependent on the results, the job offer may be withdrawn.

VULNERABLE SECTOR CHECK:

Employees who work or may work with vulnerable persons will be required to provide a Vulnerable Persons Check from their local police department. If it is determined that vulnerable persons may be put at risk, the job offer will be withdrawn. An employee will have a period of three months to provide the check. Checks are required for all new employees and volunteers who are at least sixteen years of age at Strathmere Lodge, in Social Services or in the Libraries.

Employees must inform their Manager if, after they have provided a Vulnerable Sector Check, they are charged with an offense.

CONFIDENTIALITY AGREEMENT:

If required, the supervisor will provide the prospective employee with a confidentiality agreement to be completed before the employee begins work.

DRIVERS' ABSTRACT:

If required must be obtained from the Ministry of Transportation and provided to the supervisor prior to operating any County vehicles.

Unless otherwise noted any costs associated with any of the above requirements shall be the responsibility of the prospective employee.



Human Resource Policy 1.02

Subject: POLICE RECORD CHECKS AND DRIVER'S ABSTRACT POLICY

Scope: ALL COUNTY & LIBRARY BOARD EMPLOYEES

Issued:

Revised:

Purpose:

The Corporation of the County of Middlesex (the "County") makes every reasonable effort to ensure the safety and security of persons who are under the County's care, protect County assets, and comply with applicable legislation, which efforts include ensuring that candidates considered for employment, current employees, students, and volunteers do not present a potential risk to the safety of persons under the County's care or to the assets of the County.

Persons who have a record of offences may pose such a risk depending upon the position or volunteer function for which they are being considered or currently hold. Criminal Record Checks, Criminal Record and Judicial Matters Checks, Vulnerable Sector Checks and Drivers' Abstract (referred to collectively as "checks") are required for certain designated positions within the County.

Scope:

This policy applies to all County non-union and unionized employees, students, and volunteers whose employment requires them to work with the public in vulnerable sectors.

The Department Head and Human Resources will determine which positions in the County shall be designated as having a requirement to obtain a check from the following departments:

- a. Strathmere Lodge
- b. Administration
- c. Social Services
- d. Library
- e. Children's Services (EarlyON)
- f. Treasury
- g. Transportation
- h. Information Technology



Human Resource Policy 1.02

Policy:

The County has a responsibility to protect and maintain the safety of the public and its employees and volunteers, as well as County assets.

These checks are requested by the County for those employees, contract staff, volunteers, and students who work or are applying to work with vulnerable persons to ensure that employees, contract staff, volunteers, and students have not engaged in harmful behaviour in the past that could put others at risk.

It is important for the County to use these checks carefully. The results of the checks will be kept secure and as confidential. These checks are not a substitute for proper hiring practices including reference checks.

This policy will not be applied in a manner to violate any rights under the *Ontario Human Rights Code*, the *Municipal Freedom of Information and Protection Act*, any employment agreement, or collective agreement.

Definitions:

Designated Positions: County positions, whether non-union and unionized, students, and volunteers, which have been identified by the applicable Department Head and Human Resources as requiring a Police Reference Check.

Driver's Abstract Check: This check is a government-issued document with information relating to an individual's driving history/record. It contains general information about: the driver; licence status; issue and expiry date; active Highway Traffic Act and Criminal Code of Canada convictions; suspensions and reinstatements over past 3 years; conviction dates; offence date; demerit points; and description(s) of violations.

Police Record Checks: There are three types of police record checks:

1. **Criminal Record Check (CRC):** This check is intended for applicants seeking employment and/or volunteering with agencies where a basic CRC is requested (e.g. retail). This check is NOT intended for applicants who are seeking employment and/or to volunteer with vulnerable persons.
2. **Criminal Record and Judicial Matters Check (CRJMC):** This check releases information relating to criminal convictions that resulted in an absolute or conditional discharge, as well as outstanding criminal charges and warrants to arrest, and certain court orders.

-
3. **Vulnerable Sector Check (VSC):** In addition to the information provided in the Criminal Record Check, the Vulnerable Sector Check identifies whether or not an individual has a sexual offence recorded in their name in Canada. This check is only used for individuals seeking employment and/or volunteer opportunities with children or Vulnerable Persons, depending on the nature of the position.

Vulnerable Persons: All children who are less than 18 years of age, and/or persons who, because of their age, a disability, or other circumstances, whether temporary or permanent, are in a position of dependence on others, or are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.

Procedure:

Pre-Condition of Employment

Prior to commencing employment, a candidate must provide the County with their check, at their own costs, or if the timing does not allow for that, their written assurance that they have never been convicted of a criminal offence and that the check has been applied for except for:

- a) Strathmere Lodge, where the *Long-Term Care Homes Act, S.O. 2007, c.8* in Section 215 of its Regulation 79 states that checks must be conducted within six (6) months before the employee is hired or the volunteer is accepted, and proof that a check has been initiated, after the offer was extended, through the Canadian Police Information Computer (CPIC) system; and
- b) EarlyON, where the *Child Care and Early Years Act, S.O. 2014, c.11*, as amended, states that checks must be conducted before the person begins their employment, and every five (5) years with an annual offence declaration in the years where a new VSC is not required.

The failure to consent to a check or the failure to disclose any convictions for which a pardon has not been granted, as required to be disclosed, may result in the revocation of an offer of employment and/or the termination of employment. Further, if a candidate is unable to obtain a check prior to commencing employment, the County, at its sole discretion, may terminate the employment without notice or pay in lieu of notice should the candidate's record reveal anything, in the County's determination, that makes the candidate unsuitable for employment.

New Employees

An applicant for a designated position will be informed at the commencement of an interview of any check(s) required, the type of check, and that a successful candidate will be provided with a



Human Resource Policy 1.02

letter required to accompany their submission to the applicable police department. Written consent and forms to be submitted to the police must be completed by the applicant. If the applicant has recently obtained the appropriate check(s), the County will accept the documentation, provided that it is dated no more than six (6) months prior to the applicant's interview date.

A successful candidate to whom an employment offer is made will be required to obtain the appropriate check(s) at their own expense, if any, as a condition of employment.

Volunteers

A current Vulnerable Sector Check must be provided before any new volunteer will be allowed to interact with Vulnerable Persons. The County reserves the right to accept or deny volunteer assistance. If a volunteer receives a check that is "Not Clear", they will be given the opportunity to explain in writing why the volunteer believes they have received a check that is "Not Clear". This information will be considered in the context of the nature of the offence(s) and the specific duties of the position. A meeting will be held with the Department head and Human Resources to assess the effect of this information on the engagement decision.

If the volunteer's written explanation is acceptable to the County, the individual can begin to volunteer. If the volunteer chooses not to provide a written explanation or their written explanation is unsatisfactory to the County, the individual will not be permitted to volunteer with the County.

If the volunteer previously provided a check, a new check will not be required when the candidate is assigned new duties or transferred to new responsibilities.

Existing Employees

On an annual basis, existing employees in Designated Positions will be required to complete an Annual Offence Declaration Form, attached at Appendix "A" to this policy, to declare the current status of their criminal record.

Existing employees who have not previously provided a check and are transferred into a Designated Position shall obtain checks in accordance with this policy, at the County's expense. The County, at its direction, may request from an employee in a Designated Position to provide a Police Record Check at any time, at the County's expense.

An employee in a Designated Position, who, at any time, is charged with or convicted of a criminal offence, shall contact their direct Manager immediately to discuss the conviction and any possible impact on their employment. The Department Head shall inform Human Resources



Human Resource Policy 1.02

immediately thereafter. Failure by an employee to disclose current charges or convictions may result in disciplinary action up to and including termination.

Personal information collected as a result of a check is necessary for the proper administration of a lawfully authorized activity under Sections 11 and 270 of the *Municipal Freedom of Information and Protection of Privacy Act* regarding indirect collections.

The County ensures the confidentiality of all information collected, and that such information will be maintained and secured by the Human Resources Department and will only be disclosed on a limited and necessary basis under this policy.



Human Resource Policy 1.02

POLICE RECORD CHECKS AND DRIVER'S ABSTRACT POLICY APPENDIX "A"

ANNUAL OFFENCE DECLARATION FORM

In accordance with the County's Police Record Checks and Driver's Abstract Policy, all employees in Designated Positions are required to complete an annual declaration form declaring the current status of their criminal record. Failure to disclose current charges or convictions may result in disciplinary action up to and including termination.

Name: _____ Date: _____

Department: _____ Position: _____

I, _____, DECLARE that since my last Police Record Check collected by the County, or since the last Annual Offence Declaration Form submitted, that:

☐ I have no convictions under the Criminal Code of Canada up to and including the date of this declaration.

OR

☐ I have been convicted of the following criminal offence or offences under the Criminal Code of Canada for which a pardon under Section 4.1 of the Criminal Records Act has not been issued or granted.

List of offence(s):

Offence:

Date:

Court Location:

Convictions:

Offence:

Date:

Court Location:

Convictions:

Date: _____

Signature: _____



Committee of the Whole

Meeting Date: March 22, 2022
Submitted by: Sarah Savoie, County Accessibility Coordinator
SUBJECT: Middlesex Joint Annual Accessibility Status Report 2021

BACKGROUND:

Middlesex County and its Local Municipal Partners (LMPs) are required to collaboratively prepare an annual accessibility status report on the progress of measures taken to implement the goals outlined in the Joint Multi-Year Accessibility Plan. Additionally, the report must be posted on the County and LMPs websites, per the Integrated Accessibility Standards Regulation (IASR) requirements.

The Annual Accessibility Status Report is completed collaboratively by Middlesex County and its LMPs. This reduces the amount of time that the Local Municipal Partners spend fulfilling this requirement. LMPs must send information to the County Accessibility Coordinator, who is wholly responsible for drafting the Joint Annual Accessibility Status Reports.

The Joint Annual Accessibility Status Report for 2021 was approved by the Middlesex Accessibility Advisory Committee on March 4, 2021. Upon approval by County Council, the report will be forwarded to Local Municipal Councils to be adopted. Once approved by all Councils the report will be made available to the public via Middlesex County and LMPs websites.

As outlined in the attached Joint Annual Accessibility Status Report 2021, the County of Middlesex and its LMPs will continue to identify, remove and prevent barriers to people with disabilities. These efforts will continue to be communicated to County Council and LMP Councils through the Joint Multi-Year Accessibility Plan and affiliated Joint Annual Accessibility Status Reports.

ANALYSIS:

Over the 5-year period, on an annual basis, the County and its LMPs are required to provide an update to County Council as well as LMPs Councils on the progress made towards obtaining the goals outlined in the Joint Multi-Year Accessibility Plan (2017-2021). The attached report outlines the measures taken to ensure compliance with the

Accessibility for Ontarians with Disabilities Act (AODA) and IASR. It details the initiatives undertaken by the County and LMPs in 2021 to identify, remove and prevent barriers.

Highlights of the 2021 Joint Annual Accessibility Status Report includes:

- Enabling Accessibility Fund (Federal grant opportunity for funding up to \$100,000) application support provided to multiple Local Municipal Partners
- Ministry for Seniors & Accessibility Compliance reports submitted by Middlesex County and all Local Municipal Partners in 2021
- Website upgrades completed on several LMPs websites to ensure compliance with Web Content Accessibility Guidelines (WCAG) 2.0 Level AA requirements
- The Township of Adelaide Metcalfe was awarded an Investing in Canada Infrastructure Program (ICIP) – COVID-19 Resiliency Stream Grant to rehabilitate Kerwood Park in Kerwood, Ontario
- The Municipality of Lucan Biddulph Installed new play structures with increased accessibility/transfer stations that also includes sensory activities at Granton Park & Lucan Biddulph Community Memorial Centre
- The Municipality of Middlesex Centre conducted off-street parking renovations, renovated play structures at Denfield Park, removed non-standard sidewalks and replaced with AODA compliant sidewalks, expanded sidewalk network, and installed accessible washrooms at Douglas B. Weldon Park
- The Municipality of North Middlesex completed an offsite public parking lot on Mill Street in Parkhill with appropriate signage and marked parking spaces, upgraded the washrooms at Ailsa Craig Community Centre, included assistive hearing devices in Council Chambers, and redesigned the splash pad in Parkhill
- The Municipality of Thames Centre installed a barrier-free automatic sliding door at the FlightExec Centre, updated the playground structure at Thorndale Park, completed new Community Centre in Thorndale, and added 10 new benches and 6 wheelchair accessible picnic tables across the municipality
- The Municipality of Southwest Middlesex revised document templates to ensure accessible formatting, made accessible updates to Glencoe Library and Glencoe Daycare, began updates to Glencoe Arena and Appin Play Equipment
- The Municipality of Strathroy-Caradoc reconstructed Caradoc Street, installed new playgrounds at South Creek, Alexandra Park, and Fairground Recreation Complex, implemented closed captioning for live and archived meetings

- The Village of Newbury launched a new accessible website in November 2021

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus and Objectives:

Strategic Focus	Objectives
Cultivating Community Vitality	<ul style="list-style-type: none"> • Promote and support community wellness through various accessibility projects and initiatives in 2021 • Innovate social and community services by implementing changes that accounts for accessibility and inclusion of people with disabilities • Champion and encourage active transportation and public transit opportunities by making accessibility related changes to Middlesex County Connect
Connecting Through Infrastructure	<ul style="list-style-type: none"> • Encourage and advocate through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas by making upgrades to the Accessible Built Environment Design of Public Spaces under the IASR
Strengthening Our Economy	<ul style="list-style-type: none"> • Create an environment that enables the attraction and retention of businesses, talent, and investments by ensuring job descriptions and recruitment processes are accessible to all applicants • Attract visitors to Middlesex County by making public spaces and attractions accessible for all
Promoting Service Excellence	<ul style="list-style-type: none"> • Anticipate and align municipal service delivery to emerging needs and expectations by considering the increased populations of seniors and people with disabilities and introducing strategic initiatives • Engage, educate and inform residents, businesses, and visitors of county services and community activities and bring awareness to accessibility and customer service as it pertains to the IASR through training and improving web accessibility for all County and LMP websites

RECOMMENDATION:

THAT the Joint Annual Accessibility Status Report 2021 be approved and forwarded to participating Local Municipal Partners for approval.



Joint Annual Accessibility Status Report

**A SUMMARY OF MIDDLESEX COUNTY AND LOCAL MUNICIPAL PARTNERS ACCOMPLISHMENTS
TOWARDS ACCESSIBILITY IN 2021**

Objectives and Purpose

This is the sixth Joint Annual Accessibility Status Report update of Middlesex County's Multi-Year Accessibility Plan. In 2016, Middlesex County released its second Multi-Year Accessibility Plan, in accordance with the Accessibility for Ontarians with Disabilities Act (AODA) and the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11). The plan outlined our strategy to prevent and remove barriers to accessibility, which included how we will meet phased-in requirements under the AODA. The third Joint Multi-Year Accessibility Plan will be released in early 2022, detailing the progress made in the last 5 years, goals set for the next 5 years, and timelines for completion.

This Status Report includes the accessibility initiatives that were completed in 2021 to implement the strategy outlined in our Joint Multi-Year Accessibility Plan 2016-2021.

Compliance Reporting

Middlesex County and its Local Municipal Partners filed Accessibility Compliance Reports in 2021 with the Ministry for Seniors and Accessibility.

Middlesex County's Commitment Statement

Middlesex County's statement of commitment establishes the vision and goals for the County to meet the legislated accessibility requirements. The County's statement of commitment is publicly available on the County website.

Middlesex County is committed to being responsive to the needs of all its residents and employees. In order to meet the needs of people with disabilities the County will:

- Ensure policies, practices and procedures address dignity, independence, integration and provide for equal opportunity for people with disabilities.
- Allow people with disabilities to use their own personal assistive devices to obtain, use or benefit from the services offered by the County.
- Accommodate the accessibility needs of people with disabilities to ensure they can obtain, use or benefit from the County's goods, services, programs and facilities.
- Communicate with people with disabilities in a manner that takes into account the person's disability.

The County will promote accessibility by ensuring that compliance is met for all regulations made under the Accessibility for Ontarians with Disabilities Act, 2005. Timelines for compliance vary. In order to ensure that timelines are met, the County will establish, implement and maintain a joint Multi-Year Accessibility Plan. The plan will outline our strategy to identify, prevent and remove barriers to people with disabilities. The new plan will act as a roadmap for the next 5 years with regards to accessibility.

Continuous Achievements in Accessibility

The County and LMPs focus on removing barriers which may exist in our buildings and facilities, while ensuring that new buildings, leases, and renovations do not create any new barriers

- Middlesex County's Accessibility Policy was updated in 2016, outlining what the County has done to comply with the 2016 Integrated Accessibility Standards Regulations and what our customers and employees can expect as we move forward
 - Local Municipal Partners also made revisions to their accessibility policies to ensure compliance with the IASR and AODA
- Middlesex County Accessibility Advisory Committee continues to meet and review accessibility initiatives while representing all Local Municipal Partners across the county
- The County and LMPs continue to comply with the requirements of the Integrated Accessibility Standards Regulation including continuing to train staff, volunteers and third parties who interact on behalf of the County on an ongoing basis
- All library branches continue to provide accessible materials and communication supports upon request
 - In addition, the library has several accessible materials and resources available including but not limited to: large print books, audio books, Centre for Equitable Library Access (CELA) Library loan access, and accessible computer workstations at the Strathroy, Lucan, Dorchester and Parkhill Library Branches. (Accessible Workstation includes: ZoomText with high-contrast, large print keyboard; Dragon Naturally Speaking and joystick mouse)
- The County and LMPs have policies in place to ensure the public is notified of accommodations for applicants with disabilities in its recruitment process and hiring process
- Continue to review customer feedback and take appropriate action
- The County and its Local Municipal Partners are continuously identifying opportunities to improve accessibility to municipal services and implement improvements throughout the Township
- The County and LMPs routinely identify funding opportunities to improve accessibility and inclusion

Highlights of 2021

Enabling Accessibility Fund (Federal grant opportunity for funding up to \$100,000) application support provided to multiple Local Municipal Partners

- Successful in securing funding working with the Municipality of North Middlesex to make significant accessibility upgrades to the Ailsa Craig Community Centre
 - Ailsa Craig Community Centre accessibility upgrades completed in 2021
- Ministry for Seniors & Accessibility Compliance reports submitted by Middlesex County and all Local Municipal Partners in 2021
 - Compliance claimed for many LMPs including web accessibility
- Middlesex Accessibility Advisory Committee provided consultation on and/or reviewed the following accessibility projects:
 - Ilderton Library Outdoor Play Space
 - Thorndale Library Outdoor Play Space
 - Dorchester Accessible and Inclusive Playground and RFI
 - Ailsa Craig Community Centre accessibility upgrades
 - Middlesex Centre Age Friendly Community Action Plan
- Website upgrades completed on following LMPs websites to ensure compliance with Web Content Accessibility Guidelines (WCAG) 2.0 Level AA requirements:
 - Municipality of North Middlesex
 - Municipality of Middlesex Centre
 - Township of Lucan Biddulph
 - Economic Development Middlesex County
 - Municipality of Thames Centre
 - Municipality of Southwest Middlesex
 - Township of Adelaide Metcalfe
 - Middlesex County Library
- The Township of Adelaide Metcalfe was awarded an Investing in Canada Infrastructure Program (ICIP) – COVID-19 Resiliency Stream Grant to rehabilitate Kerwood Park in Kerwood, Ontario
 - The rehabilitation of the park included the installation of accessible, barrier-free washrooms

- The Township of Adelaide Metcalfe has continued to provide accessibility for residents through ongoing development and expansion of our sidewalk network
- The Municipality of Lucan Biddulph completed the following accessibility initiatives in 2021:
 - Installed new play structures with increased accessibility/transfer stations that also includes sensory activities at Granton Park & Lucan Biddulph Community Memorial Centre
 - AODA Compliant Notice Templates for public planning meetings
 - Provided AODA Legislation –Customer Service Training refresher for all staff and training for new hires
 - Provided online live and recorded streaming of Council and Committee Meetings through YouTube as well as provided additional opportunities for participation of the public at Council/Committee meetings being held virtually
 - Established online based building permit application system to create additional delivery of services
 - Installed additional directional signage for significant attractions/locations in Lucan
- The Municipality of Middlesex Centre completed the following accessibility initiatives in 2021:
 - Off Street Parking Renovations - Douglas B. Weldon Park, Delaware Community Centre and Ilderton Arena
 - Renovation of Play Structures (Denfield Park)
 - Removal of non-standard Sidewalk and replacement with AODA compliant sidewalk
 - Expansion of sidewalk network, creating connections to trails and other sidewalk facilities completing missing links
 - Review of Rick Hansen Designation App (Ilderton Library/Komoka Wellness Centre)
 - Installation of accessible washrooms at Douglas B. Weldon Park
 - Creation of a Municipal Diversity and Inclusion Policy (Draft Stage)
 - Creation of an Age Friendly Community Action Plan (Draft Stage)
 - AODA Compliant Notice Templates for public planning meetings

- Delivery of services through electronic and remote means, including an online based building permit application and review system (CloudPermit)
- Ongoing enhancements to electronic Council meetings, including expanded opportunities for public input and participation, both via phone and electronic participation
 - Increased information sharing regarding Council decisions through the implementation of a Meeting Highlights document to complement existing information sharing
- Provided AODA Legislation –Customer Service Training for all staff / new hires / others identified in legislation
 - Training was also required and provided for suppliers incorporated into all procurement processes
- Completion of AODA Compliance Audit in 2020-2021
 - Compliance was achieved
- The Municipality of North Middlesex Completed the following accessibility projects in 2021:
 - Offsite public parking lot on Mill Street Parkhill with appropriate signage and marked parking spaces
 - Completion of the accessibility upgrades to the washrooms at the Ailsa Craig Community Centre
 - Assistive Hearing Devices available for public use – Council Chambers 229 Parkhill Main Street
 - Redesign of the splashpad located in Coronation Park, Parkhill
 - Delivery of services through electronic and remote means, including an online based building permit application and review system (CloudPermit)
 - Ongoing enhancements to electronic Council meetings, including expanded opportunities for public input and participation, both via phone and electronic participation
- The Municipality of Thames Centre completed the following accessibility initiatives in 2021:
 - Increased service delivery methods through electronic means (accepting applications through email, using DocuSign to sign 3rd party agreements, etc.) while still maintaining original processes to serve the public when needed

- Increased awareness of methods such as the municipal drop box during COVID
- Continue to coordinate livestreamed electronic council and committee meetings
- Continuously improving methods to make electronic meetings easily accessible to the public – through usage of an efficient automatic registration system and providing support when needed (training sessions for those new to Zoom, accommodating citizens with poor internet connectivity, etc.)
- On-going training is provided to staff on creating accessible documents
- Feedback Process
- Installed new barrier-free automatic sliding door in place of standard swing doors between lobby and north ice pad at FlightExec Centre.
- Installed new playground structure at Thorndale Park, complete with accessible features
- Installed phase 1 of walking path lights at Dorchester Park
 - New Accessible Playground planning began in 2021
- Built new Fieldhouse at Thorndale Park, complete with barrier-free family washroom
- Completed new Community Centre in Thorndale, to AODA compliance
- Hired professional playground inspector to audit half of our playgrounds (with other half being budgeted for next year)
- Installed new microphone system in Council Chambers to enhance audio for those in live attendance at meetings as well as for those listening remotely on-line
 - Includes voice amplification and improved acoustics as well as video components
- Added 10 new benches outside of facilities and along walking trails various locations across the municipality
- Replaced 6 picnic tables with new wheelchair accessible picnic tables at various locations across the municipality
- Municipal App – providing municipal information and services in a convenient, easy to use format – this app won the E.A. Danby award from AMCTO
- The Municipality of Southwest Middlesex achieved the following Accessibility initiatives in 2021:
 - Continued to support Human Resources with HR Downloads to include legislative changes and best practices
 - Website updates to maintain compliance with the WCAG 2.0 Level AA

- Revised Council reports, minutes and by-law templates and redesigned these documents to ensure accessibility when posted to the website
- Introduced a website enhancement platform for accessibility compliance
- Made accessible updates to the Glencoe Library and Glencoe Daycare
- Began working on accessibility updates at the Glencoe Arena and Appin Play Equipment
- The Municipality of Strathroy-Caradoc achieved the following accessibility initiatives in 2021:
 - Redesigned and relaunched the Police Services website to ensure it is in compliance with the WCAG 2.0 Level AA requirements
 - Implemented Closed Captioning for live and archived Council and Committee meetings through e-Scribe
 - Ensured PDF documents meet accessibility requirements prior to uploading them onto the website (ongoing)
 - Provided AODA training through HR Downloads
 - Caradoc Street reconstruction
 - Updated design standards in October 2021 to include accessibility requirements under the IASR and AODA, and to incorporate language that outlines the requirements for the built environment design of public space
 - Installation of new playgrounds at the following locations:
 - South Creek
 - Alexandra Park
 - Fairground Recreation Complex
- Village of Newbury launched a new website in November 2021 to ensure it meets the compliance requirements under the WCAG 2.0 Level AA

Availability of the Plan and Status Report

The Multi-Year Accessibility Plan and Annual Accessibility Status Reports can be accessed through Middlesex County's website: [Middlesex County Accessibility Page](#).

Contact Information

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County of Middlesex

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Accessible formats and/or communication supports available upon request.



Committee of the Whole

Meeting Date: March 22, 2022
Submitted by: Sarah Savoie, County Accessibility Coordinator
SUBJECT: Middlesex County and Local Municipal Partners Joint Multi-Year Accessibility Plan, 2022-2027

BACKGROUND:

As per the Accessibility for Ontarians with Disabilities Act (AODA), and the Integrated Accessibility Standards Regulation (IASR), all designated public sector organizations are required to establish, implement, maintain and document a Multi-Year Accessibility Plan (MYAP), outlining the organization's strategy to prevent and remove barriers and meet its requirements under the IASR. The IASR further requires that:

1. The MYAP be readily available online, and available in accessible format
2. The MYAP be reviewed and updated at least once every five years

The Integrated Accessibility Standards Legislation supports the formation of a plan whereby "An upper-tier municipality and any lower-tier municipalities that form part of it for municipal purposes may prepare a joint accessibility plan and a joint annual status report." Thus, in an effort to continue streamlining this process and increase efficiencies and connectivity across the County, a Joint Multi-Year Accessibility Plan (2022-2027) was created in collaboration with Middlesex County and its Local Municipal Partners.

The final version of the Joint Multi-Year Accessibility Plan is attached.

In accordance with the IASR, the plan was drafted through collaboration with the Accessibility Coordinator, Middlesex County and its Local Municipal Partners, as well as through consultation with the public, persons with disabilities and the Middlesex Accessibility Advisory Committee (MAAC).

A draft was presented to the MAAC in February 2022 and approved by the Committee on March 4, 2022.

The attached plan requires County Council approval. After approval is obtained, the plan will be sent to the Local Municipal Partners to be adopted by their respective Councils. It will be posted on the County and Local Municipality Partners websites.

The plan will act as a roadmap for accessibility initiatives taking place over the next five years across the County. It aims to improve recognize, remove and prevent barriers, and increase inclusion and accessibility for people with disabilities in our communities.

ANALYSIS:

The Joint Multi-Year Accessibility Plan has a detailed introduction that includes the following items:

- Message from the Chair of the Middlesex Accessibility Advisory Committee
 - New this year, there is a message from the MAAC Chair on behalf of the Committee introducing the plan and demonstrating the County and LMPs commitment to accessibility
- Executive Summary
 - The executive summary is new to the plan and aims to provide a brief overview of what the plan entails
- Statement of Commitment
- Middlesex County's Previous Joint Multi-Year Accessibility Plan
- Accessibility for Ontarians with Disabilities Act
- Middlesex Accessibility Advisory Committee
- Accessibility Coordinator
 - Information on the Accessibility Coordinator role was included to make clearer the responsibilities of the MAAC and the Accessibility Coordinator as it pertains to accessibility concerns/issues
- Plan Coordination and Implementation
- Accountability: Evaluation, Reporting & Compliance
- Overview of the IASR Requirements

The IASR Requirements include the following:

Part I -General Requirements

Part II -Information and Communications

Part III -Employment

Part IV -Transportation

Part IV.1 -Design of Public Spaces

Part IV.2 -Customer Service

In order to meet the requirements of the AODA and IASR, Middlesex County and its Local Municipal Partners each included a section that outlines accessibility progress made in the last five years, as well as the goals and timelines set out for the next five years regarding accessibility initiatives. The plan acts as a roadmap, outlining how the IASR requirements will be met by Middlesex County and its Local Municipal Partners. The plan supports the Province's goal of making Ontario fully accessible by 2025.

The plan includes a section on Communication, which includes the website information for Middlesex County and its Local Municipal Partners. A Feedback section which asks for feedback and ideas, and where to find the Middlesex County Accessibility Feedback Form. Contact information for the Accessibility Coordinator is also included.

Per the IASR, the Joint Multi-Year Accessibility Plan includes an Appendix A: Accessible Maintenance Procedures, and Appendix B: Temporary Service Disruptions.

The plan includes the following statement:

This document is available in accessible formats and with communication supports, upon request.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus and Objectives:

Strategic Focus	Objectives
Cultivating Community Vitality	<ul style="list-style-type: none">• Promote and support community wellness by focusing on supporting accessibility and disability related projects• Innovate social and community services by making them more accessible to all community members• Attract, retain, and engage youth in our community by making the community more inclusive• Champion and encourage active transportation and public transit opportunities through Middlesex County Connect
Connecting Through Infrastructure	<ul style="list-style-type: none">• Encourage and advocate through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas by continuing to support projects that adhere to the Accessible Built Environment Design of Public Spaces under the IASR
Strengthening Our Economy	<ul style="list-style-type: none">• Create an environment that enables the attraction and retention of businesses, talent, and investments by ensuring a fair and accessible recruitment process• Attract visitors to Middlesex County by making public spaces and attractions accessible for all• Support the development and prosperity of downtown core areas in Middlesex County through improving the access for people with disabilities
Promoting Service Excellence	<ul style="list-style-type: none">• Anticipate and align municipal service delivery to emerging needs and expectations by considering the increased populations of seniors and people with disabilities• Engage, educate and inform residents, businesses, and visitors of county services and community activities and bring awareness to accessibility and customer service as it pertains to the IASR• Collaborate with strategic partners to leverage available resources and opportunities through joint efforts to increase accessibility across the entire County

RECOMMENDATION:

THAT the “Middlesex County and Local Municipal Partners Joint Multi-Year Accessibility Plan 2022-2027” be approved and forwarded to participating Local Municipal Partners for approval.



**MIDDLESEX COUNTY AND
LOCAL MUNICIPAL
PARTNERS
JOINT MULTI-YEAR
ACCESSIBILITY PLAN
2022-2027**

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Introduction

Message from the Chair of the MAAC

The Middlesex Accessibility Advisory Committee's (MAAC) mandate is to assist Middlesex County and its Local Municipal Partners (LMP) in improving opportunities for persons with disabilities to participate in County wide programs and services. To achieve this goal, the MAAC consults on accessibility initiatives and projects, with the aim of identifying, removing and preventing barriers for persons with disabilities. The Committee consists of dedicated members that have lived experience or expertise, who are committed to making the County and its LMPs leaders in accessibility.

The Committee works with the County and its LMPs to enhance accessibility and improve the participation of all persons with disabilities, by providing a fully accessible community and support network. The MAAC is pleased to have the ongoing opportunity to work with the community, to provide support and advice on how to achieve the accessibility goals laid out in this plan over the next five years. This Joint Multi-Year Accessibility Plan acts as a roadmap on how the County and its LMPs will continue to work towards meeting the Provinces goal of making Ontario fully accessible by 2025.

The MAAC is committed to applying the principles of inclusion when reviewing accessibility projects and supporting initiatives set out in this plan. We continue to advocate to improve accessibility, and to raise awareness of the barriers that persons with disabilities face. The MAAC seeks to support the ongoing creation of a more inclusive community that celebrates its diversity and is welcoming to all members.

We have consulted on many accessibility projects, and have developed a great relationship with the County and its LMPs. The Committee is proud to have accomplished alongside the County and its LMPs, many accessibility initiatives over the last five years, and we have made great progress in removing barriers from our community. While we have made great strides, there is still much work to be done in order to achieve the standards set out in the *Accessibility for Ontarians with Disabilities Act, 2005*. This plan sets forth how and when we hope to not only achieve but exceed those standards and to continue to build a barrier free community for everyone to enjoy.

The MAAC is proud to present the new Joint Multi-Year Accessibility Plan, and is devoted to assisting the County and its LMPs in improving accessibility so that all persons with and without disabilities can actively take part in our community.

**Councillor John Brennan,
Chair of the Middlesex Accessibility Advisory Committee**

Executive Summary

In accordance with the Accessibility for Ontarians with Disabilities Act (AODA), the County of Middlesex and its Local Municipal Partners (LMP) created a Joint Multi-Year Accessibility Plan, which builds on the accomplishments of the previous Joint MYAP.

The County and its LMPs continue to maintain compliance with the requirements under the AODA and the Integrated Accessibility Standards Regulations (IASR). This plan acts as an accessibility road map, detailing key initiatives and progress made, as well as goals and timelines to be achieved over the next 5 years. It demonstrates the commitment made to identifying, removing and preventing barriers for people with disabilities. It is designed to create a more accessible and inclusive community.

The plan is available online at the County of Middlesex's website, as well as on all of the Local Municipal Partner websites, and it is made available in an alternative format and/or with communication supports, upon request.

Statement of Commitment

The County of Middlesex, along with its Local Municipal Partners are committed to creating and maintaining a barrier-free County where everyone can live, work and play. This Joint Multi-Year Accessibility Plan, spanning 2022 to 2027, will act as a roadmap on our journey to meeting the Province's mandate of a fully accessible Ontario by 2025.

This commitment of removing barriers that prevent people with disabilities from accessing our goods, services and facilities was made through a streamlined, collaborative approach in an effort to realize efficiencies from both a planning and reporting perspective. Middlesex County, along with its 7 Local Municipal Partners, are committed to ensuring equal access and participation for people with disabilities.

We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence. We are dedicated to meeting the needs of people with disabilities in a timely manner. We will do so by removing and preventing barriers to accessibility and by meeting, and where possible exceeding, our accessibility requirements under Ontario's accessibility laws.

Previous Joint Multi-Year Accessibility Plan

The previous Joint Multi-Year Accessibility Plan was created and approved by County Council in 2016 spanning to the end of 2021. During this time period, The County of Middlesex and its LMPs filed Accessibility Compliance Reports on a bi-annual basis to the Ministry for Seniors and Accessibility (formerly the Accessibility Directorate of Ontario). These reports were filed in 2015, 2017 and 2019, and were all under full compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

The previous Joint MYAP included information regarding timelines and deliverables on various accessibility initiatives taking place throughout Middlesex County between the years 2016-2021. It further included details from the County and each LMP regarding their accessibility achievements pertaining to training, accessible websites and web content, policies, purchasing, the libraries, feedback process, communication supports and accessible formats, and employment requirements. It set out future accessibility goals for the County and each LMP pertaining to training, design of public spaces, accessible customer service, websites and web content, and policies. The new Joint MYAP provides details on the accessibility progress made under the previous plan, and outlines the goals and timelines set for the next 5 years for the County and its LMPs.

Accessibility for Ontarians with Disabilities Act

The structure of the Joint Multi-Year Accessibility Plan is based upon requirements outlined under the [Accessibility for Ontarians with Disabilities Act](#) (AODA). The AODA came into effect in 2005 with a goal to make the Province of Ontario fully accessible to all by 2025. The AODA is a law that sets out a process for developing and enforcing accessibility standards.

Ontario is the first province and one of the first jurisdictions in the world to enact specific legislation establishing a goal and time-frame for accessibility. It is also the first jurisdiction to legislate accessibility reporting and to establish standards in areas like employment, transportation and the design of public spaces.

These standards fall under the [Integrated Accessibility Standards Regulation O. Reg 191/11](#) (IASR). The IASR are laws that government, businesses non-profits and public sector organizations must follow to become more accessible and provide barrier-free service delivery.

Every 3 years the Accessibility for Ontarians with Disabilities Act is reviewed by an individual appointed by the Provincial government. In 2017, the Honorable David C. Onley was selected to undertake this review. Over the course of 2018, Mr. Onley held public consultations across the Province interviewing a wide array of individuals living with disabilities, as well as those working in the realm of accessibility. In 2019, Mr. Onley put forward 15 recommendations to the Minister of Seniors and Accessibility. With the goal of a fully accessible Ontario by 2025 quickly approaching, it is apparent that we as a Province are a far-cry from this 2005 vision. There is work to be done across all sectors: public, not for profit and private. For those interested in where to read more about the 15 recommendations made, visit: [2019 Legislative Review of the Accessibility for Ontarians with Disabilities Act, 2005](#).

Progress has certainly been made across all of these sectors with work still to come in the lead-up to and beyond 2025. As designated public sector leaders, the County of

Middlesex, along with its Local Municipal Partners have important roles to play in making continual and significant improvements relating to accessibility, not only in our built environments, but also in the way we deliver our day-to-day services to our residents. This Joint Multi-Year Accessibility Plan will act as our roadmap towards a fully accessible Ontario for all.

Middlesex Accessibility Advisory Committee

The Middlesex Accessibility Advisory Committee (MAAC) is a public committee that is comprised of people with disabilities, members of the community who are actively involved in a disability related profession or are caregiver for a person with a disability, and staff members from the County of Middlesex and all Local Municipal Partners. Participating municipalities include: County of Middlesex, Municipality of Adelaide Metcalfe, Municipality of Lucan Biddulph, Municipality of Middlesex Centre, Municipality of North Middlesex, Municipality of Southwest Middlesex, Municipality of Strathroy-Caradoc, Municipality of Thames Centre and the Village of Newbury.

Advisory Committee's are only required for municipalities with a population of 10,000 or more; however, Middlesex County and its Local Municipal Partners decided to form a committee to include all municipalities across the County regardless of population size. This allows the LMPs to ensure they have representation on the committee, to collaborate on accessibility projects and initiatives, and provide details to the MAAC regarding their ongoing work towards identifying, removing and preventing barriers.

The MAAC meets on a bi-annual basis and the majority of the committee is represented by people with disabilities. The purpose of the committee is to provide advice to Councils on the removal and prevention of barriers, consult on the accessibility of buildings, structure or premises, the Joint Multi-Year Accessibility Plan, site plans and drawings, and the implementation of accessibility standards and reports.

Per the AODA and the IASR, the County of Middlesex and its LMPs must consult the MAAC on the following:

- when establishing, reviewing and updating your multi-year accessibility plans
- when developing accessible design criteria in the construction, renovation or placement of bus stops and shelters
- when determining the proportion of on-demand accessible taxicabs needed in your community
- on the need, location and design of accessible on-street parking spaces when building new or making major changes to existing on-street parking spaces
- before building new or making major changes to existing recreational trails to help determine particular trail features

- on the needs of children and caregivers with various disabilities in their community when building new or making major changes to existing outdoor play spaces
- on the design and placement of rest areas along the exterior path of travel when building new or making major changes to existing exterior paths of travel

Accessibility Coordinator

The Accessibility Coordinator looks after accessibility in Middlesex County, and collaborates with its Local Municipal Partners on accessibility projects. The Accessibility Coordinator provides consultation on accessibility related projects. The Accessibility Coordinator is responsible for overseeing the implementation of accessibility standards for the corporation as well as providing ongoing training. Further, the Accessibility Coordinator works to identify accessibility issues, needs, resources and opportunities for integrated accessibility planning to ensure best practices are being implemented.

The Accessibility Coordinator acts as the main point of contact for accessibility related concerns across the County. Questions or concerns can be brought to the attention of the Accessibility Coordinator via the Accessible Feedback Form or by directly contacting them via email or phone (see the **Contact Information** section of the plan for details).

Plan Coordination and Implementation

Middlesex County supports the goals of the AODA, which seeks to meet Ontario's vision to make the province accessible by 2025. The County strives to be more accessible and inclusive for people with disabilities, and to ensure that accessibility measures are undertaken throughout all facilities and business operations. Accessibility is an integral part of all County initiatives, business practices, boards, committees, departments and divisions. The County of Middlesex and participating LMPs are committed to fulfilling the accessibility requirements under the AODA and IASR.

The County's Accessibility Coordinator is responsible for the development of this plan, in consultation with the Middlesex Accessibility Advisory Committee, the public and persons with disabilities. All staff have a role to play in identifying, removing and preventing barriers. Employees who are engaged and knowledgeable are able to incorporate accessibility considerations into their daily business practices.

The public and persons with disabilities were consulted via an online survey regarding the establishment, reviewing and updating of the Joint Multi-Year Accessibility Plan. 48% of respondents were persons with disabilities. Questions were asked pertaining to the County and all Local Municipal Partners concerning topics on:

- Use of service animals and support persons in County or LMPs facilities
- Barrier-free accessible feedback process and inclusive customer service

- Requesting accessible formats and communication supports
- Accessible and barrier-free websites and web content
- Barrier-free recruitment process and accommodations
- Barrier-free public spaces, accessible parking and accessible pedestrian signals
- Assurance of barrier-free municipal-owned facilities
- Accessible barrier-free transportation services (Middlesex County and several LMPs)

Feedback was incorporated and taken to the MAAC to be reviewed and revised. Once the review by the MAAC and incorporation of feedback was completed, the final Joint MYAP was presented to Middlesex County Council for approval.

The final version of the MYAP approved by Council will be available on the County of Middlesex and Local Municipal Partners websites for the public to access. The MYAP is available in an accessible format and/or with communication supports, upon request.

Participating Municipalities

The Municipality of Middlesex Centre	10227 Ilderton Road, Ilderton, ON N0M 2A0
The Municipality of North Middlesex	229 Parkhill Main Street, Parkhill, ON N0M 2K0
The Municipality of Southwest Middlesex	153 McKellar Street, Glencoe, ON N0L 1M0
The Municipality of Strathroy-Caradoc	52 Frank Street, Strathroy, ON N7G 2R4
The Municipality of Thames Centre	4305 Hamilton Road, Dorchester, ON N0L 1G3
The Township of Adelaide Metcalfe	2340 Egremont Drive – RR #5, Strathroy, ON N7G 3H6
The Township of Lucan Biddulph	270 Main Street, Lucan, ON N0M 2J0
The Village of Newbury	22910 Hagerty Road, PO Box 130, Newbury, ON N0L 1Z0

Accountability: Evaluation, Reporting & Compliance

The success of a Joint Multi-Year Accessibility Plan of this nature relies on having clear and transparent methods of evaluating and reporting progress.

As laid out in the Integrated Accessibility Standards Regulation (IASR), designated public sector organizations are required to report to their respective Council's on an annual basis in the form of Annual Accessibility Status Report highlighting any

achievements relating to accessibility they have realized in the previous year. In this instance, where Local Municipalities are participating in a Joint Multi-Year Accessibility Plan, the Annual Accessibility Status Report will be presented to County Council and circulated following its receipt and filing to all Local Municipal Council. These Annual Accessibility Status Reports are publicly available on the County's and LMPs websites.

Further, on a bi-annual cycle, all designated public sector organizations are required to file Accessibility Compliance Reports with the Ministry for Seniors and Accessibility. These Accessibility Compliance Reports come in the form of a fillable PDF, requesting specific information on how the organization is meeting its requirements under the AODA as well as the IASR. It is recognized that those in non-compliance with the requirements of the AODA and IASR may be subject to administrative penalties.

Like the Annual Accessibility Status Reports, the Accessibility Compliance Reports follow an open-government model and are made publicly available for residents to view and provide feedback on.

This Joint Multi-Year Accessibility Plan will be reviewed at least once every five years.

Overview of IASR Requirements

Part I – General Requirements

Overview

General Requirements section of the IASR requires the County and LMPs to:

- Implement and maintain policies governing how the organization achieves or will achieve accessibility by meeting its requirements under the AODA and the IASR
- Include a statement of organizational commitment to meet the accessibility needs of persons with disabilities in a timely manner in their policies
- Establish, implement, maintain and document a Multi-Year Accessibility Plan, which outlines the organization's strategy to prevent and remove barriers and meet its requirements under the IASR
- Incorporate accessibility design, criteria and features when procuring or acquiring goods, services or facilities, except where it is not practicable to do so
- Ensure that training is provided on the requirements of the accessibility standards referred to in the Integrated Accessibility Standards Regulation and on the *Ontario Human Rights Code* as it pertains to persons with disabilities

Part II – Information and Communications

Information and communications play an integral role in service delivery across all municipalities. It is imperative that information is shared in an accessible and barrier free manner, so that all residents can access information that may impact their day to day lives. It should be free of communication and technological barriers. The County

and LMPs will follow Universal Design principles and best practices when developing, implementing and maintaining information and communication strategies. This includes websites, print communications materials as well as face to face interactions.

Overview

The Information and Communications section of the IASR requires the County and LMPs to:

- Ensure processes for receiving and responding to feedback are accessible to persons with disabilities
- Provide or arrange for the provision of accessible formats and communications supports for persons with disabilities
- Provide emergency procedures, plans or public safety information in an accessible format or with appropriate communication supports
- Provide websites and web content conforming with the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA (live captioning and audio description are excluded from the accessible web requirements under the IASR)

Part III – Employment

The County of Middlesex and LMPs are committed to ensuring the employment life-cycle (finding, getting and keeping a job) is as inclusive and barrier free as possible. Effective workplaces provide diverse, inclusive and accessible employment experiences. Accessible recruitment is a powerful tool, it improves our ability to communicate, brings more people together and increases our competitive advantage as to not overlook quality, qualified potential employees. Human Resources, in conjunction with hiring directors and managers will work to ensure the County LMPs provides prospective and current employees a barrier-free employment process.

Overview

The Employment section of the IASR requires the County and LMPs to:

- Ensure the recruitment, assessment and selection process is accessible and barrier-free
 - This includes notifying job applicants, when they are selected to participate in an assessment or selection process that accommodations are available upon request
- Notify successful applicants of our policies for accommodating employees with disabilities
- Provide accessible formats and communication supports for employees required to perform the employees job including information that is generally available to employees in the workplace

- Provide Workplace Emergency Response Information to employees who have a disability
- Provide documented Individual Accommodation Plans for employees with disabilities
- Develop and have in place a Return to Work process for employees who have been absent from work due to a disability
- Consider performance management, career development and advancement and redevelopment for employees with disabilities

Part IV -Transportation

This section applies only to the County of Middlesex. The County is dedicated to providing barrier free accessible transportation. The IASR put in place the Transportation Standard with a goal of making it easier for everyone to travel. Designing a transit system that provides universal access enables people with disabilities to have more transportation options and allows them to fully participate in the community of Middlesex County and connects residents via routes that go through the Municipality of Thames Centre, Oxford County and the City of London. Middlesex County Connect recognizes the diverse needs of all its riders and will respond by striving to provide services that are accessible to all. The County of Middlesex ensures that accessibility features and criteria are accounted for as it relates to the design, procurement of goods, services and facilities, and makes available all information pertaining to accessible equipment, accessibility features of the vehicles, routes and services provided.

Overview

The Transportation Standard requires the County to:

- Ensure universal access to specialized transportation provided by the County, that considers the abilities of its passengers and provides accommodations as required
- Provide details on the accessibility equipment and accessibility features of vehicles
- Give notice when there is a disruption of services or non-functioning accessibility equipment and to take reasonable steps to accommodate people with disabilities, as well as ensuring accessibility equipment is repaired as soon as practicable
- Provide training to employees, volunteers, third parties and all persons participating in providing transportation services in The County of Middlesex
- Notify riders of appointment booking and client cancellation policies
- Provide a detailed Emergency Preparedness and Response plan that ensures drivers are prepared and the bus is equipped for emergency situations
- Permit riders to have services animals or support persons at no additional cost

Part IV.1 – Design of Public Spaces (Accessible Built Environment)

The County of Middlesex and its LMPs will strive to ensure that new facilities are designed and built with Universal Design principles in mind. The Middlesex Accessibility Advisory Committee reviews all new County and Local Municipal Partner facility projects to ensure they are meeting relevant legislative requirements, while also looking for opportunities to go above and beyond as it relates to barrier-free design.

The Integrated Accessibility Standards Regulation (IASR) Design of Public Spaces Standard (DOPS) works hand in hand with the Ontario Building Code to ensure all new buildings and public spaces are barrier-free. Ontario Building Code Section 3.8: Barrier-Free Design outlines design requirements for buildings including but not limited to barrier-free paths of travel, washrooms (including universal), accessible signage, doorways and ramps. The DOPS focuses on building exteriors and ensuring public spaces are easily accessible to everyone including those with disabilities.

Overview

The Design of Public Spaces Standard requires the County and LMPs to:

- Meet the technical requirements as outlined in Part IV.1 for:
 - Recreational trails and each access routes
 - Outdoor public use eating areas
 - Outdoor play spaces
 - Exterior paths of travel (outdoor sidewalks and walkways, ramps, stairs, curb ramps, depressed curbs, accessible pedestrian control signals, rest areas)
 - Off-street accessible parking
 - Service counters, fixed queuing guides and waiting areas
- Meet the consultation requirements as outlined in Part IV.1 for:
 - Recreational trails
 - Outdoor play spaces,
 - On-street parking
 - Rest areas
- Consultation is required with the general public, individuals living with disabilities as well as the Middlesex Accessibility Advisory Committee

Part IV.2 Customer Service

The County and LMPs are committed to providing a universally accessible customer service experience to all of its residents. All members of the Middlesex County and Local Municipal Partner communities will receive equitable and barrier-free customer service when interacting with municipal staff. All staff will receive training on how to

provide exceptional customer service to all residents including those living with disabilities.

Overview

The Customer Service Standard requires the County and LMPs to:

- Implement and maintain policies governing its provision of goods, services or facilities, as the case may be, to persons with disabilities
- Ensure policies are consistent with barrier-free principles, providing goods, services or facilities in a manner that respects the dignity and independence of persons with disabilities
- Provide persons with disabilities equal opportunity to that of others to obtain, use and benefit from the goods, services or facilities provided by the County or LMPs
- Allow the use of service animals and support persons to enable persons living with disabilities to obtain, use or benefit from goods, services or facilities
- Provide timely notice of Temporary Service Disruptions by identifying the reason for the disruption, its anticipated duration and a description of alternative facilities
- Provide training on how to interact and communicate with persons with various types of disability, how to interact with persons with disabilities who use an assistive device or require the assistance of a service dog, how to use equipment or devices available on County or LMPs premises and what to do if a person living with a disability is having difficulty accessing goods, services or facilities
- Create processes for receiving and responding to feedback about the manner in which the County provides goods, services or facilities to persons with disabilities

County of Middlesex

Part I – General Requirements

Progress

- County Accessibility Policy (HR 5.01) updated in April 2017 to address legislative changes to the Integrated Accessibility Standards Regulation (IASR) inclusive of an organizational commitment
- Middlesex County's first multi-year accessibility plan created in 2016
- Annual Status Reports presented to County Council annually from 2015-2020
- Accessibility Compliance Reports filed with the Ministry for Seniors and Accessibility (formerly Accessibility Directorate of Ontario) in 2015, 2017 & 2019
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code training overhaul on the Moodle training platform in 2018. Updated training modules to reflect legislative changes and best practices
- New Council orientation training provided in 2019

Goals

- Accessibility Policy review and update to meet in precise detail the requirements under the AODA and IASR while also including barrier-free best practices
- Continue to monitor ongoing and future IASR standards development review committee recommendations and possible legislative changes (mirror in respective policy updates and training updates as required)
- Specific consideration given to the newly proposed Health Care Standard and how this might intersect with the long term care portfolio of the County
- Create short, job-specific training modules to complement the standard, general on-boarding accessibility training. Ensure enrolment process includes affiliated training modules based on hiring department
- Employment standard focused training for Human Resources Staff & hiring managers
- Design of public spaces & accessible design focused training for engineering & facilities staff
- Procurement focused training for staff with purchasing authorization
- Customer service focused training for front line staff
- Information & communications training (specifically web accessibility focused) training for staff with authoring & upload authority for the County website
- Transportation training available for any local municipalities who add a transportation service to their working portfolio
- Support Human Resources in Transition to HR Downloads Training Platform
- Review and update Corporate Procurement Policy

- Create Accessible Elections Guide template to be used by Local Municipal Partners for 2022 Municipal Election including information on:
 - Remote voting as well as in-person voting relating to the accessible built environment and customer service standards under the IASR
 - Customer service and accommodation support for staff
 - Candidate information on accessibility and advertisements

Timelines

Ongoing

- Monitoring ongoing and future potential updates to the IASR via Standards Development Committee Recommendations

2022-2024

- Accessible Elections Guide (Q1 2022)
- Accessibility policies and procedures review and update
- Procurement Policy review
- Support HR in Transition to HR Downloads training platform

2025-2027

- Job specific training modules

Part II – Information and Communications

Progress

- Middlesex.ca website created in 2016 to WCAG 2.0 Level A compliance
- County Council Reports and PowerPoint templates created in 2019 to meet WCAG 2.0 Level AA Compliance
- County Clerk received training on document accessibility within the agenda creation process in 2021
- Request for Accessible Formats and Communication Supports Procedure created in 2017
- Accessibility Feedback Procedure created in 2017
- Utilizing SiteImprove website enhancement platform for scheduled website crawls for accessibility compliance levels across all County and LMP websites

Goals

- ITS Strategic Plan
- Document training for website content uploaders as well as County Council report authors in both the Microsoft Suite and Adobe Pro DC platform
- Further leverage the SiteImprove platform to assist in eventual website redevelopment project utilizing quality assurance tools, SEO, privacy (Q1 2022)

- Continue to work towards WCAG 2.0 AA compliance - with a particular focus on a website redevelopment and significant content review - PDF's / pages that can be removed or moved into HTML content
 - website scanning tool will significantly assist in leveraging analytics to identify pages that are rarely/ never being viewed
 - Utilize accessibility tools and third-party screening software to determine where remaining compliance issues are
- Following website redevelopment - develop robust accessible document training strategy for website content uploaders onto the County Site, including library staff
 - Provide template of training to LMPs to use to train staff
 - Develop guide for third parties on accessible documents (PDFs)
 - Update guide on how to create accessible Word and PDF documents
- Review and update Request for Accessible Formats and Communication Supports Procedure
- Provide guided or one-on-one training on maintaining website compliance and accessible documents as needed/as requested to County staff and LMPs

Timelines

2022-2024

- Redevelop website so it better meets the WCAG 2.0 Level AA requirements (2022)
- Provide in-depth training on maintaining accessibility on the website and creating accessible documents
 - Update existing training to ensure it adheres to industry best practices

2025-2027

- Review and update Request for Accessible Formats and Communication Supports Procedure

Part III – Employment

Progress

- All job postings let the public know that accommodations are available upon request during the recruitment process
- HR Policy 5.02 - Accommodations Policy updated in 2016 to reflect legislative updates – encompassing vast majority of Employment standard requirements
- Emergency Workplace Response for Employees with Disabilities Policy created in 2012

Goals

- Review and update Accommodations Policy to reflect industry best practices and include S.32 from the IASR “Redeployment”
- Create Emergency Workplace Response for Employees with Disabilities Policy to reflect industry best practices
- Create Return to Work Process and Return to Work Plan for employees
- Continue to monitor potential changes to the Employment Standard under the IASR as a result of 2018 Standards Development Committee (SDC) review

Timelines

Ongoing

- Monitor potential changes to Employment standard from 2018 SDC Review

2022-2024

- Review and update Accommodations Policy
- Create Emergency Workplace Response for Employees with Disabilities
- Create new Return to Work Process and Return to Work Plan

2025-2027

- Update Human Resources Policies 3.10, 3.20 and 4.80

Part IV -Transportation

Progress

- Middlesex County Connect was established on September 21, 2020 to provide bus transportation between Oxford County, Thames Centre and London
- Transportation services are offered 6 days a week
- Middlesex County received the Community Transportation Grant Program funded by the Province of Ontario to establish Middlesex County Connect
- The service is contracted out to Voyago, who provides accessibility training on the Integrated Accessibility Standards Regulation and Ontario Human Rights Code to drivers and staff
- Each of the two busses are wheelchair accessible with high floor ramp access, with 2 wheelchair seats per bus, and is AODA compliant
- Middlesex County Connect offers ride free of charge to support persons accompanying a person with a disability who has a need for a support person
- Service animals are welcome on all busses alongside the owner
- Voyago and the County of Middlesex provides the public with information on accessibility equipment, features of the vehicles, routes and services and provide information in accessible formats, upon request

- In cases where the bus stop is temporarily inaccessible, riders can board or exit the bus at the nearest accessible and safe location
 - The operator will consider the preference of riders but the final determination of a safe location is left up to the operator

Goals

- Middlesex County is in the process of installing card readers on the bus to accept both debit and credit card payments with tap or chip in February 2022 to increase the accessibility and convenience for riders
- Ride guide brochures are and will continue to be distributed around the community and are being placed at selected stops in February 2022
 - Places the brochures will be available include Community Centres, libraries, Senior Centres, Municipal Offices etc.
 - The brochures include all service related information and full route and schedule information
 - Digital copies of the brochures will be made available online
- Installation of QR code signs to be installed at stop locations to allow riders to scan the code and be given access to all route and schedule information at the Middlesex County Connect web page (Spring 2022)
- Acquisition of an app technology for the service (2022-2023)
 - Middlesex County Connect will seek an app provider that can provide an app technology for riders that include many accessibility features
 - Example: a rider with a mobility disability can alert the driver before the bus arrives that they are in a wheelchair and the driver can respond that there is a wheelchair space available on board and they can help them board, if needed
 - The app will have the ability to trigger external announcements to a rider, providing a sense of security that the bus is nearby
 - Other features would include list of bus stops, live maps, and trip status notifications
 - The app will enable people to participate in public transportation, empowering them to benefit from increase access to employment, education, appointments, and leisure activities

Timelines

Ongoing

- Distribution of ride guide brochures at bus stops, places around the community and online (starting in February 2022)

2022-2024

- Installation of card readers on busses (February 2022)

- Installation of QR codes at bus stops (Spring 2022)
- Acquisition of an app technology for Middlesex County Connect (2022-2023)

Part IV.1 – Design of Public Spaces

Accessible Built Environment

Progress

- Created:
 - Middlesex County Accessible Playground Consultation Document
 - Middlesex County County Recreational Trails Consultation Document
 - All acting as design guidelines for Middlesex County and local municipal partners including technical requirements, opportunities for best practices to go above and beyond compliance levels and incorporated consultations from members of the public, individuals living with disabilities as well as the Middlesex Accessibility Advisory Committee, staff and members of the public
- Accessible Maintenance Procedure created and attached as **Appendix A**

Goals

- Create Service Counter Design Guidelines including mobility device friendly access to be shared with local municipal partners
- Create Universal Washroom Emergency Call Button Alarm Procedure for all County facilities equipped with universal washrooms
- Continue to monitor potential funding opportunities for the built environment relating to accessibility under the Enabling Accessibility Fund, Ontario Trillium Foundation, Canadian Tire Jumpstart, Investing in Canada Infrastructure Program at both the County and Local level
- Create Facility Accessibility Audit Standards spanning across all County of Middlesex facilities including the Administration Building, Operations Building, Strathmere Lodge and County library facilities
 - Implement a Facility Audit Schedule
 - Develop design standards in line with Integrated Accessibility Standards Regulation (IASR) as well as Ontario Building Code (OBC) requirements for the accessible built environment outlining areas of improvement for all County facilities
 - Alternatively adopt a commonly used municipal Accessibility Design Standards document to base these audits off of (see City of Guelph Facility Accessibility Design Manual, City of London Facility Accessibility Design Standards etc.)
 - Use these tools to inform barrier-free facility improvement recommendations

Timelines

Ongoing

- Monitor potential funding opportunities for the accessible built environment

2022-2024

- Service Counter Design Guidelines
- Universal Washroom Emergency Call Button Alarm Procedure

2025-2027

- Facility Accessibility Audit Standards

Part IV.2 Customer Service

Progress

- Complete overhaul of the on-boarding accessibility training across the corporation, creating new accessibility module including customer service best practices
- Accessibility Policy (HR Policy 5.01) updated in April 2017 providing appropriate requirements as it relates to the Customer Service Standard
- Created Accessibility Feedback Procedure (2017)
- Created Accessibility Training Procedure (2017)
- Created Service Animals in the Workplace Procedure (2017)
- Created Support Persons Procedure (2017)
- Temporary Service Disruptions Procedure created and attached as **Appendix B**

Goals

- Accompanying the goals laid out in the General Requirements Section, the County will create a customer service focused training module for all County staff to complete in addition to the standard on-boarding accessibility training
- Update Service Animals in the Workplace Procedure to reflect best practices
- Review Accessibility Feedback Procedure and Form to ensure it is in-line with corporate communications strategy moving forward
- Ensure Temporary Service Disruption Procedure is part of on-boarding training

Timelines

2022-2024

- Customer service focused training module
- Review and update Service Animals in the Workplace Procedure

2025-2027

- Review Accessibility Feedback Procedure and Form

Municipality of Middlesex Centre

Part I – General Requirements

Progress

- Accessibility Compliance Audit Completion (2020/21)
- Middlesex Centre Accessibility Policy Updated
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code training overhaul
- Updated corporate Procurement Policy, incorporating a barrier-free purchasing lens
- Updated training modules to reflect legislative changes and best practices

Goals

- Obtain Rick Hansen Designation (Ilderton Library/Komoka Wellness Centre)
- Look into recruiting new members to join an Accessibility Advisory Committee (2022-2026 Term of Council – Joint with Middlesex County)
- Accessibility Policy review and update to meet in precise detail requirements under the AODA and IASR while also including barrier-free best practices
- Employment standard focused training for Human Resources Staff & hiring managers
- Design of public spaces & accessible design focused training for engineering & facilities staff
- Information & communications training (specifically web accessibility focused) training for staff with authoring & upload authority for the Municipal website
- Create Accessible Elections Guide template for 2022 Municipal Election including information on:
 - Remote voting as well as in-person voting relating to the accessible built environment and customer service standards under the IASR
 - Customer service and accommodation support for staff
 - Candidate information on accessibility and advertisements
- Provide updated training for writing accessible reports for Council and Committees

Timelines

Ongoing

- Delivery of services through electronic and remote means, including an online based building permit application and review system (CloudPermit)
- Ongoing enhancements to electronic Council meetings, including expanded opportunities for public input and participation, both via phone and electronic participation
 - Increased information sharing regarding Council decisions through a Meeting Highlights document to complement existing information sharing.

- Annual Accessibility Status Reports
- Monitoring ongoing and future potential updates to the IASR via Standards Development Committee Recommendations

2025-2027

- Any future redevelopment of Municipal Office and community center to include AODA/IASR compliance including but not limited to: barrier free washrooms

Part II – Information and Communications

Progress

- Type Residents can now attend meetings either virtually or by phone and meeting recordings can be accessed online via Youtube
- Compliance of Planning Act Notices

Goals

- Review and update processes for gathering feedback on web accessibility and document format accessibility

Timelines

Ongoing

- AODA Legislation - Website Accessibility – WCAG 2.0 Level AA; use SiteImprove to identify and resolve issues on a quarterly basis; continue to add AODA compliant documents
- Provide guided or one-on-one training on maintaining website compliance and accessible documents as needed/as requested
- Ensuring best practices for overall document accessibility (e.g., font size and selection, colour selection and contrast, simplified language, etc)

2022-2024

- Provide in-depth training on maintaining accessibility on the website
- Introduction of Laserfiche scanning technology into a central repository

2025-2027

- Review and update Request for Accessible Formats and Communication Supports Procedure

Part III – Employment

Progress

- All job postings let the public know that accommodations are available upon request during the recruitment process
- Accommodations in the Workplace Policy updated

- Established Return to Work Process and Return to Work Plan for employees

Goals

- Review and update Emergency Workplace Response for Employees with Disabilities Policy to reflect industry best practices
- Continue to monitor potential changes to the Employment Standard under the IASR

Timelines

Ongoing

- AODA Legislation - Customer Service Training for all staff / new hires / others identified in legislation
- Monitor potential changes to Employment standard
- Continue to promote inclusion and diversity with the recruitment process
- Online application process that is AODA compliant

2022-2024

- Create new Return to Work Process and Return to Work Plan
- Review and update Accommodations in the Workplace Policy
- Emergency Workplace Response for Employees with Disabilities
- Update Human Resources Policies

Part IV.1 – Design of Public Spaces Accessible Built Environment

Progress

- Douglas B. Weldon Park Accessible Washrooms
- Denfield Park Play Structure (Accessible)
- Off Street Parking Renovations - Douglas B. Weldon Park, Delaware Community Centre and Ilderton Arena
- Removal of non Standard Sidewalks and replacement with AODA compliant sidewalks
- All new signage through the community i.e., park, trails, grant funds received for projects etc., included high contrast text and/or informative images

Goals

- Expansion of sidewalk network, creating connections to trails and other sidewalk facilities completing missing links
- Continue to monitor potential funding opportunities for the built environment relating to accessibility under the Enabling Accessibility Fund, Ontario Trillium

Foundation, Canadian Tire Jumpstart, Investing in Canada Infrastructure Program

- Continue to include barrier free outdoor spaces, infrastructure etc., as capital or operational projects are identified and approved by council
- Ensure any major renovations are retrofitted to minimum meet Design of Public Spaces and Ontario Building Code specifications and standard

Timelines

Ongoing

- Monitor potential funding opportunities for the accessible built environment

2022-2024

- Deerhaven Park Play Structure-Accessibility Upgrade
- Kilworth Optimist Park Play Structure-Accessibility Upgrade
- Clear Skies Trail- Barrier free
- Ilderton Medical/Ilderton Library - Parking Lot Improvements (Rick Hansen)
- Delaware Lions Park Asphalt Parking Lot (pending cost analysis)
- Douglas B. Weldon Park Asphalt North Parking Lot - (pending cost analysis)
- Westbrook Park Play Structure-Accessibility Upgrade
- Municipal Office Renovations-Accessibility Upgrade
- Komoka Community Centre Accessibility Washroom Upgrades (pending)
- Ilderton Community Centre – Automatic Door
- Accessible Ilderton Recreation Facility (pending grant outcome)
- Poplar Hill Park Washroom Accessibility Upgrades
- Meadowcreek Park Playground Structure-Accessibility Upgrade
- Deerhaven Park Asphalt Parking Lot (pending cost analysis)
- Komoka Park Play Structure-Accessibility Upgrade (pending)
- Civic Square Komoka-Accessibility Upgrade
- Edgewater Trail- Barrier free
- Brantam Park Development-Accessibility Upgrade
- Ilderton Arena – Accessible Lobby Renovation (if keeping building beyond 2024)
- Ilderton Main Street Accessible bench installation
- The Community Improvement Plan

2025-2027

- Facility Accessibility Audit Standards

Part IV.2 Customer Service

Progress

- AODA Legislation - Customer Service Training for all staff / new hires / others identified in legislation

- AODA Legislation - Customer Service Training requirement for suppliers incorporated into all procurement processes
- Complete overhaul of the on-boarding accessibility training across the corporation, creating new accessibility module including customer service best practices
- Municipal Accessibility Policy updated providing appropriate requirements as it relates to the Customer Service Standard
- Created Accessibility Feedback Procedure and Accessibility Feedback Form
- Created Accessibility Training Procedure
- Created Assistive Device Procedure
- Created Support Persons Procedure
- Temporary Service Disruptions Procedure
- Implemented an online payment system (Paymentus)

Goals

- Accompanying the goals laid out in the General Requirements Section as it relates to job specific training, create a customer service focused training module for all Municipal staff to complete in addition to the standard on-boarding accessibility training
- Review and update Service Animals in the Workplace Procedure to reflect new industry best practices
- Review Accessibility Feedback Procedure and Form to ensure it is in-line with Corporate Communications Strategy moving forward
- Continue to provide accessible recreational opportunities
- Review processes to determine if more can be transitioned to provide online options as well as in person options to increase accessibility

Timelines

Ongoing

- Accessible customer service focused training module

2022-2024

- Municipal Diversity and Inclusion Policy In Progress
- Review and update Service Animals in the Workplace Procedure
- Ensure Temporary Service Disruption Procedure is included in communications related to on-boarding training
- Customer Service Review and policy creation

Municipality of North Middlesex

Part I – General Requirements

Progress

- North Middlesex adopted a Multi-Year Accessibility Plan in 2016 applicable for 2016-2021
- Updates to Accessibility Policy in 2016 to address legislative changes to the (IASR) inclusive of an organization commitment
- An update to the Multi-Year Accessibility Plan was completed in July of 2019, along with the annual status review
- Accessibility Compliance Reports filed with the Ministry for Seniors and Accessibility for years 2015, 2017, 2019 as required by the Ministry
- Accessibility training provided during on-boarding which is given by Human Resources staff covering Accessibility for Ontarians with Disabilities Act (AODA), Integrated Accessibility Standards Regulation (IASR) and Ontario Human Rights Code requirements
- North Middlesex developed a new procurement policy in 2020 that states the municipality will comply the requirements of the Ontario human Rights Code, the Accessibility for Ontarians with Disabilities Act, and its associated standards enacted through regulation, whenever possible
- North Middlesex was selected for a AODA Compliance Desktop Audit on December 1, 2020 and confirmation of compliance was received by email March 4, 2021

Goals

- Review and update Accessibility training modules, continue building the online training platform with updated modules and accurate, automated record tracking.
- Review and update Accessibility Policies to reflect industry best practices, continuing to meet AODA and IASR requirements
- Create an Accessible Municipal Elections Guide and/or Plan for 2022

Timelines

Ongoing

- Accessible Municipal Elections Guide 2022
- Reporting requirement –Compliance Report (2023, 2025, 2027)
- Review of Accessibility Policies ongoing as required

Part II – Information and Communications

Progress

- Continual training of staff on creation and distribution of Accessible documents for both hard copy and electronic means
- Website redevelopment (launched June 2021) maintaining WCAG 2.0 Level A
- Residents can now participate in meetings virtually or by phone – meetings are also live streamed and posted to the North Middlesex YouTube channel
- Implementation of Assistive Listening Devices for use in the Council Chambers available for Council, staff and members of the public
- Introduction of Laserfiche scanning technology into central repository
- Implemented Paymentus making credit card payments an acceptable and accessible form of payment to residents
- Use of CloudPermit Building program, allowing for electronic submission of Building Permits increasing the accessibility of municipal services without having to come to the office

Goals

- Ongoing training of staff for creating accessible documents and promoting that requests for alternate formats will be accommodated whenever possible
- Implement practice to ensure Accessibility compliance (i.e. screen reading capabilities) on Social Media platforms for both post and graphics are used

Timelines

Ongoing

- Accessible document training – Includes following Tips and best practices provided through our Accessibility Coordinator
- Ensuring accessibility compliance is maintained on Social Media platforms and Website. When the new website was launched in 2021
 - Documents were not uploaded from old website as they were not all compliant
 - Careful consideration is being taken when uploading documents to ensure they remain in an accessible format
- Continue to update and revise policies as needed

Part III – Employment

Progress

- All job postings let the public know that accommodations are available upon request during the recruitment process
- Online application process for job postings

Goals

- The Municipality is committed to ongoing support for employees who have been absent from work and who require an accommodation plan to return to work.

Timelines

Ongoing

- Monitor potential changes to Employment standard from 2018 SDC Review

Part IV.1 – Design of Public Spaces

Accessible Built Environment

Progress

- Continuation of the accessible sidewalk program for new or replacement which takes into account 60 inches wide with tactical plates at intersections
- New off street hard surface public parking lot developed in 2020 that has accessible parking signs and spaces
- Accessibility updates done to the Ailsa Craig Community Centre washrooms (2020)
- Redevelopment of the Parkhill Coronation Park Splash Pad
 - North Middlesex consulted with members of the public, and persons with disabilities regarding the needs of children and caregivers with respect to this project (2021)

Goals

- Continue to include barrier free outdoor spaces, infrastructure etc., as capital or operational projects are identified and approved by Council
- Ensure any major renovations are retrofitted to minimum meet Design of Public Spaces and Ontario Building Code specifications and standard
- Ensure all park washrooms are accessible by 2025
 - This primarily requires accessible pathways to our washroom facilities
- Install door openers to increase accessibility throughout the North Middlesex Arena and Fitness Centre
- Ensure all RFP's for playgrounds identify accessible play features for inclusive play

Timelines

Ongoing

- Continue to monitor funding opportunities that is available to ensure all new or redevelopment projects meet the IASR and Ontario Building Code requirements

2022-2024

- Redevelopment of Parkhill Main St.
 - This will include adhering to industry construction standards and AODA best practices for rebuilding roads, curb, sidewalks (i.e. tactile plats, tapered curb alignment, etc...)
- New Parkhill Fire station, adherence to accessibility guidelines including accessible parking and a universal washroom on both the Fire and EMS sides of the building
- continuation of the accessible sidewalk program for new or replacement which takes into account 60 inches wide with tactical plates at intersections

Part IV.2 Customer Service

Progress

- Maintain compliance and seek out opportunities to improve customer service via. Options of payment, and continuous training for staff as it relates to providing persons with disabilities equitable opportunities to access municipal facilities, and services
- Education for Staff training is ongoing to ensure Customer Service needs are being met. Most recently in October 2021 staff were provided First Aid Mental Health Training two-day training
 - It was well received and will be incorporated into annual training

Goals

- Implementation and introduction of online resident portal (Vadim iCity 2022)
- 2022 Municipal Election will be conducting using an alternative voting method (Internet and Telephone)
 - This will allow electors to vote from home where they would have their specific assistive devices
 - If elector assistance is needed the Municipality will undertake the necessary steps to provide this help in a format as requested
- Provide Notice to the public in various formats for any disruption of services that may occur in the Municipality

Timelines

2022-2024

- 2022 Implementation and introduction of online resident portal, relating to Citizen Self-Service capabilities, Property Tax e-billing, Water/Waste Water Billing modules (Vadim iCity 2022)
- 2022 Intelivote Systems Inc – Voting Platform for Municipal and School Board Election

Municipality of Southwest Middlesex

Part I – General Requirements

Progress

- Municipality of Southwest Middlesex multi-year accessibility plan created in 2016
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code training through HR Downloads in 2020 to include legislative changes and best practices
- Training is provided on an on-going basis when new employees are hired. The training includes, review of the Accessibility for Ontario with Disabilities Act (AODA) and Integrated Accessibility Standards Regulation (IASR), Ontario Human Rights Code, development training for volunteers and on-going training of staff on creating accessible documents
- Accessibility Compliance Report filed with the Ministry for Seniors and Accessibility (formerly Accessibility Directorate of Ontario) in 2021
- New Council orientation training provided in 2019

Goals

- Continue to work with the County on Accessibility Policy review and update to meet the requirements under the AODA and IASR while also including barrier-free best practices
- Continue to support Human Resources with HR Downloads to include legislative changes and best practices
- Review and update Corporate Procurement Policy
- Create a 2022 Accessible Elections Plan for the Municipality including information on remote voting as well as in-person voting relating to the accessible built environment and customer service

Timelines

Ongoing

- Website documents and publications
- Procurement policy accessibility requirements for staff to follow

2022-2024

- Accessible Elections Guide (Q1 2022)
- Accessibility Policy review and update
- Procurement Policy review
- HR download requirements

2025-2027

- Job specific training modules
- Accessible Elections Guide
- Accessibility Policy review and update
- Procurement Policy review
- HR download requirements

Part II – Information and Communications

Progress

- Southwest Middlesex.ca website created in 2021; accessible in accordance with the Web Content Accessibility Guidelines (WCAG) 2.0
- Southwest Middlesex Reports and PowerPoint templates created to meet WCAG 2.0 Level AA Compliance
- Council reports, minutes and by-law templates designed to ensure accessibility when posted to the website
- Request for Accessible Formats and Communication Supports Procedure created
- Accessibility Feedback Procedure
- Website enhancement platform for accessibility compliance_Saft3y!

Goals

- Accessibility Policy review and update to meet in precise detail the requirements under the AODA and IASR while also including barrier-free best practices
- Continue to monitor ongoing and future IASR standards development review committee recommendations and possible legislative changes (mirror in respective policy updates and training updates as required)
- Create short, job-specific training modules to complement the standard, general on-boarding accessibility training. Ensure enrolment process includes affiliated training modules based on hiring department
 - Employment standard focused training for Human Resources Staff & hiring managers
 - Design of public spaces & accessible design focused training for engineering & facilities staff
 - Procurement focused training for staff with purchasing authorization
 - Customer service focused training for front line staff
 - Information & communications training (specifically web accessibility focused) training for staff with authoring & upload authority for the Municipal website
- Review and update Corporate Procurement Policy

Timelines

Ongoing

- Accessibility Policy review to ensure legislative requirements are met
- Job specific training pertaining to accessibility
- Update Corporate Procurement Policy

Part III – Employment

Progress

- Ensure the recruitment, assessment and selection process is accessible and barrier-free. This includes notifying job applicants, when they are selected to participate in an assessment or selection process that accommodations are available upon request
- Notify successful applicants of our policies for accommodating employees with disabilities
- Provide accessible formats and communication supports for employees required to perform the employees job including information that is generally available to employees in the workplace
- Provide workplace emergency response information to employees who have a disability
- Provide documented individual accommodation plans for employees with disabilities
- Develop and have in place a return to work process for employees who have been absent from work due to a disability
- Consider performance management, career development and advancement and redevelopment for employees with disabilities

Goals

- Review and update Accommodations Policy to reflect industry best practices and include S.32 from the IASR “Redeployment”
- Create Return to Work Process and Return to Work Plan for employees
- Continue to monitor potential changes to the Employment Standard under the IASR as a result of 2018 Standards Development Committee (SDC) review

Timelines

Ongoing

- Review and update Accommodations Policy to reflect industry best practices and include S.32 from the IASR “Redeployment”
- Continue to monitor potential changes to the Employment Standard under the IASR as a result of 2018 Standards Development Committee (SDC) review

Part IV.1 – Design of Public Spaces

Accessible Built Environment

Progress

- Accessible updates made to the following:
 - Glencoe Library
 - Glencoe Daycare

Goals

- Make accessible updates to the following:
 - Glencoe Arena Renovations
 - Appin Play Equipment

Timelines

2022-2024

- Make accessible updates to the following:
 - Glencoe Arena Renovations
 - Appin Play Equipment

Part IV.2 Customer Service

Progress

- Accessibility Policy updated in April 2017 providing appropriate requirements as it relates to the Customer Service Standard

Goals

- Accompanying the goals laid out in the General Requirements Section as it relates to job specific training, create a customer service focused training module for all Municipal to complete in addition to the standard on-boarding accessibility training
- Review and update Service Animals in the Workplace Procedure to reflect new industry best practices
- Review Accessibility Feedback Procedure and Form to ensure it is in-line with corporate communications strategy moving forward

Timelines

Ongoing

- Review and update Service Animals in the Workplace Procedure to reflect new industry best practices
- Review Accessibility Feedback Procedure and Form to ensure it is in-line with corporate communications strategy moving forward

Municipality of Strathroy-Caradoc

Part I – General Requirements

Progress

- Accessibility Policy updated in April 2017 to address legislative changes to the Integrated Accessibility Standards Regulation (IASR) inclusive of an organizational commitment
- Strathroy-Caradoc's second Joint Multi-Year Accessibility Plan created in 2016
- Joint Annual Accessibility Status Reports created and presented to County Council yearly from 2016-2021
- Accessibility Compliance Reports filed with the Ministry for Seniors and Accessibility (formerly Accessibility Directorate of Ontario) in 2015, 2017, 2019 & 2021
 - Desk audit completed in 2018 and compliance requirements were met
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code training completed on HR Downloads for onboarding orientation
- Municipal Council accessibility training provided via HR Downloads (2019)
- Transitioned to HR Downloads Training Platform (2018)

Goals

- Accessibility Compliance reporting to be completed in 2023, 2025 & 2027
- Continue monitor and update the Joint Multi-Year Accessibility Plan in accordance with any changes made to the IASR Standards
- Accessibility Policy review and update to meet in precise detail the requirements under the AODA and IASR while also including barrier-free best practices
- Create short, job-specific training modules to complement the standard, general on-boarding accessibility training. Ensure enrolment process includes affiliated training modules based on hiring department
- Create Accessible Elections Guide for all local municipal partners for 2022 Municipal Election including information on remote voting as well as in-person voting relating to the accessible built environment and customer service
- Create Accessible Elections Plan for 2022 Municipal Elections

Timelines

Ongoing

- Compliance Reporting
- Accessibility Policy Review

2022-2024

- Accessible Election Plan (2022)

- Accessible Election Guide (2022)

2025-2027

- Job Specific Training

Part II – Information and Communications

Progress

- Created an Accommodations Policy for employees with disabilities (2018)
- Redevelopment of corporate website to ensure compliance with WCAG 2.0 Level AA
- Redesigned and relaunched the following websites in accordance with the WCAG 2.0 Level AA requirements:
 - Museum (2018)
 - Economic Development (2019)
 - Police Services (2021)
- Utilize Siteimprove to help screen website to ensure compliance with WCAG 2.0 Level AA (2017)
- Implemented Closed Captioning for live and archived Council and Committee meetings through e-Scribe (2021)
- Web form created for Accessible Customer Feedback (2016)
- Web form creating for Residence Services to report any problems (2018)
 - Uses an accessible feedback form
- Ensured PDF Documents meets accessibility requirements (Ongoing)

Goals

- Utilize Siteimprove and e-Scribe to continue identifying PDF documents that need updating to ensure compliance with the AODA
- Website, accessible documents and accessible social media training
- Update Municipal Branding Policy to incorporate accessible signage strategies
 - Will allow for improvements in colour contrast and font size and type

Timelines

Ongoing

- Utilize Siteimprove and e-Scribe to identify PDF documents that need updating
- Training on Website, Accessible PDF Documents and Social Media

2022-2024

- Update Municipal Branding Policy (2022)

Part III – Employment

Progress

- All job postings let the public know that accommodations are available upon request during the recruitment process (ongoing)
- Included language within employment contracts notifying new employees if they require accommodations they are available
- AODA training through HR Downloads (ongoing)
- Included in orientation presentation the availability of accommodations to make staff aware that these are available to them

Goals

- Review and update Accommodations Policy to reflect industry best practices and include S.32 from the IASR “Redeployment”
- Create Return to Work Process and Return to Work Plan for employees
- Continue to monitor potential changes to the Employment Standard under the IASR as a result of 2018 Standards Development Committee (SDC) review
- Update existing platform to Dayforce to allow better access to documents, scheduling and other employment related info for Municipal employees

Timelines

Ongoing

- Continue to monitor potential changes to the Employment Standard under the IASR as a result of 2018 Standards Development Committee (SDC) review

2022-2024

- Update existing platform to Dayforce (2022)
- Create Return to Work Process and Return to Work Plan for employees (2023-2024)
- Review and update Accommodations Policy (2023-2024)

Part IV.1 – Design of Public Spaces Accessible Built Environment

Progress

- Relocated Customer Service Counter at Town Hall 52 Frank St. to an accessible entry with ramps and barrier free entry with wave technology
- Upgraded Washrooms to include automatic openers with wave technology at the Gemini Sportsplex
- Upgraded Family Washroom to approved AODA compliant WR at the Gemini

- Upgrade washrooms to include automatic openers at the Caradoc Community Centre
- Strathroy Library renovation included a fully compliant AODA washroom with adult change table and wave technology
- Installed an adult change table in family change room at pool
- Installation of trails in accordance to the County's guidance document
- Installation of a number of playgrounds in accordance to the County's guidance document – South Creek, Alexandra Park, Fairgrounds Recreation Complex
- Caradoc Street reconstruction –meets AODA compliance (2019-2021)
- Updated design standards in October 2021
 - Includes accessibility requirements per the IASR and AODA
 - Language incorporated regarding accessible requirements for: off-street parking spaces, sidewalks, accessible trails, on-street parking, streetlights, crosswalk buttons, etc.

Goals

- Convert washroom into a fully compliant AODA washroom minus the adult change table utilizing wave technology (2022)
- Construction of an All Wheels Park –skate park (2022)
- Construction of basketball court to include adjustable nets to accommodate all skill levels and ability
- Installation of Playgrounds in accordance with the County's guidance document
- Installation of trails in accordance with the County's guidance document and the Municipal Trails Master Plan
- Upgrading undersized sidewalks to AODA standards in Mt Brydges, Strathroy and Melbourne – adding tactile plates at all ramps (2022-2030)
- Queen Street Reconstruction in Strathroy (2022)
 - accommodating more street lighting, widening sidewalks with tactile plates at all ramps and installing bike lanes
- Downtown Boulevard improvements (2023)
 - replacing boulevards (surface discontinuities) and adding accessible parking spaces, including tactile plates at all ramps.
- Drury Lane Reconstruction (2023)
 - Replacing undersized sidewalks including tactile plates at all ramps, widening the road to accommodate multi use
- Replacing at grade rail crossings to accommodate smooth transitions for accessibility (2019 – ongoing)

Timelines

Ongoing

- Installation of Playgrounds in accordance with County's guidelines (2022-2027)

- Installation of trails in accordance with County's guidelines and Municipal Trails Master Plan
- Replacing at grade rail crossings to accommodate smooth transitions for accessibility (2019 – ongoing)

2022-2024

- Convert washroom to fully compliant AODA washroom (2022)
- Construction of All Wheels Park (2022)
- Upgrading undersized sidewalks to AODA standards in Mt Brydges, Strathroy and Melbourne (2022-2030)
- Queen Street Reconstruction in Strathroy (2022)
- Downtown Boulevard improvements (2023)
- Drury Lane Reconstruction (2023)

Part IV.2 Customer Service

Progress

- AODA Customer Service training for Municipal Council (2019)
- AODA Customer Service training provided through HR Downloads platform during onboarding (2018-onward)
- The following information is included in the Accessibility Policy:
 - Temporary Service Disruptions
 - Service Animal and Support Persons
 - Accessible Feedback
 - Accessible Format and Communication Support
 - AODA Training

Goals

- Review Customer Service Accessibility Policy and make updates as needed

Timelines

Ongoing

- Review Customer Service Accessibility Policy and make updates as needed

Municipality of Thames Centre

Part I – General Requirements

Progress

- "Accessible Maintenance Practices" was adopted and attached as Appendix '1' to the Municipality's Multi-Year Accessibility Plan (February 2017)
- Updates to Corporate Accessibility Policy to address legislative changes to the (IASR) inclusive of an organizational commitment (2017)
- Council adopted Multi-Year Accessibility Plan for 2016-2021
- Annual status provided to County yearly from 2015-2021
- Accessibility Compliance Reports filed with the Ministry for Seniors and Accessibility (formerly Accessibility Directorate of Ontario) in 2015, 2017, 2019 and 2021 as required by the Ministry
- Integrated Accessibility Standards Regulation & Ontario Human Rights Code training overhaul on the Moodle online accessibility training platform. Updated training modules to reflect legislative changes and best practices (2018)
- Accessibility training provided during on-boarding which is given by Clerk's Department staff covering Accessibility for Ontarians with Disabilities Act (AODA), Integrated Accessibility Standards Regulation (IASR) and Ontario Human Rights Code (OHRC) requirements
- New procurement policy adopted (2021)

Goals

- Support Treasury/Finance in Transition to a new Human Resources Program Platform that will include onboarding/accessibility training
- Review and update Accessibility Policy to reflect industry best practices, continuing to meet AODA and IASR requirements
- Create an Accessible Municipal Elections Plan for 2022
- New joint Multi-Year Accessibility Plan for 2022-2027

Timelines

Ongoing

- Monitoring ongoing and future potential updates to the IASR via Standards Development Committee Recommendations

2022-2024

- Accessible Elections Plan 2022
- New joint Multi-Year Accessibility Plan for 2022-2027
- Support Treasury/Finance in Transition to a new Human Resources Program Platform that will include onboarding/accessibility training

2025-2027

- Accessibility Policy review and update

Part II – Information and Communications

Progress

- Thames Centre website created in 2019 to WCAG 2.0 Level A compliance
- Created accessible templates for staff included in council agenda postings (2016)
- Administrative staff received training on document accessibility within the agenda creation process (2018)
- Request for Accessible Formats and Communication Supports Procedure created and placed on website (2017)
- Accessibility Feedback Procedure created in (2017)
- Updated “Accessibility Regulations for Contracted Services” Form placed in the Municipality RFP’s/Tenders (2020)
- Implemented and coordinated livestreamed electronic council meetings (2020)

Goals

- Maintain WCAG 2.0 Level AA compliance for website content
- Document training for website content uploaders as well as Administrative staff report authors in both the Microsoft Suite and Adobe Pro DC platform
- Review and upgrade where needed, request for accessible formats and communications supports procedure

Timelines

Ongoing

- Maintain WCAG 2.0 Level AA compliance

2022-2024

- Accessible document training

2025-2027

- Continue to update and revise policies as needed to meet AODA and IASR requirements

Part III – Employment

Progress

- Accommodations Policy created to reflect legislative updates encompassing vast majority of Employment standard requirements (2016)
- All job postings let the public know that accommodations are available upon request during the recruitment process

Goals

- Ensure that Human Resources Policies reflect best practices and IASR requirements
- Review and update Accommodations Policy
- Create Emergency Workplace Response for Employees with Disabilities Policy

Timelines

Ongoing

- Continue to ensure that Human Resources Policies reflect best practices and IASR requirements

2022-2024

- Review and update Accommodations Policy

2025-2027

- Create Emergency Workplace Response for Employees with Disabilities

Part IV.1 – Design of Public Spaces Accessible Built Environment

Progress

- Established Accessible Maintenance Practices to ensure that any newly constructed or redeveloped elements will have procedures for preventative and emergency maintenance of the accessible elements in public space
 - These practices were adopted by Council at its regular meeting held on February 6, 2017 and attached as Appendix "1" to the Municipality's Multi - Year Accessibility Plan (2017)
- Established Accessible Playground Consultation and Exterior Paths of Travel — Rest Area Consultation documents. The documents were approved by Council at its regular meeting held on October 16, 2017 (2017)
- New sidewalk installed in Putnam and Harrietsville meeting current AODA specifications including accessible ramps (2019)
- Construction of a new Field House at the Field of Dreams - Outdoor Recreation Complex that is fully accessible (3245 Hamilton Road) (2019)
- Installation of new accessible Playground Equipment at the Field of Dreams Outdoor Recreation Complex (3245 Hamilton Road) (2019)
- Paved a new trail at the Field of Dreams — Outdoor Recreation Complex (3245 Hamilton Road) (2019)
- Renovated pool with new access ramp into the pool and making the pool building accessible (ramp into building, widened doorways, installed new accessible partitions and an accessible reception counter) (2020)

- Installed new walking trail at Thorndale park (stone dust base — which is considered accessible) (2020)
- Installed new Slo-Pitch City walking train (stone dust) (2020)
- Installed new length of sidewalk at front of Dorchester Park between ball diamonds and the Flight Exec Centre (2020)
- stops in Dorchester and Thorndale as part of the County transit initiative started in 2020 (2020)
- Installed new barrier-free automatic sliding door in place of standard swing doors between lobby and north ice pad at FlightExec Centre (2021)
- Installed new playground structure at Thorndale Park, complete with accessible features (2021)
- Installed phase 1 of walking path lights at Dorchester Park (2021)
- Built new Fieldhouse at Thorndale Park, complete with barrier-free family washroom (2021)
- Completed new community centre in Thorndale, to AODA compliance (2021)
- Hired professional playground inspector to audit half of our playgrounds (with other half being budgeted for next year) (2021)
- Installed new microphone system in Council Chambers to enhance audio for those in live attendance at meetings as well as for those listening remotely on-line (2021)
- Added 10 new benches outside of facilities and along walking trails various locations across the municipality (2021)
- Replaced 6 picnic tables with new wheelchair accessible picnic tables at various locations across the municipality
- Council formed the new Accessibility & Inclusivity Advisory Committee (2021)
- New sidewalk replacement on King Street in Thorndale meeting current AODA specifications including accessible ramps (2021)
- Widened and resurfaced Richmond Street in Dorchester including hard-surfacing shoulders to allow safer pedestrian / vehicular movement (2021)

Goals

- New sidewalk installation in Porters Subdivision in Dorchester meeting current AODA specifications including accessible ramps. (2022-2023)
- Oakwood Drive sidewalks in Dorchester updated to include accessible ramps. (2022)
- Completion of second and final phase of walking path lights at Dorchester Park
- Hire professional playground inspector to audit second half of our playgrounds
- Install a full accessible and inclusive playground at Dorchester Park

- Include accessibility as a key component in the update of the Community Services & Facilities Master Plan, with input/involvement not only from residents but also from the Municipality's Accessibility & Inclusivity Advisory Committee
- Audit and improve existing walking paths on municipal lands to enhance accessibility
- Continue to expand/extend accessible sidewalks and walking paths across the municipality
- Continue to replace existing picnic tables with accessible versions.
- Continue to add new benches outside of facilities and along walking paths at various locations across the municipality
- Explore opportunities to introduce BlindSquare (or similar technology) at municipal properties (accessible GPS-app developed for the blind)
- Addition to the Senior Centre and VON office at the FlightExec Centre

Timelines

Ongoing

- Audit and improve existing walking paths on municipal lands to enhance accessibility
- Continue to expand/extend accessible sidewalks and walking paths across the municipality
- Continue to replace existing picnic tables with accessible versions.
- Continue to add new benches outside of facilities and along walking paths at various locations across the municipality

2022-2024

- Completion of second and final phase of walking path lights at Dorchester Park
- Hire professional playground inspector to audit second half of our playgrounds
- Install a full accessible and inclusive playground at Dorchester Park
- Include accessibility as a key component in the update of the Community Services & Facilities Master Plan, with input/involvement not only from residents but also from the Municipality's Accessibility & Inclusivity Advisory Committee
- Explore opportunities to introduce BlindSquare (or similar technology) at municipal properties (accessible GPS-app developed for the blind)
- Addition to the Senior Centre and VON office at the FlightExec Centre

Part IV.2 Customer Service

Progress

- Complete overhaul of the on-boarding accessibility training across the corporation, creating new accessibility module including customer service best practices

- Accessibility Policy (CP-A-3.1) updated in 2017 included following procedures:
 - Created Accessibility Training Procedure (2019)
 - Created Accessibility Feedback Procedure (2017)
 - Created Temporary Service Disruption Procedure (2017)
 - Created Service Animals in the Workplace Procedure (2017)
 - Created Support Persons Procedure (2017)
 - Staff position dedicated to Communications on website/social media, etc. (2021)

Goals

- As noted under General Requirements Section, support Treasury/Finance in Transition to a new Human Resources Program Platform with a focus on customer service for all staff to complete in addition to the standard on-boarding accessibility training
- Ensure Temporary Service Disruption Procedure is included in on-boarding training for staff responsible for corporate communications
- Review Accessibility Feedback Procedure and Form to ensure it is in-line with corporate communications strategy moving forward

Timelines

2022-2024

- Review and update customer service related policies and procedures as needed
- Ensure Temporary Service Disruption Procedure is included in on-boarding training for staff responsible for corporate communications

2025-2027

- Continue to review and monitor procedures and policies

Township of Adelaide-Metcalfe

Part I – General Requirements

Progress

- The Township established the first Multi-Year accessibility plan in conjunction with the County of Middlesex (2016)
- The Township implemented a series of Accessibility Policies and Procedures, including:
 - Accessibility Policy (2017)
 - Accessibility Feedback Procedure (2017)
 - Accessibility Elements, Design of Public Spaces Standards (2017)
 - Accessibility – Request for Accessible Formats (2017)
 - Accessibility – Service Animals (2017)
 - Accessibility – Support Person (2017)
 - Accessibility – Temporary Service Disruption (2017)
 - Accessibility – Training Procedure (2017)
 - Accessibility – Accommodations Policy (2021)
- New Council Accessibility Orientation provided in 2019
- Procurement Policy updated to include Accessible language (2020)
- Employment Recruitment/Job Advertisement template revised to include Accessible language

Goals

- Review all current accessibility policies, procedures, and associated accessibility records to ensure ongoing compliance
- Accessibility Policy review and update to meet in precise detail the requirements under the AODA and IASR while also including barrier-free best practices
- Development of new internal comprehensive employee accessibility training platform which includes record-keeping, reporting, and automated reminders through Township Electronic Document Management Software (Laserfiche)
- Participate in the development of an Accessible Elections Guide for all LMPs for 2022 Municipal Election including information on remote voting as well as in-person voting relating to the accessible built environment and customer service

Timelines

Ongoing

- Review all current accessibility policies, procedures, and associated accessibility records to ensure ongoing compliance

2022-2024

- Participate in the development of an Accessible Elections Guide for all local municipal partners for 2022 Municipal Election including information on remote voting as well as in-person voting relating to the accessible built environment and customer service
- Development of new internal comprehensive employee accessibility training platform which includes record-keeping, reporting, and automated reminders through Township Electronic Document Management Software (Laserfiche)
- Procedure to ensure development applications (Applications for Site Plan Control) are reviewed by Middlesex Accessibility Advisory Committee

Part II – Information and Communications

Progress

- Adelaide Mecalfe website created in 2021 to WCAG 3.0 Level A compliance
- Request for Accessible Formats and Communication Supports Procedure and Accessibility Feedback procedure created in 2017
- Implemented webpage dedicated to Accessibility information including processes for receiving and responding to feedback (2021)
- Utilizing SiteImprove website enhancement platform for scheduled website crawls for accessibility compliance levels across all County websites as well as local municipal partners

Goals

- Review Emergency Response Plan and amendments to ensure accessibility and make available through municipal website
- Continue to evaluate priority documents and make documents accessible through municipal website
- Review the accessible communications through the development of a Communications strategy
- Document training for website content uploaders as well as Council report authors in both the Microsoft Suite and Adobe Pro DC platform
- Further leverage the SiteImprove platform to assist in eventual website redevelopment project utilizing quality assurance tools, SEO, data privacy as well as website analytics

Timelines

Ongoing

- Review Emergency Response Plan and amendments to ensure accessibility
- Continue to evaluate priority documents and make documents accessible through municipal website

2022-2024

- Develop an Accessible Communications Strategy
- Document training for website content uploaders as well as Council report authors in both the Microsoft Suite and Adobe Pro DC platform
- Document training for website content uploaders as well as Council report authors in both the Microsoft Suite and Adobe Pro DC platform

Part III – Employment

Progress

- Implemented new Accommodations Policy to include a process of accommodating during recruitment, selection, orientation, working conditions, career development/advancement and performance management (2021)
- All job postings let the public know that accommodations are available upon request during the recruitment process

Goals

- Review and update Accommodations Policy to reflect industry best practices
- Create Emergency Workplace Response for Employees with Disabilities Policy to reflect industry best practices
- Create Return to Work Process and Return to Work Plan for employees

Timelines

Ongoing

- Continue to monitor potential changes to Employment Standard under the IASR

2022-2024

- Create Emergency Workplace Response for Employees with Disabilities
- Create new Return to Work Process and Return to Work Plan

Part IV.1 – Design of Public Spaces

Accessible Built Environment

Progress

- Participated in and implemented the Middlesex County Accessible Playground Consultation Document at local level
- Participated in and implemented Middlesex County County Recreational Trails Consultation Document at local level
- All acting design guidelines for Middlesex County and LMPs including technical requirements, opportunities for best practices and consultations from members of the public, individuals living with disabilities as well as the MAAC

- Built a new park pavilion in Kerwood, Ontario which includes accessible/barrier-free washrooms and kitchenette facilities (2021)

Goals

- Develop Procedure to ensure development applications (Applications for Site Plan Control) and significant developments are reviewed by the Middlesex Accessibility Advisory Committee in a timely manner
- Continue to monitor funding opportunities for the accessible built environment
- Implement accessible/barrier-free to the built environment of a planned municipal office renovation

Timelines

Ongoing

- Continue to monitor potential funding opportunities for the built environment relating to accessibility under the Enabling Accessibility Fund, Ontario Trillium Foundation, Canadian Tire Jumpstart, Investing in Canada Infrastructure Program at both the County and Local level

2022-2024

- Develop Procedure to ensure development applications are reviewed by Middlesex Accessibility Advisory Committee in a timely manner
- Implement accessible/barrier-free to the built environment of a planned municipal office renovation

Part IV.2 Customer Service

Progress

- Created Accessibility Feedback Procedure (2017)
- Created Accessibility Training Procedure (2017)
- Created Temporary Service Disruption Procedure (2017)
- Created Service Animals in the Workplace Procedure (2017)
- Created Support Persons Procedure (2017)
- Created Accommodations Policy (2021)

Goals

- Comprehensive Review of above-noted policies to ensure continued compliance

Timelines

2022-2024

- Comprehensive Review of above-noted policies to ensure continued compliance

Township of Lucan Biddulph

Part I – General Requirements

Progress

- 2018 Municipal Election voting continued to be provided online or by telephone voting. This provided all residents the ability to vote at home/office and increased accessibility options for voters
 - As per, The *Municipal Elections Act, 1996* we completed an Accessible Elections Plan
- Completed a new compliant website in 2021
- The Department of Parks & Recreation added new features to the playground structures to provide increased accessibility/transfer stations and sensory activities
- Continued to provide AODA Legislation –Customer Service Training refresher for all staff and training for new hires
- Continued to update Municipal Policies and Procedures in relation to AODA regulations
- Initiated recording of Council and Committee Meetings that are published on Youtube

Goals

- Complete an Accessibility Audit for the business core of Lucan and Granton communities with consultation from urban planners, Municipal and County Staff including the County of Middlesex's Accessibility Coordinator
- Offer the 2022 Municipal Election voting method by internet or telephone
- Complete an Accessible Elections Plan for the election

Timelines

Ongoing

- Develop mobile application for website content
- Consult MAAC on renovation at Lucan Biddulph Community Memorial Centre

2022-2024

- Complete Accessibility Audit for Lucan and Granton
- Finalize installation of new playground at Lucan Biddulph Community Memorial Centre
- Offer Municipal Election voting by internet or telephone (2022)
- Accessible Election Plan (2022)

Part II – Information and Communications

Progress

- Developed a feedback form on the Municipal Website
- Developed a service disruption notice on the Municipal Website
- Continued to offer the ability to provide documents in accessible formats
- Emergency Management Plan includes procedures/plans to support those with accessibility challenges
- Implemented a new website in 2021 conforming with the current Web Content Guidelines

Goals

- Develop a mobile application for the Municipal Website

Timelines

2022-2024

- Develop a mobile application for the Municipal Website (2022-2023)

Part III – Employment

Progress

- Developed a recruitment, assessment and selection process is accessible and barrier-free which included notifying job applicants, when they are selected to participate in an assessment or selection process that accommodations are available upon request
- Continue to notify successful applicants of our policies for accommodating employees with disabilities
- Developed policy that provides accessible formats and communication supports for employees
- Developed a workplace emergency response information to employees who have a disability
- Provided documented individual accommodation plans for employees with disabilities
- Developed a return to work process for employees who have been absent from work due to a disability

Goals

- Continue to ensure compliance with employment policies in relation to the AODA standards

Timelines

Ongoing

- Continue to ensure compliance with employment policies in relation to the AODA standards

Part IV.1 – Design of Public Spaces Accessible Built Environment

Progress

- The Department of Parks & Recreation added new features to the playground structures to provide increased accessibility/transfer stations and sensory activities
- Constructed new sidewalk curb ramps during road reconstruction projects
- Installed new traffic light with audible crossing features and new curb ramps

Goals

- The Department of Parks & Recreation will be undergoing a renovation project at the Lucan Biddulph Community Memorial Centre and will be adding new accessible parking, playground features
- Continue to add new sidewalk curb ramps when doing road reconstruction
- Finalize the installation of new playground structures at the Lucan Biddulph Community Memorial Centre

Timelines

2022-2024

- Renovation Project at the Lucan Biddulph Community Memorial Centre (2022-2023)

Part IV.2 Customer Service

Progress

- Developed and implemented policies and procedures to comply with the Customer Service Standards
- Continue to provide training of staff on customer service standards and how to interact and communicate with persons with various types of disabilities

Goals

- Continue to ensure to implement policies and procedures to comply with the Customer Service Standards
- Continue to provide training of staff on customer service standards and how to interact and communicate with persons with various types of disabilities

Village of Newbury

Part I – General Requirements

Progress

- Launched new website in November 2021

Goals

- Review and update Accessibility Plan
- Review and update Accessibility related policies
- Establish training program for staff and Council members

Timelines

2022-2024

- Review and update Accessibility Plan
- Review and update Accessibility related policies
- Improve Accessibility training

Part II – Information and Communications

Progress

- Launched new website in November 2021

Goals

- Maintain website content in accessible format
- Ensure communications are available in alternate formats

Timelines

Ongoing

- Website content review and update

Part III – Employment

Goals

- Develop policies related to accessible employment

Timelines

Ongoing

- Ensure job advertisements acknowledge accommodations

2022-2024

- Policy Development

Part IV.2 Customer Service

Goals

- Review and update current Customer Service Standard policy

Timelines

2022-2024

- Review Newbury Customer Service Standard and update as required

Communication

This plan will be available on Middlesex County's website, located at middlesex.ca

A print copy of this plan is also available by contacting the County's Accessibility Coordinator.

Local Municipal Partner Websites:

Municipality of Middlesex Centre: middlesexcentre.on.ca

Municipality of North Middlesex: northmiddlesex.on.ca

Municipality of Southwest Middlesex: southwestmiddlesex.ca

Municipality of Strathroy-Caradoc: strathroy-caradoc.ca

Municipality of Thames Centre: thamescentre.on.ca

Township of Adelaide Metcalfe: adelaidemetcalfe.on.ca

Township of Lucan Biddulph: lucanbiddulph.on.ca

Village of Newbury: newbury.ca

Feedback

The County of Middlesex is committed to ensuring accessibility is a reality throughout all facilities and business operations. There is still so much to accomplish, and as we progress, we would like to hear from you!

Do you have any thoughts or feedback on what has been accomplished so far? Please contact us with your questions and ideas: [Middlesex Accessibility Feedback Form](#)

Contact Information

Phone: 519-631-1460 x 167

Fax: 519-633-7785

Mail: Sarah Savoie, Accessibility Coordinator
Middlesex County Administration Offices
399 Ridout Street North, London, ON, N6A 2P1

Email: ssavoie@middlesex.ca

This document is available in accessible format and/or with communication supports, upon request.

Appendix A

Accessible Maintenance Procedure

HR Policy 5.01 - Accessibility

Purpose:

To meet the requirements under the Integrated Accessibility Standards Regulation (O.Reg 191/11), Design of Public Spaces Standard (Section 80.44) Maintenance of Accessible Elements.

The County will ensure that any newly constructed or redeveloped elements provided for under the Design of Public Spaces Standard will have procedures for preventative and emergency maintenance of the accessible elements in public spaces.

Scope:

Under the Integrated Accessibility Standards Regulation (O.Reg 191/11) organizations are required to include procedures for preventative and emergency maintenance of the accessible elements in public spaces in their multi-year accessibility plans. In addition, procedures dealing with temporary disruptions when accessible elements required under this Part are not in working order.

The Design of Public Spaces Standard applies to public spaces that are newly constructed or redeveloped, that include:

- Recreational Trails and Beach Access Routes
- Outdoor Public Use Eating Areas
- Outdoor Play Spaces
- Exterior Paths of Travel
- Accessible Parking

Application:

Departments that maintain elements listed under Scope:

- Shall apply best practices in the preventative maintenance of accessible elements with periodic checks such as;
 - Annual inspections, or more frequently as per the Minimum Maintenance Standards.
 - After storms or events that might affect accessible elements
 - As part of any reports of vandalism or complaints

- Shall apply best practices in the emergency maintenance of accessible elements with active response once notified.
- Shall continue to provide public notification of temporary disruptions in keeping with compliance requirements under the Integrated Accessibility Standard Regulation (O. Reg 191/11) and the Municipality's corresponding policy:
 - o Notice of the disruption will include: the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any that are available.
 - o Notice will be given by posting the information in a conspicuous place as well as by posting the information on the Municipal website.
- Notify the Road Supervisor for the affected Municipality (where applicable)
- Repair as soon as practicable

Appendix B

Temporary Service Disruptions

HR Policy 5.01 –Accessibility

Purpose:

The purpose of this procedure is to establish guidelines for providing notification of temporary disruptions of service to people with disabilities. These notices may be for either planned or unexpected disruptions of service.

Implementation:

Notices for both unexpected and planned service disruptions will be provided in a variety of formats that will take into account a range of disabilities and will outline:

- The reason for the disruption;
- Its anticipated duration;
- A description of alternative facilities or services, if any are available; and,
- Contact information.

Notices for unexpected service disruptions will be posted as soon as possible, using large, clear print and plain language at the physical entrances to the facility and throughout the facility (if required) and in any other location that the County deems is necessary.

Notices for planned service disruptions will be posted using large, clear print and plain language at the physical entrances to the facility, and throughout the facility where necessary. In addition, planned service disruptions that are intended to last more than 48 hours will be posted on the County's website.



Committee of the Whole

Meeting Date: March 22, 2022

Submitted by: Ryan Hillinger, Engineering Supervisor

Subject: Tender for the Supply and Installation of Subdrains M-E-22

BACKGROUND:

Part of the construction program for 2022 requires the installation of subdrains. Contract M-E-22 was advertised with tenders accepted until 12 noon, Wednesday March 9, 2022.

ANALYSIS:

Contract M-E-22 is for the supply and installation of sub drains on County Roads in order to improve drainage on County Road 3 and County Road 59 that will be paved during the 2022 construction season.

The County received two bids for this contact. The lowest bid in the amount of \$50,996.00 plus HST was submitted by A.G Hayter. This contractor has completed this type of work for the County in the past and has met or exceeded expectations. A summary of the unit prices is attached.

RECOMMENDATION:

That the bid for the supply and installation of subdrains in the total amount of \$50,996.00 plus HST submitted by A.G. Hayter be accepted.

Sub Drains M-E-22

Item No.	Description	Quantity	Anthony's Unit price	Anthony's Excavating Total	Hayter Unit Price	Hayter Total
1	Supply 100mm Diameter Sub-Drain. CR 3 Gideon Dr	5,400	\$2.70	\$14,580.00	\$1.68	\$9,072.00
2	Install 100mm Diameter Sub-Drain. CR 3 Gideon Dr	5,400	\$6.60	\$35,640.00	\$2.50	\$13,500.00
3	Supply 100mm Diameter Sub-Drain. CR 59 Granton Ln	6,800	\$2.70	\$18,360.00	\$1.68	\$11,424.00
4	Install 100mm Diameter Sub-Drain. CR 59 Granton Ln	6,800	\$6.60	\$44,880.00	\$2.50	\$17,000.00

Anthony's		Hayter	
Total	\$113,460.00	Total	\$50,996.00



Committee of the Whole

Meeting Date: March 22, 2022
Submitted by: Ryan Hillinger, Engineering Supervisor
Subject: Quotation for Roadside Weedspraying

BACKGROUND:

Middlesex County requested quotations for the spraying of roadside weeds during the spring and summer of 2022. This was a joint quotation with the County and three local municipalities: Strathroy-Caradoc, Adelaide Metcalfe and Middlesex Centre.

ANALYSIS:

Three quotations were received by the deadline and Green Stream was low bid. The prices quoted are similar to the low bid last year. The quotation meets with all County requirements and it is recommended that the quote be accepted.

The total cost to the County is \$40,610.66 plus HST, and the remaining \$34,710.00 plus HST is split between the local municipalities partnered in the quotation. A breakdown of the unit prices is attached.

RECOMMENDATION:

That the quotation provided by Green Stream for the spraying of roadside weeds at a total cost of \$75,320.66 plus HST be accepted.

M-A-22 - M-A-22 - WEED SPRAY - Quote Form - Form of Quotation - Middlesex County

<u>Line Item</u>	<u>Organization</u>	<u>Unit</u>	<u>Estimated Quantity</u>	<u>Green Stream</u>		<u>Veg-Tek</u>		<u>Wagar</u>	
				<u>Unit Price</u>	<u>Total</u>	<u>Unit Price</u>	<u>Total</u>	<u>Unit Price</u>	<u>Total</u>
1	20 METRE RIGHT-OF-WAY	KM	30.7	\$ 65.00	\$1,995.50	\$ 72.50	\$2,225.75	\$ 75.00	\$2,302.50
2	26 METRE RIGHT-OF-WAY	KM	91.8	\$ 85.00	\$7,803.00	\$ 92.25	\$8,468.55	\$ 96.00	\$8,812.80
3	30 METRE RIGHT-OF-WAY	KM	185.1	\$ 105.00	\$19,435.50	\$ 96.50	\$17,862.15	\$ 105.00	\$19,435.50
4	36 METRE RIGHT-OF-WAY	KM	44.1	\$ 142.60	\$6,288.66	\$ 123.00	\$5,424.30	\$ 127.00	\$5,600.70
5	40 METRE RIGHT-OF-WAY	KM	31.8	\$ 160.00	\$5,088.00	\$ 140.50	\$4,467.90	\$ 148.00	\$4,706.40

Subtotal:

\$40,610.66

\$38,448.65

\$40,857.90

Township Roads

<u>Line Item</u>	<u>Organization</u>	<u>Unit</u>	<u>Estimated Quantity</u>	<u>Green Stream</u>		<u>Veg-Tek</u>		<u>Wagar</u>	
				<u>Unit Price</u>	<u>Total</u>	<u>Unit Price</u>	<u>Total</u>	<u>Unit Price</u>	<u>Total</u>
1	20 METRE RIGHT-OF-WAY - TOWNSHIP OF STRATHROY-CARADOC ROAD	KM	94	\$ 65.00	\$6,110.00	\$ 72.50	\$6,815.00	\$ 75.00	\$7,050.00
2	20 METRE RIGHT-OF-WAY - TOWNSHIP OF MIDDLESEX CENTRE ROADS	KM	338	\$ 65.00	\$21,970.00	\$ 72.50	\$24,505.00	\$ 75.00	\$25,350.00
3	20 METRE RIGHT-OF-WAY - TOWNSHIP OF ADELAIDE-METCALFE ROADS	KM	102	\$ 65.00	\$6,630.00	\$ 72.50	\$7,395.00	\$ 75.00	\$7,650.00

Subtotal:

\$34,710.00

\$38,715.00

\$40,050.00

Total

\$75,320.66

\$77,163.65

\$80,907.90



Committee of Whole

Meeting Date: March 22, 2022

Submitted by: Cindy Howard – General Manager, Finance and Community Services
Joe Winsor – Manager, Social Services

SUBJECT: Community Homelessness Prevention Initiative (CHPI) and Social Services Relief Funds (SSRF).

BACKGROUND:

Since 2020 the County homelessness population has continued to grow, which has required more supports and services to be offered. Hundreds of individuals and or families have accessed Social Services Relief Fund (SSRF) phases 1, 2, 3 and 4 and Community Homelessness Prevention Initiative (CHPI) funding for housing and homelessness supports.

Social Services Relief Funds (SSRF) were allocated to protect the health and safety of the province's most vulnerable people during COVID-19. Funds were directed at supporting people in community housing, supportive housing, food programs, people with low incomes, and those experiencing homelessness or who are precariously housed.

Community Homelessness Prevention Initiative (CHPI) aims to prevent and end homelessness by improving access to adequate, suitable, and affordable housing and homelessness services for people experiencing homelessness and for people at-risk of homelessness.

ANALYSIS:

Social Services Relief Fund (SSRF)

Middlesex County for Phase 1, 2 and 3 of SSRF received \$814,950.62. This funding was allocated and spent according to the Provincial timelines.

In December 2022, the County received \$606,567 from the Provincial Social Services Relief Fund, Phase 4. The County was required to prepare a business case for the funding allocation.

This new funding can be dedicated to both operational and minor capital commitments for the current fiscal year, with all commitments being made by March 31, 2022. The Social Services Relief Fund phase 4 funding is meant to:

- Mitigate ongoing risks for vulnerable people, especially in congregate care settings
- Encourage longer-term housing based solutions to homelessness post-COVID-19
- Enhance rent assistance provided to households in rent arrears due to COVID-19
- Ensure an orderly wind-down of SSRF- funded supports prior to programme expiry on March 31, 2022.

Services provided through Phase 4:

Homeless Prevention: The County created a Whatever It Takes Fund. This fund includes supports for cell phones and/or cell phone minutes, grocery cards, local transportation, food banks, meal programs. All funds have been allocated.

Community Paramedicine Outreach Services: providing health services through Middlesex London Community Paramedics to people where they are at: shelters, encampments, housing, and in other community settings within the County of Middlesex, including the Interim Accommodation pilot project. All funds have been allocated to the Middlesex London Community Paramedic services.

Middlesex County Library PODS Initiative: Middlesex County Library Services at three local libraries will create a space within the libraries for a soundproof pod where vulnerable populations can gain access to video conferencing for medical appointments or appointments with social service agencies (for access to food, housing and life stabilization supports). All funds have been allocated to Middlesex County Library Services.

Middlesex County Interim Accommodation Pilot Project:

The Middlesex County Interim Accommodation Pilot Project in collaboration with the Countryside Motel, Middlesex Canadian Mental Health Association Thames Valley Addiction and Mental Health Services (CMHA TVAMHS), Middlesex Community Navigator and Middlesex Social Services, provides temporary shelter and community supports has been working well and the intent is to fund it for another 6 months using

Social Service Relief Funds. The County will enter into contracts with CMHA TVAMHS and the Countyside Motel.

The contract with CMHA TVAMHS provides an overview of the administration and expectations of the program and funding being provided. Funding will be provided for the costs of the motel program and for the hiring of a staff member for 6 months starting April 1st, 2022. See Appendix “A”.

The contract with the Countryside Inn provides an overview of the agreed upon terms of nightly room rates, amenities provided and the room availability. See Appendix “B”.

As of March 31st, 2022 all SSRF Phase 4 funds will have been committed in accordance to the SSRF Phase Provincial guidelines.

Community Homelessness Prevention Initiative (CHPI):

The Covid-19 pandemic has continued to highlight food insecurity within our communities. An increase in the need for breakfast and lunch programs, food banks, meal take away packages, grocery cards, etc. has been significant.

When the above costs to supply food to communities increased due to stay at home orders, funding was available through our Community Homelessness Prevention Initiative (CHPI) and Social Services Relief Fund (SSRF) to meet the need.

CHPI funds for the 2021-2022 (April to March) budget year have all been spent. Some highlights include the continued success of the supports through the Community Navigator and the issuance of rental and utility supports for Middlesex residents.

FINANCIAL IMPLICATIONS:

The programs are 100% provincially funded.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Focus	Goals	Objectives
Cultivating Community Vitality	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none"> • Promote and support community wellness • Innovate social and community services • Attract, retain, and engage youth in our community • Champion and encourage active transportation and public transit opportunities
Promoting Service Excellence	Innovate and transform municipal service delivery	<ul style="list-style-type: none"> • Anticipate and align municipal service delivery to emerging needs and expectations • Engage, educate and inform residents, businesses, and visitors of county services and community activities • Strengthen our advocacy and lobbying efforts with other government bodies • Collaborate with strategic partners to leverage available resources and opportunities • Build organizational capacity and capabilities

RECOMMENDATION:

THAT Council approve the Interim Housing Contracts attached to this report and authorize the General Manager of Finance and Community Services, Cindy Howard, to execute the agreements on behalf of the Corporation.

Attachments:

- Appendix A – Agreement to Support Transitional Stay Program – Canadian Mental Health Association Thames Valley Addiction and Mental Health Services
- Appendix B – Agreement with Countryside Motel

AGREEMENT TO SUPPORT TRANSITIONAL STAY PROGRAM
(the “**Agreement**”)

THIS AGREEMENT made this day of March 2022

BETWEEN:

**THE CORPORATION OF THE COUNTY
OF MIDDLESEX**
(the “**County**”)

-and-

**CANADIAN MENTAL HEALTH ASSOCIATION THAMES VALLEY ADDICTION AND
MENTAL HEALTH SERVICES**

(the “**CMHA TVAMHS**”)

WHEREAS:

- (a) the Province of Ontario has established Social Services Relief Fund (herein called “**SSRF**”), which has been administered in three prior phases, to help a diverse range of vulnerable people, create longer-term housing solutions for people in need, and ensure that the housing and homelessness sector has the tools and support that they need to safely and successfully transition to recovery;
- (b) the current and fourth phase of the SSRF (“**SSRF Phase 4**”) has provided additional one time funding to enable continuation of vital supports and services that were established to address the impacts of COVID-19 on vulnerable Ontarians, which is being administered by the County;
- (c) CMHA TVAMHS is an integrated mental health and addiction agency providing community based supports and services to individuals aged 12 and up across Elgin, Middlesex and Oxford Counties;
- (d) the County has agreed to provide CMHA TVAMHS with a portion of SSRF Phase 4 funding money for use by CMHA TVAMHS solely for the program described in this Agreement; and
- (e) this Agreement contains the terms for the administration and the use of that portion of SSRF Phase 4 funding by CMHA TVAMHS.

NOW THEREFORE, the Parties hereby agree as follows:

ARTICLE 1
DEFINITIONS AND SCHEDULES

1.01 Definitions. Whenever used in this Agreement and unless the context otherwise

requires, the following terms have the following meanings:

“Agreement” means this agreement, including all schedules, and all amendments or restatements as permitted;

“Business Day” means any day other than a Saturday, Sunday or statutory holidays in the Province of Ontario;

“Eligible Activities” means any reasonable activities necessary to complete the program as described in Article 2 of this Agreement.

“Funding” means the funding set forth in Article 2;

“Parties” means the County and the CMHA TVAMHS, and **“Party”** refers to any one of them;

ARTICLE 2 THE FUNDING

- 2.01 Funding Purpose 1. The County is providing a portion of SSRF Phase 4 funding to the CMHA TVAMHS for the purpose of providing support to homeless individuals with high acuity needs and who have been experiencing homelessness in the County in the last 18 months. This portion is allocated towards providing such individuals with a transitional living space in the Countryside Motel located at 3343 Egremont Drive, Strathroy, ON N7G 3H6, to find housing options within the community, identify needs for resources and supports, and to also set goals and get connected to appropriate services if needed (**“Transitional Stay Program”**);
- 2.02 Funding Purpose 2. The County is providing a portion of SSRF Phase 4 funding to the CMHA TVAMHS to hire a full time employee for a period of 4 months starting April 1, 2022 to provide support to the individuals selected for the Transitional Stay Program mentioned in Section 2.01. The County has discretion to extend the role for a month depending on funding left available at the end of July 2022.
- 2.03 Funding Amount 1. Subject to and in accordance with the terms and conditions of this Agreement and in reliance upon the representations, warranties and covenants of CMHA TVAMHS hereinafter set forth, the County agrees to contribute towards the Transitional Stay Program in Funding Purpose 1, a portion of the amount available from SSRF Phase 4 funding that shall be available at the end of March 2022 as the SSRF Phase 4 funds are being utilized for other ongoing programs at the County. An exact amount shall be made available to CMHA TVAMHS by March 31, 2022.
- 2.04 Funding Amount 2. Subject to and in accordance with the terms and conditions of this Agreement and in reliance upon the representations, warranties and covenants of CMHA TVAMHS hereinafter set forth, the County agrees to contribute \$32,500.00 towards Funding Purpose 2.
- 2.05 Disbursement of Funding Amounts 1 and 2
- (a) The County shall disburse the Funding Amounts 1 and 2 by March 31, 2022.
 - (b) The County shall advise CMHA TVAMHS of the amount available for Funding Purpose 1 by March 31, 2022.

- 2.06 Term. This Agreement shall continue in force until September 30, 2022 or whenever funding for Funding Purposes 1 and 2 is exhausted, whichever comes first; or until the Agreement has been terminated in accordance with Article 10.01, whichever shall first occur.

ARTICLE 3 CONDITIONS OF CONTRIBUTION

- 3.01 Conditions of Contribution. Subject to Section 2.03 and 2.04, the obligation of the County to disburse the funding amounts to CMHA TVAMHS is conditional upon CMHA TVAMHS satisfying the conditions set-out in this Agreement, to the satisfaction of the County, and in particular:
- (a) implementing the Transitional Stay Program to the satisfaction of the County.
 - (b) providing monthly reports on the progress of the Transitional Stay Program.
 - (c) informing the County when there is less than \$25,000.00 left for Funding Purpose 1.

ARTICLE 4 REPRESENTATIONS AND WARRANTIES

- 4.01 Representations and Warranties. The CMHA TVAMHS represents and warrants that:
- (a) it is duly established under the laws of the Province of Ontario and has the legal power and authority to enter into, and perform its obligations under this Agreement and the Transitional Stay Program;
 - (b) this Agreement has been duly authorized and executed by it and constitutes a valid and binding obligation of it, enforceable against it in accordance with its terms;
 - (c) neither the making of this Agreement nor the compliance with its terms and the terms of the Transitional Stay Program will conflict with or result in the breach of any of the terms, conditions or provisions of, or constitute a default under any indenture, debenture, agreement or other instrument or arrangement to which the CMHA TVAMHS is a party or by which it is bound, or violate any of the terms or provisions of the CMHA TVAMHS's constating documents or any license, approval, consent, judgment, decree or order or any statute, rule or regulation applicable to the CMHA TVAMHS; and
 - (d) no litigation, arbitration or administrative proceedings are current or pending or have been threatened, and so far as the CMHA TVAMHS is aware no claim has been made, which is likely to have an adverse effect on its preparation and/or delivery of the Transitional Stay program or its compliance with its obligations under this Agreement;

ARTICLE 5 COVENANTS

5.01 Affirmative Covenants. Unless the County shall otherwise agree in writing, the CMHA TVAMHS covenants and agrees that it shall:

- (a) use the funding only for Eligible Activities relating to this Agreement;
- (b) carry out the Transitional Stay Program and conduct the activities thereof in compliance with all applicable laws and regulations and, without restricting the generality of the foregoing, in compliance with applicable laws including but not limited to all labour, environmental, privacy, health and safety and human rights legislation applicable to this program;
- (c) carry out the Transitional Stay Program with due diligence and efficiency and in accordance with sound practices;
- (d) ensure that Transitional Stay Program is carried out in a fair, transparent and consistent with intent and values of the program;
- (e) provide the County with prompt notice of any:
 - (i) material change to the Transitional Stay Program;
 - (ii) proposed change in the nature or scope of its legal status; or
 - (iii) act, event, litigation or administrative proceeding that does or may materially and adversely affect the Transitional Stay Program or may materially and adversely affect the ability of the CMHA TVAMHS to perform its obligations under this Agreement;
- (f) comply with the County's reporting requirements which shall be conveyed to the CMHA TVAMHS as required or amended after signing of the Agreement; and
- (g) repay any amounts owed to the County, as determined by the County, within 30 days of receiving such notice by the County.

5.02 Negative Covenants. Unless the County shall otherwise agree in writing, the CMHA TVAMHS shall not:

- (a) use the funding for expenditures that are not Eligible Activities relating to this Agreement;
- (b) make any material changes to the Transitional Stay Program.

ARTICLE 6 INTELLECTUAL PROPERTY

6.01 Copyright in all reports, documents and deliverables prepared in connection with this Agreement by or on behalf of the CMHA TVAMHS will be the exclusive property of, and all ownership rights shall vest in the County.

ARTICLE 7 NO BRIBES

- 7.01 The CMHA TVAMHS guarantees that no bribe, gift or other inducement has been paid, given, promised or offered to any person in order to obtain this Agreement. Similarly, no person has been employed to solicit or secure the Agreement upon any agreement for a commission, percentage, brokerage or contingent fee. The Recipient also guarantees that it has no financial interest in the business of any third party that would affect its objectivity in carrying out the Transitional Stay Program.

ARTICLE 8 AUDIT AND ACCESS

8.01 Audit and Access.

- (a) The County reserves the right to undertake, at any time, at its expense, any audit of the records and accounts of the CMHA TVAMHS in relation to the Transitional Stay Program. The CMHA TVAMHS agrees to ensure that prompt and timely corrective action is taken in response to any audit findings and recommendations conducted in accordance with this Agreement. The CMHA TVAMHS will submit to the County in a timely manner, a report on follow-up actions taken to address recommendations and results of the audit.
- (b) The CMHA TVAMHS shall maintain proper and accurate financial accounts and records, including but not limited to its contracts, invoices, statements, receipts, employee timesheets, and vouchers, in respect of the Transitional Stay Program. The CMHA TVAMHS covenants and agrees that it shall keep all such books and records of the Transitional Stay Program until December 31, 2022.
- (c) Upon the County's request with reasonable prior notice thereto, the CMHA TVAMHS shall provide the County and its designated representatives with any documentation relating to the Transitional Stay Program for the purposes of audit, inspection, monitoring, evaluation, and ensuring compliance with this Agreement.
- (d) The covenants, rights and obligations contained in this Article 8 shall survive the termination or expiry of this Agreement.

ARTICLE 9 CONFIDENTIALITY

9.01 Confidentiality.

- (a) The CMHA TVAMHS acknowledges that any or all information relation to the Transitional Stay Program, business and affairs of the County which are not a matter of public record are confidential. Unnecessary access, unreasonable access, copying, duplication, publication or any other means of communication of County information is strictly prohibited. CMHA TVAMHS shall ensure that all County information remains secure at all times.

- (b) The Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990, c. M.56 (“**MFIPPA**”): On signing this agreement, both parties shall comply with all applicable laws, statutes, rules, and regulations respecting the collection, use and disclosure of confidential information, including but not limited to MFIPPA and each party, will use confidential information strictly for the purposes agreed in this Agreement.

ARTICLE 10 TERMINATION

10.01 Termination of the Agreement.

- (a) The County may terminate this Agreement:
 - (i) if the CMHA TVAMHS breaches any term or condition of this Agreement, and fails to remedy such breach upon the expiry of 15 Business Days’ written notice from the County of such breach or, with respect to a breach that cannot be remedied within the 15 Business Day period, such longer period of time as the County may reasonably provide the CMHA TVAMHS to remedy the breach, provided the CMHA TVAMHS has commenced to remedy the breach within the 15 Business Day period and is actively and diligently taking appropriate measures to remedy the breach;
 - (ii) if the CMHA TVAMHS becomes insolvent and/or proceedings have been commenced under any legislation or otherwise for its dissolution, liquidation or winding-up, or bankruptcy, insolvency or creditors’ arrangement proceedings have been commenced by or against the CMHA TVAMHS;
 - (iii) if, in the County’s sole discretion, the Transitional Stay Program cannot be completed as initially presented;
 - (iv) if the Funding Amounts 1 and 2 are exhausted prior to the deadlines anticipated in Article 2, the County can terminate and wind up the Transitional Stay Program with 7 days’ written notice;
- (b) Either Party may, on not less than 30 days’ prior written notice to the other Party, terminate this Agreement.

10.02 Effect of Termination. If this Agreement is terminated pursuant to Section 10.01, the CMHA TVAMHS may be:

- (a) reimbursed for all or a portion of the expenses they have incurred in relation to the Transitional Stay Program up to the effective date of termination; or
- (b) required to pay back to the County all or a portion of the funding amount that was disbursed by the County to the CMHA TVAMHS prior to the effective date of termination, within 30 days of receiving such notice by the County;

as applicable, all subject to the County’s sole discretion and satisfaction, taking into consideration out-of- pocket expenses incurred and results reported by the CMHA

TVAMHS in connection with the Transitional Stay Program.

ARTICLE 11 INDEMNITY

- 11.01 Indemnity. The CMHA TVAMHS hereby agrees to indemnify and hold harmless the County and its Warden, officers, directors, employees and agents (collectively, the “**Indemnified Parties**”) from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, a “**Claim**”), by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Transitional Stay Program or otherwise in connection with this Agreement, but only to the extent that such Claim arises out of or is in connection with the CMHA TVAMHS’s breach of this Agreement or is caused by the negligence or wilful misconduct of the CMHA TVAMHS in the performance of its obligations hereunder or otherwise in connection with the Transitional Stay Program.
- 11.02 Intellectual Property Indemnity. CMHA TVAMHS shall defend or settle at its expense any claim or suit against the County arising out of or in connection with an assertion that the CMHA TVAMHS Intellectual Property infringes any intellectual property right and CMHA TVAMHS shall indemnify and hold harmless the County from damages, costs, and lawyers’ fees, if any, finally awarded in such suit or the amount of the settlement thereof; provided that
- (i) CMHA TVAMHS is promptly notified in writing of such claim or suit, and
 - (ii) CMHA TVAMHS shall have the sole control of the defense and/or settlement thereof.

ARTICLE 12 MISCELLANEOUS PROVISIONS

- 12.01 Notice. Any notice, document or other communication required to be given under this Agreement shall be in writing and may be delivered to each of the parties by delivering to the acting officers and addresses set out below:

To CMHA TVAMHS at:

, Ontario,
Attention: ,
E-mail:

To the County at:

County of Middlesex
Administration Offices
399 Ridout Street North
London, ON N6A 2P1
Attention: Cindy Howard, General Manager
E-mail: choward@middlesex.ca

or to any other address as any party may at any time advise the other of, in writing.

- 12.02 Relationship of the Parties. The relationship between the CMHA TVAMHS and the County is, and shall at all times be and remain, essentially as described in this Agreement, and this Agreement does not and shall not be deemed to create a joint venture, partnership, and fiduciary or agency relationship between the Parties for any purpose. Neither the CMHA TVAMHS, nor any of its personnel are engaged as an employee or agent of the County.
- 12.03 Public Announcements. The CMHA TVAMHS shall cooperate with the County, who will lead the preparation and issuance of the public announcement for the Transitional Stay Program and/or the coordination of a public announcement event attended by the County and the Province of Ontario, as applicable. CMHA TVAMHS will be informed of the process prior to such an event. If any public statement or release is so required, the CMHA TVAMHS shall promptly inform the County of upcoming promotional events related to the Transitional Stay Program and allow the County and the Province of Ontario to participate in such media activities or events.
- 12.04 Branding. The CMHA TVAMHS shall recognize and state in an appropriate manner, as approved by the County, the financial assistance offered by the County concerning the Transitional Stay Program and the contribution of the Province of Ontario to the County, if and as required. If requested by the County, CMHA TVAMHS shall have affixed, in content, form, location and manner acceptable to the County, signage acknowledging the contribution of the County and the province of Ontario to the Transitional Stay Program.
- 12.05 Entire Agreement. This Agreement constitutes the entire understanding between the Parties with respect to the subject matter hereof and supersedes all prior understandings, negotiations and discussions, whether written or oral. There are no conditions, covenants, agreements, understandings, representations, warranties or other provisions, express or implied, collateral, statutory or otherwise, relating to the subject matter hereof except as herein provided.
- 12.06 Survival. Except as otherwise provided herein, those sections of this Agreement which, by the nature of the rights or obligations set-out therein might reasonably be expected to survive any termination or expiry of this Agreement, shall survive any termination or expiry of this Agreement.
- 12.07 Amendments. No amendment of the Agreement will have any force or effect unless reduced to writing and signed by both Parties.
- 12.08 Assignment. The CMHA TVAMHS cannot assign this Agreement without the prior written consent of the County.
- 12.09 Enurement. This Agreement shall enure to the benefit of, and shall be binding upon, the Parties and their respective, heirs, executors, administrators, successors and permitted assigns.
- 12.10 Governing Law. This Agreement shall be governed by and construed in accordance with the law of the Province of Ontario and the federal laws of Canada applicable therein.
- 12.11 Severability. Each of the binding provisions contained in this Agreement is distinct and

severable. Any declaration by a court of competent jurisdiction of the invalidity or unenforceability of any binding provision or part of a binding provision will not affect the validity or enforceability of any other provision of this Agreement.

- 12.12 Waiver. No waiver of any provision of this Agreement shall be effective unless made in writing and signed by the waiving Party. The failure of any Party to require the performance of any term or obligation of this Agreement, or the waiver by any Party of any breach of this Agreement, shall not prevent any subsequent enforcement of such term or obligation or be deemed a waiver of any subsequent breach.
- 12.13 Counterparts. This Agreement may be executed and delivered (including by facsimile transmission or in protocol document format ("PDF")) in one or more counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the Parties hereto have affixed their respective signatures hereto, being the effective endorsement of their duly authorized officers:

THE CORPORATION OF THE COUNTY OF MIDDLESEX

Per: _____
Name: Cindy Howard
Title: General Manager, Finance and Community Services

I have delegated authority to bind the Corporation herein.

**CANADIAN MENTAL HEALTH ASSOCIATION THAMES
VALLEY ADDICTION AND MENTAL HEALTH SERVICES**

Per: _____
Name:
Title:

I have authority to bind the _____ herein

AGREEMENT

THIS AGREEMENT effective the day of March 2022.

B E T W E E N:

THE CORPORATION OF THE COUNTY OF MIDDLESEX
(hereinafter called the "**County**")

OF THE FIRST PART

- and -

Countryside Motel
(hereinafter called the "**Motel**")

OF THE SECOND PART

WHEREAS:

- A. The County is an upper-tier municipality located in the Southwestern Ontario;
- B. Canadian Mental Health Association Thames valley Addiction and Mental Health Services (the "**CMHA TVAMHS**") is an integrated mental health and addiction agency providing community based supports and services to individuals aged 12 and up across Elgin, Middlesex and Oxford Counties;
- C. The County is administering a program with the support of CMHA TVAMHS for the purpose of providing support to homeless individuals with high acuity needs and who have been experiencing homelessness in the County in the last 18 months and providing such individuals with a transitional living space in the Motel, to find housing options within the community, identify needs for resources and supports, and to also set goals and get connected to appropriate services if needed ("**Transitional Stay Program**");
- D. The Transitional Stay program shall be run by the CMHA TVAMHS in partnership with the Middlesex Community Navigator and the Motel;
- E. the Agreement contains the terms and conditions for the transitional living space provided by the Motel for the Transitional Stay program;
- F. the Countryside Motel's Admission Checklist, Countryside Motel Transitional Stay program, information & Contract Letter and Program Rules & Regulations form part of this Agreement and attached as Schedules to this Agreement;

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the County and the Service Provider mutually agree as follows:

1. RECITALS, COVENANTS & RESPONSIBILITIES

- 1.1 The above recitals are true and are hereby incorporated into this Agreement by reference.
- 1.2 All representations and obligations contained in this Agreement, even if not expressed to be covenants, shall be deemed to be covenants.

2. DEFINITIONS

In this Agreement, in addition to terms defined elsewhere in this Agreement, the following terms have the following meanings:

- 2.1 **“Parties”** means the County and the Motel collectively and **“Party”** means one of them;
- 2.2 **“Participants”** means the individuals who are selected to participate in the Transitional Stay Program;
- 2.3 **“Duration”** means the duration that Transitional Stay Program shall be run by the County and CMHA TVAMHS;

3. CONDITIONS

- 3.1 The Transitional Stay Program shall be supported and administered by the CMHA TVAMHS on behalf of the County;
- 3.2 The CMHA TVAMHS shall coordinate with the Motel to administer the Transitional Stay Program;
- 3.3 The Motel shall provide 10 rooms for the duration of the Transitional Stay Program at the following rates:
 - \$80 + tax per room per night and \$10 +tax per every extra guest/person in the room per night
 - \$10 for a pet;
- 3.4 The Motel guarantees availability of rooms for the duration of the Transitional Stay Program;
- 3.5 The Motel shall provide internet connectivity in the rooms for the duration of the Transitional Stay Program;
- 3.6 The Participants shall stay at the Motel for a period of upto 2 months and during this time, they will work with CMHA TVAMHS and the Middlesex County Navigator to find housing options and participate in support programs provided, after which they shall be discharged from the program. The Participants shall not be considered tenants of the Motel.
- 3.7 The Duration of the Transitional Stay Program is expected to be five (5) months with a possibility of one month extension, at the discretion of the County.

4. PAYMENT AND UNEXPECTED EXPENSES

- 4.1 CMHA TVAMHS shall be responsible for the making payments under the Transitional Stay Program to the Motel;

- 4.2 Should a Participant cause damage to a room, the County shall be responsible for making payments to fix the said damage to the extent that such damage is caused by the actions of the Participant, upon receipt of proof and invoice relating to the damage;
- 4.3 The Motel shall provide proper invoices and statements of account to CMHA TVAMHS, as required, for the proper administration of this program

5. LIABILITY AND INDEMNIFICATION

- 5.1 **General Responsibility:** The Motel shall be responsible for the Participants in a manner similar to other patrons who rent rooms at the Motel.
- 5.2 **Indemnity:** The Motel hereby releases, indemnifies and completely saves harmless the County, its Warden, Councillors, officers, directors, employees, agents, consultants, representatives, legal counsel, successors and permitted assigns from and against any and all claims, causes of action, demands, losses, costs, charges, fees, expenses, duties, dues, accounts, covenants, or other proceedings of every kind or nature whatsoever at law or in equity brought against, suffered by or imposed to the extent the Motel is legally liable as a result of the negligent acts, errors or omissions of the Motel, its employees, officers or agents in the performance of this Agreement.
- 5.3 **Insurance:** The Motel shall maintain appropriate insurance as required for proper functioning of its premises and in accordance with prevalent business practices.

6. COMPLIANCE WITH LAW, INDEPENDENT CONTRACTOR STATUS, CONFIDENTIALITY

- 6.1 **Compliance with Law:** The Motel agrees that when it provides services under this Agreement, it shall maintain compliance with all applicable laws, including all laws pertaining to the protection of personal information about individuals and individuals' access to personal information about themselves.
- 6.2 **Landlord-Tenant relationship:** The Motel acknowledges that no Landlord-Tenant relationship shall be created between the County and itself in providing rooms for the Transitional Stay Program.
- 6.3 **Employees/Occupational Health and Safety/Workplace Injuries:** The Motel shall ensure that its employees adhere to all applicable laws, health and safety standards and industry standards and that the Motel shall be fully responsible and for any and all work related injuries of its employees. The Motel acknowledges and agrees that where the provisions of the *Occupational Health and Safety Act* of Ontario and Regulations apply to the Transitional Stay Program, all of the responsibilities and obligations imposed upon the Motel under such Act must be assumed by the Motel.
- 6.4 **Confidentiality:** The Motel acknowledges that any and all information relating to the business and affairs of the County =which are not a matter of public record are confidential. Unnecessary access, unreasonable access, copying, duplication, publication or any other means of communication of County information is strictly prohibited. The Motel shall ensure that all County information remains secure at all times.
- 6.5 **Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990, c. M.56 ("MFIPPA"):** On signing this agreement, both parties shall comply with all applicable laws,

statutes, rules, and regulations respecting the collection, use and disclosure of Confidential Information, including but not limited to MFIPPA and each party, will use confidential information strictly for the purposes agreed in this Agreement.

7. TERMINATION

- 7.1 The County may terminate this Agreement by written Notice or any portion thereof at any stage of the Project. Upon receipt of such written Notice from the County, the Motel shall not perform work for which the County will be charged for other than that which is reasonably necessary to close out the Transitional Stay Program. In such an event, the Motel shall be entitled to payment from the County for the portion of the Transitional Stay Program completed up to the date of termination.
- 7.2 In the event the Motel ceases to exist or dissolves as a corporation, if applicable, this Agreement shall terminate as of the date the Motel ceases operations or ceases operation as a corporation. The Motel covenants to inform the County immediately as soon as it has knowledge that its dissolution or the cessation of operations is either being considered and/or has any semblance of likelihood.

8. GENERAL PROVISIONS

- 8.1 **Notices:** Any Communication shall be delivered to the persons and address as follows:

to the County at:

The Corporation of the County of Middlesex
Administration Offices
399 Ridout Street North
London, Ontario N6A 2P1
Attention: Cindy Howard, General Manager
E-mail: choward@middlesex.ca

to the Service Provider at:

Countryside Motel
3343 Egremouth Drive
Strathroy, Ontario, N7G 3H6
Attention: ,
Tel. No.:
Fax No.:
E-mail:

or to any other address as any Party may at any time advise the other of, in writing.

- 8.2 **Further Assurances:** The Parties hereto at all times warrant that they shall do, execute, acknowledge, deliver and/or cause to be done such other acts, agreements and other documents as may be reasonably required or desirable to give effect to the terms of this Agreement.
- 8.3 **Amendment & Waiver:** No amendment, discharge, modification, restatement, supplement, termination or waiver of this Agreement or any section of this Agreement is binding unless it is in writing and executed by the Parties to be bound. No waiver of, failure to exercise, or

delay in exercising, any section of this Agreement constitutes a waiver of any other section (whether or not similar) nor does any waiver constitute a continuing waiver unless otherwise expressly provided.

- 8.4 **Subcontracting and Assignment Prohibition:** The Motel is strictly prohibited from subcontracting or assigning its rights and obligations of this Agreement without prior written consent from the County. The Service Provider shall provide an Assignment Agreement in which the party being assigned the contract agrees to assume this agreement and all its obligations for the County's approval.
- 8.5 **Enurement:** This Agreement enures to the benefit of and is binding upon the Parties and their respective heirs, executors, administrators, estate trustees, trustees, personal or legal representatives, successors and permitted assigns.
- 8.6 **Dispute Resolution:** Upon written request to resolve disputes sent by one party to the other, the parties shall resolve all disputes arising out of or in connection with this Agreement pursuant to this section. Upon receipt by the receiving Party of a written request to resolve disputes, the Parties shall first attempt to resolve all disputes by way of formal negotiation between the Parties and their appointed representatives. If the disputes cannot be settled within thirty (30) days from the receipt of the written request to resolve disputes by the receiving Party, then the Parties shall enter into a structured negotiation on a without prejudice basis with the assistance of a mediator appointed by them. If the disputes cannot be settled within ninety (90) days from the receipt of written request to resolve disputes by the receiving party, or such longer period as may be agreed to by the Parties, the Parties shall refer the matter forthwith to an arbitration which shall finally resolve the dispute(s). The aforementioned arbitration shall be conducted in accordance with the Ontario *Arbitrations Act, 1991*, SO 1991, c 17, as amended.
- 8.7 **Counterparts:** This Agreement may be executed by the Parties and delivered by facsimile or PDF transmission and in one or more counterparts which when held together shall be considered one and the same Agreement.
- 8.8 **Governing Law:** This Agreement shall be governed by, interpreted and enforced in accordance with the laws in the Province of Ontario and the laws of Canada as applicable in the Province of Ontario.

[ONE (1) ENDORSEMENT PAGE FOLLOWS]

IN WITNESS WHEREOF, this Agreement has been executed by the Parties hereto on the date(s) set out below and the Parties agree that this Agreement shall be effective on the date set out at the top of page one (1) of this Agreement.

**THE CORPORATION OF THE COUNTY OF
MIDDLESEX**

Date: _____

Per: Cindy Howard
Title: General Manager, Finance and Community
services

I have delegated authority to bind the Corporation

COUNTRYSIDE MOTEL

Date: _____

Per:
Title:

I have the authority to bind the _____

Meeting Date: March 22, 2022
Submitted by: Marci Ivanic, Manager of Legislative Services/Clerk
SUBJECT: COMMUNICATIONS STRATEGY

BACKGROUND:

In the fall of 2021, staff issued Request for Proposals ADM-01-21 for a qualified and experienced third party consultant to develop a comprehensive communications strategy designed to support the County's communications goals and objectives and to ensure a coordinated and consistent approach to communications across channels and departments. On November 9, 2021 Council awarded the RFP to Boulevard Strategy Group (BLVD).

The mandatory requirements of this project were broken down into three phases. Phase I contemplated a review of existing communications policies and procedures and the development of clear communications goals and objectives for the County. Building on the results of Phase I, Phase II required the design of a comprehensive communications strategy.

BLVD has completed Phase 1 and Phase 2 of the RFP requirements and a draft Communications Strategy is attached for Council's consideration.

Upon completion and approval of the Strategy, BLVD will embark on Phase III of the project - policy development.

ANALYSIS:

The development of the Strategy has involved robust stakeholder engagement with senior staff, employees currently involved in communication, the Warden, Past Warden and other interested Councillors, as well as Chief Administrative Officers from local municipalities.

The Strategy includes an overall vision for County communications and phased recommendations within four categories: (1) advancing communication goals, (2)

enhancing County communications channels, (3) supporting Council, and (4) resourcing.

The recommendations are phased in over a 4+ year timeframe, with year 1 beginning in 2022. Recommendations for year 1 are aligned with the 2022 operating budget.

Staff has already begun work on a number of the recommendations contained in the Strategy, including corporate website development, visual identity guidelines, media relations policy, internal procedures and role clarity framework, recruiting a junior corporate communications position, and developing a levels of service document for Members of Council. Staff is seeking feedback and approval in principle on the draft version of the Middlesex County Communications Strategy to continue this work and begin implementation of the Strategy. A final version of the Strategy will be prepared based on the feedback received from Council and will be circulated at a future meeting.

FINANCIAL IMPLICATIONS:

As this initiative is required to adapt and respond directly to COVID-19, staff recommended and Council approved, funding the project from the provincial funding received by the County to address COVID-19 related operating pressures.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Focus	Goals	Objectives
Cultivating Community Vitality	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none">• Promote and support community wellness• Innovate social and community services• Attract, retain, and engage youth in our community• Champion and encourage active transportation and public transit opportunities
Strengthening Our Economy	Encourage a diverse and robust economic base throughout the county	<ul style="list-style-type: none">• Support opportunities to create a stronger and sustainable agricultural sector• Create an environment that enables the attraction and retention of businesses, talent, and investments• Attract visitors to Middlesex County• Support the development and prosperity of downtown core areas in Middlesex County
Promoting Service Excellence	Innovate and transform municipal service delivery	<ul style="list-style-type: none">• Anticipate and align municipal service delivery to emerging needs and expectations• Engage, educate and inform residents, businesses, and visitors of county services and community activities• Strengthen our advocacy and lobbying efforts with other government bodies• Collaborate with strategic partners to leverage available resources and opportunities• Build organizational capacity and capabilities

RECOMMENDATION:

THAT Council approve the Draft Middlesex County Communications Strategy, in principle, and that a final version be prepared and circulated to Council for information at a future meeting.

Attachment: Draft Middlesex County Communications Strategy



Middlesex County Communications Strategy

Final Report
March 2022



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DRAFT

1.0 Introduction

Middlesex County is a growing upper-tier municipality in Southwest Ontario with leaders who are proud of the organization's commitment to service, innovation, trust, fiscal responsibility, and the value that the organization offers its community.

In a rapidly evolving communications environment, communicating this value to residents, businesses and other key audiences has become challenging.

The decline of local media outlets has meant less dedicated coverage for County issues. In a complex public service delivery environment, there is confusion over “who does what” and the services provided by the County. There is a growing trend toward digital communications while traditional or print communications remains strategically important when reaching out to audiences in a rural context. Meanwhile, resident demands for responsive, real-time information continue to escalate.

An additional challenge is that Middlesex County is an upper-tier municipality, with programs, services, and facilities that may not be as familiar or immediate as those offered at the local level.

Middlesex County began its Communications Strategy in late 2021 to adapt to the changing municipal landscape, build a shared corporate vision, improve responsiveness, and prioritize activities and investments over a multi-year timeframe.

Phase 1 of the project identified research findings, including: an inventory of communications-related policies, procedures, and resources; communications channels currently in use; stakeholder consultations; and identification of the County's communications goals. Full results are available in *Middlesex County Communications Strategy Project – Phase 1 Report*.

The delivery of this Report marks the end of Phase 2 of the project, which is the Communications Strategy and associated recommendations.

The first few sections of this Report provide an overall shared vision and framework for Middlesex County communications by responding to the following questions:

- [Section 2.0 Communications Strategy Goals](#): Why is Middlesex County developing a Communications Strategy?
- [Section 3.0 Target Audiences](#): Who does Middlesex County need to communicate with to advance its goals?
- [Section 4.0 Message Framework](#): What does Middlesex County need to communicate?

The balance of the Report provides recommendations on how Middlesex County should move forward. These recommendations are developed based on the following categories:

- [Section 5.0 Advancing County Communications Goals](#): Including building a foundation for corporate communications and strengthening coordination and continuous improvement with departmental communications.
- [Section 6.0 Enhancing Communications Channels](#): Including websites, social media accounts, print products, e-newsletters, media relations, advertising and more.
- [Section 7.0 Supporting County Council](#): Recognizing that elected officials are key partners in communicating the news, information, and achievements of Middlesex County.
- [Section 8.0 Resourcing County Communications](#): Including recommendations regarding positions and non-salary financial allocations to enable the work described in this Report.

2.0 Communications Strategy Goals

Why is Middlesex County creating a Communications Strategy?

The following 10 goals have been established as the basis for this Communications Strategy.

These goals are based on input and guidance from stakeholder groups, and were approved by the Senior Management Team in February 2022:

1. **Responsive communications:** Middlesex County issues timely, accurate, reliable, and relevant information on issues affecting the community such as Council decisions, program updates and service disruptions.
2. **County as the credible voice:** Middlesex County is the official voice for its operations, and the primary source of information that residents turn to for reliable, credible information on County activities and decisions.
3. **Proactive, integrated good news stories:** Middlesex County proactively tells compelling, integrated stories that build a positive reputation and brand for the organization.
4. **Trust and confidence in the County:** Middlesex County intentionally demonstrates high value for tax dollars and instills trust and confidence in its programs, services, and financial management practices.
5. **Two-way communications:** Middlesex County encourages two-way communications and engagement with agencies, partners, community groups, businesses, and residents to ensure decisions, policies, programs, and services reflect the specific needs and desires of the community.
6. **Public safety:** Together with its partners, Middlesex County ensures residents, businesses, visitors, and employees receive prompt, consistent, accurate, and ongoing public safety information during emergency events.
7. **Marketing to external audiences:** Middlesex County attracts investment, talent, and visitors through compelling, evidence-based partnerships and marketing to external audiences.
8. **Marketing-specific County programs and services:** Middlesex County issues targeted marketing to increase participation and use of County programs and services.
9. **Coordination with partners:** Middlesex County communications are coordinated with external partners – including local municipalities, funding partners, and local social services networks – on matters of mutual interest.

10. Showcasing the larger community: Middlesex County provides venues to showcase what the community has to offer residents.

Goals 1 through 5 focus on building a consistent, unified approach to County communications, telling the overall story of the County, and building centralized, consistent communications channels that audiences can rely on for up-to-date news and information. Recommendations associated with these goals work toward building a centralized corporate communications function and are provided in [Section 5.1 Building a Strong Foundation for Corporate Communications](#).

Goals 6 through 10 focus on improving coordination and advancing continuous improvement for existing communications efforts and connecting communications across County departments and with external partners. Recommendations associated with these goals are provided in [Section 5.2 Strengthening Coordination and Continuous Improvement for Departmental Communications](#).

3.0 Target Audiences

Who does the County need to communicate with?

To fulfill the goals outlined in the previous section, the following target audiences were identified for Middlesex County communications.¹

Specific sub-audiences within each category – along with communications channels that can help the County reach them – are described below. Specific recommendations to strengthen communications channels are provided in [Section 6.0 Enhancing Communications Channels](#).

3.1. Residents

Residents are Middlesex County's primary customer group and a large source of the organization's tax revenues, whether directly from property owners, or indirectly through rents.

Residents also represent the greatest proportion of the County's current or prospective clients and are the individuals that the organization and Members of Council are accountable to during and between election cycles.

The following resident sub-audiences have been identified to provide greater segmentation and strategic use of resources and communications channels when communicating with different types of residents.

3.1.1. Long-Time Residents

During stakeholder consultations, participants indicated that Middlesex County is home to residents who have resided in the community for a long duration, and some families have called Middlesex County home for generations.

Long-time residents tend to be more aware of how to access services, and events that occur on a regular basis. They need to be notified of changes to programs or service delivery and new program offerings and events.

Long-time residents are more likely to be aware of year-over-year property tax changes and may be interested in rationale for tax increases and the ongoing value provided by the County.

Suggested Communications Channels: County-wide mail-outs, middlesex.ca, corporate social media accounts (with connections to other County websites and social accounts), e-newsletters and email subscription databases, County

¹ Employees are another important audience for Middlesex County. Internal communications strategies are being explored by the County independently from the Communications Strategy project.

presence at local festivals and events, print and radio advertising, local media coverage.

3.1.2. New Residents

The population of Middlesex County is growing and welcoming new residents and families at a faster rate than in the past.

By 2026, Middlesex County is expected to grow to a population of 89,500. By 2046, different scenarios are forecasting growth to a population between 96,300 and 115,000. Over the next 25 years, Middlesex County will see greater rates of growth than the previous 25 years.

New residents may not be as familiar with County services and amenities as long-time residents, and the County will need to consider intentional, targeted approaches to reach new residents.

The County may also wish to consider sharing its destination marketing materials with this audience given that new residents may not be as aware of the attractions and events the County has to offer.

Suggested Communications Channels: County-wide mail-outs, targeted mail-outs in new subdivisions, digital signage and posters in libraries, social media accounts, geographically targeted digital advertising, County booths at community festivals and events, advertising County programs and services in municipal recreational facilities, middlesex.ca and connections to other County websites and social media accounts, visitmiddlesex.ca and associated social media accounts (to increase awareness of things to do in the community).

3.1.3. Commuters

Of the working age population (15 to 65 years), 73.5 per cent travel outside of their municipality for work. While most commuters do so as the driver of a vehicle, the County is encouraging increased ridership on public transit. Transit stops and buses provide opportunities the County can target for advertising of its programs and services to individuals travelling to work, school, health care or shopping.

Suggested Communications Channels: Mobile signs or billboard rentals on County arterial roads and highways,² radio advertising, advertising at bus shelters and on buses.

3.1.4. Current and Prospective Clients in Social Services

Middlesex County operates in a complex service delivery environment, particularly in the field of social services.

² Depending on local sign by-laws.

The City of London is the provincially designated Service Manager as it relates to housing for the City of London and Middlesex County. The responsibilities related to homelessness are delivered in the County through contracted service agreements with Middlesex County.

Under the *Child Care and Early Years Act, 2014*, the City of London is identified as the Service System Manager for Child Care and Early Years for London-Middlesex. The County of Middlesex has a contract with the City of London to deliver childcare services in the geographic area of the County of Middlesex, excluding the geographic area of the City of London.

Suggested Communications Channels: City of London, social service networks, cross-program promotion and support through integrated, wraparound partnerships with community partners.

3.1.5. Children and Youth

Nearly one quarter, or 24 per cent, of Middlesex County's population is under 20 years of age. This group has a large stake in decisions that affect the future state of Middlesex County such as community planning, sustainability, and financial strategies.

Children and youth are also an important audience as current and prospective clients who may use library programs, EarlyON (child and family centres), and potentially transit to get to school and employment. Children are also an important consideration in social service delivery, given that 11.2 per cent of children live in low-income households.

Suggested Communications Channels: Partnerships with local school boards, cross-program promotion (for example, digital signage and posters in libraries), peer-to-peer networks (for example, youth councils, emerging social media platforms), digital engagement platforms, partnerships with youth-related community organizations, library.middlesex.ca and associated social media accounts, EarlyON social media accounts.

3.1.6. Community Groups and Volunteers

Community groups and local volunteer networks are important partners in spreading news and information about County programs and services, and an important audience to engage in two-way conversations as leaders represent the views of a larger constituency.

Suggested Communications Channels: Council networks, festival and event engagements, e-newsletters and email subscription databases, direct engagement.

3.2. Local Businesses

As commercial and industrial property taxpayers, local businesses represent an additional customer group for Middlesex County, with interests in

business development and support services, infrastructure and utilities, and overall planning and economic development activities of municipal governments.

Business size is the key criteria for segmentation of this audience, as described below. Middlesex County may also wish to consider segmentation by sector.

In the near-term, pressures on local businesses during COVID-19 is an additional consideration when communicating, engaging, and supporting the local business community.

3.2.1. Small Businesses and Entrepreneurs

More than three quarters of business operations in the County have 10 or fewer employees, with nearly half run by individuals or families without employees.

Suggested Communications Channels: investinmiddlesex.ca and associated social media accounts, corporate calling programs, partnerships with Community Futures Middlesex and other small business service organizations, networks through local chambers of commerce and business improvement associations.

3.2.2. Mid-to-Large Businesses

For mid-to-large businesses, key sectors in Middlesex County include agri-business, manufacturing, and tourism.

Suggested Communications Channels: investinmiddlesex.ca and associated social media accounts, corporate calling programs, agricultural sector partnerships through Middlesex Federation of Agriculture, local and regional tourism networks, networks through local chambers of commerce and business improvement associations.

3.3. External Audiences

External audiences play an important role in the success of Middlesex County.

For example, outside investment and development creates employment opportunities and a diversified tax base. Attracting young families and talent promotes the long-term sustainability of the municipality and a workforce for local business and industry. Destination marketing encourages visitors to support the local tourism industry. Other external audiences include City of London residents and provincial or federal funding agencies.

3.3.1. Prospective Investment and Businesses

Strategic objectives within Middlesex County's recent Economic Development Strategy Update require communications and marketing with prospective investment and business, which includes liaison and

communications with site selectors and real estate networks. In particular, the Strategy sets an objective to attract investment in technology-based manufacturing, food production and agricultural technology.

Suggested Communications Channels: Business readiness communications such as land availability and servicing information, investinmiddlesex.ca and associated social media accounts, trade show participation, regional and provincial economic development partnerships, paid features in business publications, e-newsletters and email subscription databases.

3.3.2. Prospective Talent

Middlesex County's Economic Development Strategy Update also includes the need to "entice talented workers and entrepreneurs to locate to the County, leveraging the rural pace of life and nearby urban amenities".

In addition to promoting the local lifestyle, Middlesex County also promotes existing job opportunities with local employers.

Suggested Communications Channels: workinmiddlesex.ca and associated social media accounts, investinmiddlesex.ca and associated social media accounts, regional workforce development partnerships, partnerships with post-secondary institutions and trades programs, e-newsletters and email subscription databases.

3.3.3. Prospective Visitors

Middlesex County is a designated regional Destination Marketing Organization (DMO) and supports tourism development and promotion.

The County offers all season tourism opportunities that are popular with residents from the City of London and other cities in Southwestern Ontario.

Suggested Communications Channels: visitmiddlesex.ca and associated social media accounts, handstotable.ca and associated social media accounts, regional and provincial tourism partnerships, paid advertising and features in tourism publications, maps and guides, paid advertising and earned media in London Free Press and other nearby urban media outlets, influencer marketing.

3.3.4. City of London Residents

In addition to being day tourists of Middlesex County attractions, City of London residents are direct customers of the Middlesex-London Paramedic Service (MLPS).

Suggested Communications Channels: mlems.ca and associated social media accounts, direct liaison with local businesses and institutions ([Public Access Defibrillator \(PAD\) program](#)), radio and print advertising, earned media and media releases, MLPS presence at community festivals and events.

3.3.5. Funding Agencies

Like municipalities across Ontario, Middlesex County actively seeks external funding opportunities to create new programs or alleviate pressures on the local property tax base.

Targeted, compelling communications to provincial and federal governments and other funding agencies is important to ensure the County is successful in its case for external funding.

Suggested Communications Channels: Funding application processes, advocacy through local representatives, the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM), local campaigns to raise community support.

3.4. Local Municipalities

In a complex government service delivery environment, residents are often unaware of how public services are delivered or who delivers them.

Partnerships with local municipalities are important to ensure residents and businesses can obtain the information and services they require while minimizing the need to navigate bureaucracies.

The following local municipalities are located within Middlesex County and are critical partners in County communications: Adelaide Metcalfe, Lucan-Biddulph, Middlesex Centre, Newbury, North Middlesex, Southwest Middlesex, Strathroy-Caradoc, and Thames Centre.

Suggested Communications Channels: Elected officials on County Council, peer-to-peer administrative networks and working groups, advance notifications of upcoming County news, projects, and events, e-newsletters and email subscription databases.

3.5. Service Delivery Partners

Beyond partnerships with local area municipalities, there are other public and private agencies involved in delivering public services within Middlesex County.

These service delivery partners include the City of London and other public and private firms operating under third-party contracts with Middlesex County. Service delivery partners also include regulation agencies such as conservation authorities, utility companies and provincial ministries.

Suggested Communications Channels: Formal contracts and correspondence, ongoing conversations / direct engagement at the administrative level.

3.6. Adjacent Communities

Senior administrators have indicated that adjacent communities are an additional audience for Middlesex County. Adjacent municipalities include the City of London, Municipality of Chatham-Kent, and the Counties of Lambton, Perth, Oxford, and Elgin.

Other adjacent communities include Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation. There may be additional Indigenous communities with an interest in County issues and the County may wish to build a corporate framework for Indigenous consultation and engagement to facilitate listening and identification of issues of mutual interest.

Suggested Communications Channels: Peer-to-peer staff networks, First Nations consultation and engagement, networking opportunities through administrative and elected local government organizations including, but not limited to: Ontario Good Roads Association (OGRA), Ontario Municipal Administrators' Association (OMMA), Rural Ontario Municipal Association (ROMA), e-newsletters and email subscription databases.

4.0 Message Framework

What does the County need to communicate?

In Phase 1 of the Communications Strategy, stakeholders were asked about the themes that drive the organization, and the messages Middlesex County would like to demonstrate with its target audiences.

Throughout the consultation process, stakeholders expressed that the County has achieved many results that serve as proof to the messages outlined below.

As demographics shift with new residents, and the local communications landscape continues to change, the County needs to be intentional about communicating its core messages with consistent reinforcement and demonstrated evidence.

The message framework described below is a reference for County Council, senior administrators, and County employees involved in communications activities. Wherever possible, the County's decisions, programs, and achievements should be framed as evidence of the messages stated below.³

The below framework is a starting point that Middlesex County can build on as further evidence of achievement grows and new opportunities to promote the County's achievements emerge.

4.1. Central Message

The following central message forms the basis for outgoing County communications. It is built on themes of innovation, value for money, lifestyle (including health, housing, safety, and wellbeing) and economic development.

It is consistent with both stakeholder feedback and foundational corporate plans like the 2021-2024 Strategic Plan, the Economic Development Strategy, and the Community Safety and Wellbeing Strategy.

"Middlesex County is an innovative, well-run organization offering high-value programs and services to the best community in which to live, visit, and do business in Southwestern Ontario".

4.2. Supporting Messages

The following supporting messages have been developed to support the central message.

³ It may not be possible to reinforce these messages in every outgoing communications. For example, highly operational communications such as public safety and service disruptions should avoid storytelling and take a direct approach.

Outgoing communications campaigns should be designed to communicate and provide evidence for one or more of the below supporting messages.

4.2.1. High Value Programs and Services

- **Message:** “Middlesex County offers high-value programs and services that residents and businesses can trust”.
- **Target audiences:** Residents, local businesses, City of London residents (for MLPS services).
- **Examples of evidence to prove the message:** Outcome-based good news stories from operating departments (examples include EMS response times, library program testimonials, Community Transportation Program ridership, affordable housing partnerships, customer testimonials, etc.).
- **Examples of opportunities to reinforce the message:** Customer satisfaction surveys and testimonials, service awards, related national campaigns (for example, Emergency Preparedness Week (EP Week), Canada Road Safety Week, Ontario Public Library Week).

4.2.2. Best-in-Class Financial Management

- **Message:** “Middlesex County is a well-run organization and a demonstrated leader in financial management”.
- **Target audiences:** Residents, businesses, property owners, service delivery partners and local municipalities.
- **Examples of evidence to prove the message:** Third-party recognition (for example, Standard and Poor’s (S&P) credit rating, awards through the Municipal Finance Officers’ Association), favourable tax comparisons with other Ontario comparators, successful funding applications.
- **Examples of opportunities to reinforce the message:** Award announcements, funding announcements, budget engagement process, budget approval by Council.

4.2.3. Leadership and Innovation

- **Message:** “Middlesex County is a leader in the field of municipal government and public sector service delivery”.
- **Target audiences:** Residents, businesses, prospective employees, local municipalities, service delivery partners, prospective businesses and investors.
- **Examples of evidence to prove the message:** Service modernization implementation results, third-party awards and recognition, successful funding applications, positive employee engagement results, health and safety policies, diversity and inclusion policies, employee testimonials.

- **Examples of opportunities to reinforce the message:** Employee recruitment postings, award announcements, days of significance and external campaigns (for example, Emergency Preparedness Week, Canada Road Safety Week, Bell Let's Talk Day, Pride Month, Black History Month, National Day for Truth and Reconciliation).

4.2.4. Exceptional Place To Do Business

- **Message:** "Middlesex County offers competitive advantages and is committed to helping businesses locate, launch and grow in the community".
- **Target audiences:** Existing and prospective businesses, entrepreneurs, site selectors, real estate networks.
- **Examples of evidence to prove the message:** Testimonials from existing businesses, business starts and growth statistics, land inventories and servicing data, incentive programs through Community Improvement Plans, labour force statistics, geographic information and transportation access, community attractiveness for prospective employees, available business development services.
- **Examples of opportunities to reinforce the message:** Corporate calling programs, trade show participation.

4.2.5. Exceptional Place to Visit

- **Message:** "Middlesex County is a premiere four-season destination, with many options for local cuisine, culture, outdoor adventure, and shopping".
- **Target audiences:** Prospective visitors.
- **Examples of evidence to prove the message:** Testimonials from visitors (for example, on TripAdvisor and other platforms), tourism businesses and attraction profiles, maps and guides that identify attractions.
- **Examples of opportunities to reinforce the message:** Industry publications, trade show participation, other destination marketing opportunities.

4.2.6. Unparalleled Lifestyle Opportunities

- **Message:** "Middlesex County is a great place to call home, offering exceptional lifestyle, a wide variety of local attractions, and wonderful sense of community".
- **Target audiences:** Residents (especially new residents and youth), prospective talent, prospective businesses.
- **Examples of evidence to prove the message:** Maps and guides that identify attractions, tourism businesses and attraction profiles.
- **Examples of opportunities to reinforce the message:** Staycation campaigns (particularly during international travel restrictions), "shop local" campaigns, pop-up booths at local events and festivals.

5.0 Advancing County Communications Goals

This section of the Report presents recommendations that are specifically designed to advance Middlesex County's communications goals.

These recommendations relate to building a foundation for strong corporate communications, and enhancing connections, coordination, and continuous improvement with departmental communications.

5.1. Building a Foundation for Strong Corporate Communications

Middlesex County does not currently have a dedicated corporate communications function. While there are employees supporting communications in various program areas, there is no designated accountability and insufficient resources allocated to overall coordination and unification of County communications.

The first five goals of Middlesex County's Communications Strategy require a dedicated corporate communications function to be successful.

The recommendations outlined below are focused on addressing this issue by providing a starting point for a strong corporate communications function in Middlesex County. Associated resourcing recommendations are included in [Section 8.0 Resourcing County Communications](#).

5.1.1. Responsive Communications

Goal: Middlesex County issues timely, accurate, reliable, and relevant information on issues affecting the community such as Council decisions, program updates and service disruptions.

With increased use of digital media, there are increased expectations from residents, stakeholders, and Members of Council regarding responsive, real-time information from Middlesex County.

At present, Middlesex County has limited capacity to respond quickly, particularly when message development or responses to inquiries require a corporate position or coordination across program areas.

While employees involved in program communications are willing to assist, information-sharing, coordination, role clarity, and a shared message framework⁴ is required to ensure the organization can act instantaneously when urgent communications needs arise.

⁴ Provided in [Section 4.0 Message Framework](#).

Year 1 Recommendations:

- Create a procedure for after-hours communications needs – recognizing the need to formalize on-call obligations, ensure appropriate work hours, and establish back-up arrangements. Ensure after-hours expectations and procedures comply with Ontario's *Working for Workers Act* (Bill 27).
- Assign formal responsibility for preparing corporate positions, coordinating media responses, and supporting senior management to a designated junior communications resource (under the direction of the Legislative Services Manager) as described in [Section 8.1 Staffing and Structure](#).
- Review job descriptions for all County employees involved in communications activities, ensuring all duties and expectations are formally included, particularly expectations for response times and after-hours obligations. Ensure compensation is commensurate with any job revisions.

Year 2 Recommendations:

- Develop communications service levels and products for Members of Council, to assist them as partners in disseminating accurate information about Middlesex County. Products include, but are not limited to, key messages for controversial issues, briefings, and media alerts. Further details are available in [Section 7.0 Supporting County Council](#).

Year 3 Recommendations:

- Revise expectations for corporate communications employee(s) to attend Senior Management Team meetings to proactively identify and plan for communications issues.

Year 4+ Recommendations:

- N/A.

5.1.2. County as the Credible Voice

Goal: Middlesex County is the official voice for its operations, and the primary source of information that residents turn to for reliable, credible information on County activities and decisions.

A significant challenge identified during the preparation of the Communications Strategy is that many of the County's audiences are obtaining news and information about the County's programs and services through secondary sources. As a result, some of the information may be inaccurate, biased, or dated.

Middlesex County can begin to strengthen its role as the primary information source by providing frequent content and strengthening channels to create

easily identifiable places that audiences can turn to for credible, up-to-date information.

This process will also assist Members of Council and other partners in easily sharing County content throughout their networks.

Year 1 Recommendations:

- Redevelop the County's corporate website at middlesex.ca and build a content governance framework to ensure information is consistently presented and easy to navigate (see [Section 6.2 Websites](#)).
- Mandate attendance by corporate communications employee(s) at County Council meetings for the purposes of preparing a brief that describes Council decisions. Post to the County's website and distribute through social media accounts and email subscription databases.

Year 2 Recommendations:

- Identify local, regional, national, and global days of significance, and proactively coordinate a County response with the Warden, Members of Council, Chief Administrative Officer and relevant department heads.⁵

Year 3 Recommendations:

- Ensure all external Middlesex County communications comply with standard Visual Identity Guidelines to ensure content is easily identifiable as credible, County-issued information ([see Section 6.1 Visual Identity](#)).

Year 4+ Recommendations:

- N/A.

5.1.3. Proactive, Integrated Good News Stories

Goal: Middlesex County proactively tells compelling, integrated stories that build a positive reputation and brand for the organization, consistent with its core messages.

Throughout stakeholder consultations, several participants expressed frustration that the accomplishments of Middlesex County are not well communicated and there is low awareness among County residents, businesses, partners, and other target audiences.

⁵ Examples of days of significance include (but are not limited to): National Day for Truth and Reconciliation, Black History Month, Pride Month, Bell Let's Talk Day, Emergency Preparedness Week, and many others. Recommended responses may include a statement from the Warden on behalf of Council or examples of how the County is addressing the issue at an organizational level.

While some departments are resourced to communicate successes at an individual program or departmental level, there are currently no resources or framework dedicated to coordinating an overall narrative for Middlesex County.

Year 1 Recommendations:

- Leverage [Section 3.0: Target Audiences](#) and [Section 4.0: Message Framework](#) as the basis for developing County stories and strategically selecting communications channels.
- Assign a junior communications resource, under the direction of the Legislative Services Manager (see [Section 8.1 Staffing and Structure](#)), to collaborate across departments and ensure program messages are elevated to a corporate level narrative, where appropriate.

Year 2 Recommendations:

- Build an ongoing editorial calendar – in collaboration with all employees involved in communications activities – that includes anticipated announcements, events, program changes and major Council decisions. Leverage the calendar to provide tangible evidence of the County's core messages.

Year 3 Recommendations:

- Proactively seek new opportunities to advance County messages through ongoing research of target publications and journalists and increasing corporate capacity for media pitches.
- Research and evaluate the potential of new County-owned communications channels, such as blogs, podcasts, or new social media channels, to advance the County's core messages with its target audiences.
- Encourage and provide tools and resources for administrative leaders to promote the County's work throughout their networks on personal communications channels such as LinkedIn.

Year 4+ Recommendations:

- Review the Use of Social Media Policy and investigate opportunities to encourage employees to share news and information about projects that they or their colleagues are leading.

5.1.4. Trust and Confidence in the County

Goal: Middlesex County intentionally demonstrates high value for tax dollars and instills trust and confidence in its programs, services, and financial management practices.

Leaders in Middlesex County are proud of the range and quality of services the organization offers residents and indicated the County has a strong tradition of sound financial management.

Due to limited local media coverage and the County being somewhat removed from local decision-making, residents and local stakeholders are not always aware of the value that the County provides. As such, the County needs to develop an intentional approach to communicating the value it offers, including comparatively high service levels, comparatively low taxes, or third-party evidence of service innovation and accountability.

Year 1 Recommendations:

- Create an “achievement-focused” lens for all external County communications ensuring that, wherever possible, outgoing communications emphasize actual or anticipated results rather than organizational activities.

Year 2 Recommendations:

- Create communications plans for major projects – particularly those cited in the Strategic Plan – to ensure the County is intentionally demonstrating value and follow-through on its commitments.
- Create and implement a communications plan for the County’s annual budget process that demonstrates high value programs and services and best-in-class financial management.

Year 3 Recommendations:

- Develop a procedure for reporting external awards or internal achievements as potential evidence of service, accountability, innovation, and value.

Year 4+ Recommendations:

- N/A.

5.1.5. Two-way Communications and Community Engagement

Goal: Middlesex County encourages two-way communications and engagement with agencies, partners, community groups, businesses, and residents to ensure decisions, policies, programs, and services reflect the specific needs and desires of the community.

As Middlesex County increases communications regarding its decisions, programs, services, and value, the organization has expressed a desire to open more two-way communications with residents, businesses, and community organizations.

While this work has begun among individual program areas with surveys, pop-up booths and other engagements, there are currently no consistent corporate-wide standards, channels, or services to provide consistent, coordinated engagement experiences for the County’s audiences.

Year 1 Recommendations:

- Offer formal public engagement training opportunities⁶ to employees involved in communications and marketing activities and project managers involved in major infrastructure projects and planning issues.

Year 2 Recommendations:

- Develop a regular public engagement campaign to gather public feedback in the annual budget development and approval process.
- Identify other regular corporate initiatives or decisions that require two-way engagement with the public.
- Develop an inventory of community festivals and events that can be leveraged for in-person, two-way communications with the public.

Year 3 Recommendations:

- Create a designated digital space – tied to the County's corporate website – where individuals can learn about upcoming decisions and projects across the County's service areas, and exercise opportunities to participate.
- Produce a standard County presence (for example, pop-up banners, brochures and/or promotional merchandise) that can be used to generate interest and attention at community events and festivals.
- Implement a regular customer service satisfaction survey to hear public feedback and identify continuous improvement opportunities.

Year 4+ Recommendations:

- N/A.

5.2. Strengthening Coordination and Continuous Improvement for Departmental Communications

While Middlesex County lacks resources and capacity for communications at a corporate level, it has resources and accountability assigned to communications for individual program areas such as: Economic Development, Tourism, Library, Transit, EarlyON programming, and Middlesex-London Paramedic Service.

Communications activities assigned to specific program areas are performing relatively well. The foundation for these activities has already been established but could be strengthened through increased coordination and continuous improvement. A dedicated corporate communications function could help to facilitate these connections.

⁶ For example, International Association for Public Participation (IAP2) or similar programs.

5.2.1. Public Safety

Goal: Together with its partners, Middlesex County ensures residents, businesses, and visitors receive prompt, consistent, accurate, and ongoing public safety information during emergency events.

Middlesex County's role in emergency management is unique compared to single and lower tier municipal governments as the County is not the jurisdiction that provides the first tier of emergency response.⁷

First response is designated to the local municipality where an emergency incident takes place, with the County assuming responsibilities only when the emergency crosses a municipal boundary or emergency management demands exceed local capacity.

Notwithstanding the County's secondary role, emergency communications remain an important part of the Communications Strategy, as there are times when Middlesex County must be prepared to provide public safety information during emergency situations and crisis events.

Year 1 Recommendations:

- Develop and regularly update an Emergency Communications Plan as an appendix to Middlesex County's Emergency Response Plan.
- Assign primary and secondary responsibility for supporting communications during emergency events. Ensure designated individuals are formally recognized as having on-call responsibilities, and designate back-up resources in the event of illness or vacation.
- Prepare toolkits, templates, and media distribution lists – and ensure all employees involved in emergency communications have access – to facilitate rapid dissemination of information during an emergency.

Year 2 Recommendations:

- Include communications professionals in emergency simulations and tabletop exercises. Since Middlesex County's role begins with monitoring and supporting incidents in local municipalities, invite local communications professionals to participate.

Year 3 Recommendations:

- Transfer Public Information Officer (PIO) responsibilities under the *Emergency Management Act* to a senior level communications employee (see [Section 8.1 Staffing and Structure](#)).

Year 4+ Recommendations:

- N/A.

⁷ Unless related specifically to paramedic services for Middlesex County and the City of London.

5.2.2. Marketing to External Audiences

Goal: Middlesex County attracts investment, talent, and visitors through compelling, evidence-based partnerships and marketing to external audiences.

For its size and resources, Middlesex County demonstrates strong performance when marketing to external audiences. It has established consistent communications channels tailored to target audiences including investment and development, local businesses, prospective talent, and visitors.

The function is resourced with two dedicated positions and a position in a supporting role, and communications are regular, consistent, and issued in both digital and traditional formats.

Two additional external audiences were raised during stakeholder consultations that the County may wish to consider adding to its external marketing efforts. The first is provincial and federal agencies (for advocacy opportunities), and the second is prospective County employees.

Year 1 Recommendations:

- N/A.

Year 2 Recommendations:

- Provide recommendations to Human Resources and the Senior Management Team on external recruitment campaigns and ongoing communications targeted at prospective County talent in high demand industries.

Year 3 Recommendations:

- Include responsibilities for government relations when a senior corporate communications position is developed (see [Section 8.1 Staffing and Structure](#)).
- Explore interest in a joint advocacy program with local municipalities or other service partners.

Year 4+ Recommendations:

- N/A.

5.2.3. Marketing Specific County Programs and Services

Goal: Middlesex County issues targeted marketing to increase participation and use of County programs and services.

Some of Middlesex County's service areas require targeted marketing to niche audiences to increase participation in their programs. Examples include increasing ridership during the transit pilot project, increasing uptake on public access defibrillators, outreach to families with children under five

years for EarlyON programming, and increasing participation in library services.

Middlesex County has either formally or informally designated responsibility for program-specific marketing. To continue to build this function within County departments, it is recommended that the County formalize responsibilities where required, offer training and development, and build an internal support and coordination network.

Year 1 Recommendations:

- Provide the communications goals, core messages, and target audiences identified in this Report to departmental employees involved in communications to address requests for an overall corporate framework for their activities.
- Develop an internal Middlesex County communications working group to provide regular opportunities for employees in communications and marketing roles to share information, discuss challenges, build shared editorial calendars, and coordinate use of shared communications channels.
- Ensure responsibilities for program-specific marketing and communications are formalized within the County's job descriptions. Positions should require background and training in marketing and communications, with incumbents offered development opportunities where necessary to meet position requirements.

Year 2 Recommendations:

- Identify and resolve service areas in high need of program marketing that have insufficient resources.⁸ Explore shared positions across departments as a potential solution.

Year 3 Recommendations:

- N/A.

Year 4+ Recommendations:

- N/A.

5.2.4. Coordination with Partners

Goal: Middlesex County communications are coordinated with partners – including local municipalities, funding partners, and local social services networks – on matters of mutual interest.

In complex multi-jurisdictional service delivery environments, there is seldom widespread understanding of “who does what” across local audiences.

⁸ For example, the EarlyON program manager identified a lack of resources relative to comparator jurisdictions.

Where audiences are shared, it makes sense for Middlesex County to coordinate its communications with service delivery partners.

Local municipalities are significant partners in delivering public services within Middlesex County. All local municipalities in Middlesex County were engaged during the development of the Communications Strategy.

During the consultation process, municipal partners expressed interest in ongoing information-sharing, training and development, joint advocacy opportunities, joint procurement of external communications platforms and services, and collaborating on back-up arrangements when communications professionals are unavailable.

Year 1 Recommendations:

- Confirm local municipalities' interest in creating a Communications Working Group comprised of municipal communications professionals. Develop Terms of Reference and a meeting schedule if interest exists.
- Develop a Communications Partnership Policy that identifies organizations permitted to participate in a reciprocal information posting on websites, social media accounts, and other communications channels. Identify limits on information-sharing to protect the County's brand and reputation.
- Designate corporate responsibility for ensuring compliance with communications and promotions provisions within funding agreements.

Year 2 Recommendations:

- Building on partnership success in the redevelopment of municipal websites, seek additional opportunities in joint procurement, such as mobile applications and media monitoring services.
- Explore interest in mutual service level agreements with local municipalities to ensure back-up coverage for communications services.
- Explore interest in shared communications services with municipalities that do not have designated communications resources.

Year 3 Recommendations:

- Connect with City of London communications professionals to assess interest in ongoing collaboration and information-sharing opportunities.

Year 4+ Recommendations:

- N/A.

5.2.5. Showcasing the Larger Community

Goal: Middlesex County provides venues to showcase what the community has to offer residents.

Middlesex County is experiencing higher rates of growth than in the past, and this growth is projected to continue for at least 25 years.

This is resulting in an influx of new residents who may not be aware of all that Middlesex County has to offer. With travel restrictions associated with the global COVID-19 pandemic, there are opportunities to position the County's destination marketing to its residents or showcase new attractions or businesses to long-standing residents.

Year 1 Recommendations:

- Where relevant to local audiences (particularly new residents), share content on visitmiddlesex.ca to corporate social media accounts.

Year 2 Recommendations:

- Collaborate with Economic Development and Tourism employees to create content and identify channels to communicate Middlesex County attractions to local audiences.⁹

Year 3 Recommendations:

- Develop a community calendar on the corporate website with guidelines and procedures that allow partners and community organizations to share information about local events.

Year 4+ Recommendations:

- N/A.

⁹ The "Hand to Table" project, tourism information displays at County libraries and Economic Development's "shop local" campaign are examples that have already been implemented.

6.0 Enhancing Communications Channels

Based on Middlesex County's communications goals, target audiences, and core messages, the development of the Communications Strategy included a review of the County's existing communications channels.

This review included:

- Visual identity.
- Websites.
- Social media accounts.
- E-newsletters.
- Print collateral and digital signage.
- Earned media and media relations policies and procedures.
- Paid media (advertising).
- Emerging channels, such as mobile applications, blogs, podcasts, and new social media platforms.

Recommendations to strengthen existing channels, and potential new channels for consideration, are provided below. Key performance indicators that align with the County's communications goals are also provided.

6.1. Visual Identity

Standard Visual Identity Guidelines – consistently applied across all County print and digital collateral – are one of the biggest opportunities to connect the County's activities and create a brand that is clearly identifiable by target audiences.

Middlesex County lacks consistent rules and guidelines governing how the County's logo is used, and consistency on the look and feel of collateral, corporately and across the County's service areas.

Through its website redevelopment process, Middlesex County is identifying fonts and colours – these standards should be used as a starting point for Visual Identity Guidelines across all County communications.

6.1.1. Visual Identity Recommendations

Year 1 Recommendations:

- Develop Visual Identity Guidelines for using the Middlesex County logo.

Year 2 Recommendations:

- Develop a brand manual for Middlesex County (using existing logo and message framework) that specifies brand colours, fonts, logo placement, etc.

Year 3 Recommendations:

- Conduct a brand review or audit.
- Initiate a procurement to create a list of Vendors of Record for creative services by all departments. Ensure Vendors of Record are aware of County Visual Identity Guidelines.

Year 4+ Recommendations:

- Pending results of the brand review, determine the need to procure a creative services agency to develop a rebrand for Middlesex County.
- Monitor corporate-wide expenditures on external creative services such as graphic design, photography and videography and assess a business case for internal staff resources.

6.1.2. Visual Identity Key Performance Indicators

- Corporate compliance with Visual Identity Guidelines.
- Brand recognition and awareness.

6.2. Websites

In most Canadian municipalities, digital communications have – or are quickly overtaking – traditional, analog channels as the primary vehicle for customers to access information, news, and services.

Municipal websites are of critical importance to digital communications as the place where customers turn for information of interest and the aim of all social media posts, digital communications, and online news sources is to drive traffic to websites. Websites need to be accessible, up-to-date, easy to navigate, and organized from the perspective of target audiences.

Middlesex County operates seven websites. Target audiences and current / recommended content associated with each of these websites are provided below.

6.2.1. Corporate Website (middlesex.ca)

The goal of the corporate website is to act as the official voice for Middlesex County for all digital communications, providing accurate, unbiased, up-to-date information on Council decisions, meetings, news, service disruptions and public safety information.

The corporate website is also the primary information channel for service areas that do not rely on program marketing and do not have dedicated websites. The corporate website provides a gateway for other websites operated by the County.

Primary audiences for the corporate website include residents, businesses, and prospective County employees.

The existing corporate website is currently not meeting these functions for the following reasons:

- Information is out-of-date or inconsistent across pages.
- Information is organized according to municipal departments, which is often not intuitive to target audiences.
- Organization of the homepage is cluttered with multiple menus, tiles and subscription options that do not align.
- While there are accountabilities for functionality and for individual pages, no one in the County is responsible for the overall content management and governance.
- Overall appearance is dated.

The County is in the process of working with a third-party provider to redevelop the corporate website. Staff have indicated that the recently redeveloped local municipal websites serve as a template for this work – this would help to resolve the navigation and clutter issues cited above.

6.2.2. External Marketing Websites

There are four County websites targeted at external audiences:

- Economic Development website (investinmiddlesex.ca) – This website promotes Middlesex County as a great place to invest, providing information and data including available land parcels, business parks, and incentive programs. Target audiences include prospective businesses, investors, developers, site selectors, and real estate agents.
- Talent attraction website (workinmiddlesex.ca) – This website connects local employers with job seekers and provides resources to aspiring entrepreneurs. Target audiences include prospective employees and entrepreneurs. The website is a partnership with Employment Ontario, Community Employment Choices, and Middlesex Workforce Development Partnership.
- Tourism website (visitmiddlesex.ca) – This website profiles local shops, restaurants, attractions, accommodations, and trip planning features. The target audience is prospective visitors with an aim to marketing and supporting the local tourism industry.
- Local producers project website (handstotable.ca) – This website promotes local producers and restaurateurs, managed in partnerships with Middlesex Federation of Agriculture, Middlesex-London Food Policy Council (MLFPC), Tourism Sarnia-Lambton Economic Partnership, Lambton Federation of Agriculture, and the Government of Ontario. The target audience is prospective visitors.

All the external marketing websites have been recently developed or redeveloped and do not have the navigation, organization, and functionality issues in the current corporate website. The Economic Development and Tourism department has assigned responsibility for content governance, content creation, posting, and performance of these websites.

Greater internal collaboration across communications employees will help to identify opportunities to share content of interest to other website audiences. For example, content that demonstrates innovation and good value for tax dollars – like awards and recognition, and tourism attractions – may also be of interest to local audiences.

6.2.3. Program Marketing Websites

Some Middlesex County departments require targeted communications to specific audiences to support promotion and marketing of programs and services.

Websites with this objective include:

- Middlesex Public Library (library.middlesex.ca) – This website provides information about library programs and services and links to the library catalogue, digital collections, and online courses. Target audiences are current and prospective library users and program participants including families, youth, and senior citizens. Middlesex County's EarlyON program relies on the library website for its programs and services for children aged 0 to 5 years and their families. Middlesex library is in the process of redeveloping its website with a vendor that specializes in library content management.
- Middlesex-London Paramedic Service (mlems.ca) – This website provides public safety and program information as well as content about the service and the paramedic profession. Target audiences include residents and businesses in Middlesex County and London, and individuals with an interest in pursuing a career in paramedicine.

6.2.4. County Websites – Recommendations

While contracts are in place to redevelop or maintain the County's websites, and specific recommendations are outside of the scope of the Communications Strategy project, the following considerations are presented to ensure website redevelopment and maintenance aligns with the County's communications goals.

Year 1 Recommendations:

- Complete redevelopment of corporate website (middlesex.ca) with the following improvements:
 - Improve appearance and navigation, leveraging recently completed local municipal websites as a template.
 - Arrange menus and content organization by customer interests, which may not align with current departmental structures.
 - Create a "news" section, with content organized within the following categories: statements, media releases and service updates.

- Create increased capacity for digital service delivery and workflow management.
- Create increased capacity for customer satisfaction feedback to use for continuous improvement of website organization and functionality.
- Create a content governance framework that specifies authorities, accountabilities, and processes in posting to the corporate website.
- Complete redevelopment of library website (library.middlesex.ca) with the following improvements:
 - Integrate content for the Middlesex EarlyON program, with ease of access and use for the Program Manager.
- Initiate redevelopment of [Middlesex-London Paramedic Service website](#).
- Collaborate on consistent framework for the collection of website analytics across all Middlesex County websites.

Year 2 Recommendations:

- Complete redevelopment of [Middlesex-London Paramedic Service website](#).
- Collect analytics across all County websites according to the framework developed in year one, using 2023 as a baseline year.

Year 3 Recommendations:

- Consolidate website analytics reporting into a centralized reporting system.

Year 4+ Recommendations:

- Monitor growth of community transportation project (public transit) and assess the need for a dedicated website.

6.2.5. Website Key Performance Indicators

- Increase in the average monthly or annual visits and unique visitors.
- Increase in the number of completed online service transactions.
- Average time on pages.
- Bounce rate (proportion of visitors who visit one page and leave).

6.3. Social Media Accounts

Middlesex County operates 27 social media accounts across five platforms. These accounts are described below, along with recommendations to better connect and strengthen this channel.

6.3.1. Facebook

There are six corporately-approved Facebook accounts for Middlesex County:

- Middlesex County Corporate Account (@CountyMiddlesex).
- Middlesex County Library (@MiddlesexCountyLibrary).
- Middlesex-London Paramedic Service (@MLPS911).
- Visit Middlesex (@visitMiddlesex).
- Invest in Middlesex (@investinmiddlesex).
- Middlesex EarlyON (@EarlyONMiddlesex).

Visual identity recommendations – including brand guidelines and a centralized list of preferred vendors for creative services – will help to improve the quality and consistency of posts across the County's platforms.

The County should also work to grow the following on its corporate account through cross promotion on other accounts and promoting corporate social media platforms on other channels. Regular, consistent posts aimed at target audiences will also increase Facebook followers.

6.3.2. Twitter

There are six corporately-approved Twitter accounts for Middlesex County:

- Middlesex County Corporate Account (@CountyMiddlesex).
- Middlesex County Library (@MXCountyLibrary).
- Middlesex-London Paramedic Service (@MLPS911).
- Visit Middlesex (@visitmiddlesex).
- Invest in Middlesex (@investinmiddlesex).
- Middlesex County Roads (@roadsmiddlesex).

It should be noted that the Middlesex County Roads account does not contain consistent, frequent posts and followers cannot rely on this account for up-to-date news, information, and notification of service disruptions.

6.3.3. Instagram

There are five corporately-approved Instagram accounts for Middlesex County:

- Middlesex County Corporate Account (@middlesexcounty).
- Middlesex County Library (@mxcountylibrary).
- Visit Middlesex County (@visitmiddlesex).
- Middlesex-London Paramedic Service (@MLPS911).
- Middlesex EarlyON (@middlesexearlyon).

As a primarily visual platform, consistent Visual Identity Guidelines are particularly important for the County's Instagram accounts.

The accounts should avoid text-heavy posts and leverage unique features of the platform such as carousels and stories. Instagram is a particularly good

platform to acknowledge days of significance and how the County is advancing important causes.

6.3.4. LinkedIn

There are four corporately-approved LinkedIn accounts for Middlesex County:

- Middlesex County Corporate Account.
- Invest in Middlesex – two accounts.
- Middlesex-London Paramedic Service Headquarters.
- While the corporate LinkedIn account is populated with information about Middlesex County, there are no posts or jobs available on the account. This is the same scenario for the Middlesex-London Paramedic Service account.
- For the Invest in Middlesex LinkedIn presence, the organization may wish to consolidate the two accounts – 1 personal and 1 company – that are currently in use.

6.3.5. YouTube

There are six corporately-approved YouTube channels for Middlesex County:

- Middlesex County Corporate Account.
- Middlesex County Library.
- Visit Middlesex.
- Invest in Middlesex.
- Middlesex-London Paramedic Service.
- Middlesex EarlyON.

It is anticipated that interest in the corporate YouTube channel will continue to grow as Council meetings are offered virtually. This provides an opportunity for the County to post video content that demonstrates value for money such as budget engagement videos, awards presentations, transit promotional videos and other corporate content that can also be posted across social media platforms.

Content on the Middlesex-London Paramedic Service account seems to be intended for internal audiences, and the service may wish to restrict public access.

6.3.6. County Social Media Recommendations

Year 1 Recommendations:

- Update Corporate Use of Social Media Policy to emphasize collaboration and connection across the County's social media accounts; include centralized approval for new accounts; update with appropriate contacts.

- Transition corporate ownership of the personal Use of Social Media Policy to Human Resources, alongside other disciplinary or code of conduct-oriented policies.
- Create guidelines for social media management across all platforms for use by Middlesex County content creators. Guidelines should include:
 - Posts should be prepared with the primary goal of driving traffic to a Middlesex County website(s).
 - Consistency in usernames and handles.
 - Recommended frequency of postings across platforms.
 - Use of images, videos, and other visual identity considerations.
 - Consistent Middlesex County “voice” as professional, yet fun and engaging.
 - Rules for sharing and re-posting community content.
 - Customer service standards for responding to comments.
 - Standard code of conduct policy for community posts and consequences for violation.
 - Analytics and reporting, including effectiveness in driving website traffic.
- Discontinue Middlesex County Roads twitter account and merge future content with the corporate Middlesex County account.
- Ensure all corporately-approved social media accounts are sufficiently resourced and assess the need for further consolidation of accounts.
- Reserve content on Middlesex-London Paramedic Service YouTube channel to internal audiences only for training purposes and change privacy settings accordingly.
- Set up corporate accounts on emerging platforms (such as Instagram,¹⁰ Snapchat, TikTok, and others) using the @middlesexcounty handle. Reserve for potential future County use and protect against misuse by non-County actors.

Year 2 Recommendations:

- Procure a social media management tool/software to manage corporate accounts and prepopulate posts scheduled according to the organization’s shared editorial calendar. Ensure the preferred tool becomes the corporate standard for County social media accounts.
- Hire a professional photographer to capture local attractions and events across all four seasons.
- Create a shared image bank for use by approved social media content creators across the corporation.

¹⁰ While there is currently a corporate Instagram account, the username/handle is “@middlesexcounty”. It is recommended this be changed to @middlesexcounty and reserved for future use until the County’s Instagram page has dedicated accountability and resources.

- Create an internal shared posting calendar to provide approved social media content creators greater opportunity to connect content.
- Position the corporate LinkedIn account as a primary communications channel for prospective County employees, with regular content on job postings, corporate achievements, and evidence of Middlesex County as a great place to work.
- Position the Middlesex-London Paramedic Service LinkedIn account as a primary communications channel for prospective employees and paramedics with regular content on job postings and promotional content. Also leverage the channel to reach out to County and London businesses regarding the Public Access Defibrillator program.

Year 3 Recommendations:

- Integrate response to customer service requests received on social media accounts into workflow management processes as part of a corporate customer service policy.
- Create a handbook for organizational leaders to encourage content sharing on personal accounts, particularly LinkedIn.
- Monitor growth of the Community Transportation Pilot Project and assess the need for dedicated transit social media accounts.

Year 4+ Recommendations:

- N/A.

6.3.7. Social Media Key Performance Indicators

- Average monthly posts.
- Year-over-year growth in followers and subscribers.
- Growth in vanity metrics such as reach, impressions and engagement.
- Growth in the number of website visits originated through social media platforms.

6.4. E-Newsletters and Email Databases

Some of the County's service areas create digital newsletters and maintain email subscriber lists.

- Middlesex Library issues a monthly digital newsletter to a subscriber list of approximately 350 accounts.
- EarlyON administrators issue email communications to a subscriber list of approximately 500 email accounts.
- The Economic Development and Tourism team administers an email database of over 2,000 email accounts.

Subscribers can opt into various types of e-newsletters according to the content that is most relevant to their interests and needs.

6.4.1. E-Newsletters Recommendations

Year 1 Recommendations:

- Expand/consolidate subscriber options to allow audiences to choose from a range of County news, information, programs, and services.
- Update Middlesex County's Protection of Privacy and Confidentiality of Information Policy to include recordkeeping of email databases.
- Collect and record express consent from subscribers to receive information and keep records consistent with Canada's Anti-Spam Legislation (CASL) and the Municipal Freedom of Information and Protection of Personal Privacy Act (MFIPPA). Identify and resolve potential risks involved in current management of email databases.
- Provide training for all communications employees involved in the preparation and distribution of e-newsletters.

Year 2 Recommendations:

- Consider procuring an email marketing platform or services on a corporate-wide basis to manage County e-newsletters across departments.¹¹

Year 3 Recommendations:

- Grow the County's subscription database through booths and pop-up displays at community events.

Year 4+ Recommendations:

- N/A.

6.4.2. E-Newsletters Performance Measures

- Number of subscribers.
- Growth in the number of website visits originating from e-newsletters.

6.5. Print Collateral and Digital Signage

Several County service areas leverage print collateral for their communications and marketing needs. The Middlesex Library offers brochures for new cardholders and posters in its library branches.

EarlyON administrators also offer flyers and brochures, produced with assistance from local graphic designers. There are also periodic mail-outs to County residents, for example, EarlyON distributed an "Open for Business" mail-out when programs re-opened for in-person attendance.

The Economic Development and Tourism team leverages both print materials and branded merchandise. Examples include the Tourism Map,

¹¹ Examples of software solutions in this space include Constant Contact and MailChimp.

Investors Guide, Culinary Guide, and Trails Map.¹² The team has a pop-up booth, signage, and promotional merchandise to support onsite participation at markets and events. A tourism rack is also available at County library sites through a partnership with the Middlesex Library.

Middlesex-London Paramedic Service prepares print collateral for service information and public education campaigns, for example, emergency preparedness information cards.

Middlesex County issued its first annual Warden's "Year-in-Review" Report as a County-wide mail-out in January 2022. This publication is anticipated to continue in future years.¹³

Digital signage is currently available in library branches, and the Middlesex Library leverages the signs to promote its programs, services, and events.

Other service areas have expressed interest in developing internal partnerships to share the use of this channel.

6.5.1. Print Collateral and Digital Signage Recommendations

Year 1 Recommendations:

- Working with communications employees in operating departments, prepare a quarterly schedule of County-wide mail-outs and seek opportunities for coordination and postage cost reduction.
- Prepare a menu of suggested stories that align with the Strategic Plan and message framework for the Warden's consideration in the annual Warden's Report.

Year 2 Recommendations:

- Ensure all County print collateral adheres to standard Visual Identity Guidelines.
- Create an inventory of public facilities with opportunities to post and display print collateral.

Year 3 Recommendations:

- Create a corporate-wide procedure that governs the use and prioritization of digital signage opportunities.

Year 4+ Recommendations:

- Consider expanding digital signage to other public-facing County facilities.

¹² These publications are also available in digital format on the websites managed by the team.

¹³ While print was the primary channel for the Warden's Report, the publication was also promoted on the County's website and social media channels.

6.5.2. Print Collateral and Digital Signage Key Performance Indicators

- Increase in relevant webpage visits following mail-outs or significant print campaigns.
- Savings realized through joint mail-outs or other collaborative marketing opportunities.

6.6. Earned Media (Media and Public Relations)

The County leverages local media outlets to communicate information about Council decisions, programs, and services. Corporate news releases are issued to local media lists on a periodic basis.

Middlesex-London Paramedic Service provides information and coordination with local media representatives, particularly for paramedic-related emergency incidents. The Economic Development and Tourism team uses news releases to promote events and for other occasions such as awards and new programs.

Greater coordination across the County's earned media activities was cited as an opportunity to improve the County's communications during employee consultations.

Organization of news stories is confusing, with "news" including meeting updates, job opportunities, brochures, media releases, statements, and service updates.

Within media releases, media liaison often falls to a department head and there is no centralized resource responsible for County news coordination, response fact-checking, story pitching, and logging and managing media interactions.

6.6.1. Earned Media Recommendations

Year 1 Recommendations:

- Create a Media Relations Policy with centralized accountability for media interaction, prescribed response timelines, departmental fact-checking processes, and approval authorities.
- During corporate website redevelopment, create a "news" section of the website that clearly identifies and labels information under the following headings: "media releases", "service updates", and "public statements". Transfer information regarding meeting updates to the Council section of the website, and job opportunities to the careers section of the website.
- Build standard corporate templates for media releases, service updates and public statements.
- Conduct a comprehensive review of media distribution lists to ensure all prospective outlets are included and contacts are up-to-date.

Year 2 Recommendations:

- Work with communications employees in operating departments and the Senior Management Team to prepare a rolling editorial calendar that pre-populates known announcements or events such as budget approval, project updates, service changes, community events, and days of significance. Update the editorial calendar as new communications opportunities and needs arise.
- Invest in a media monitoring service to assess how the County and its comparators are portrayed and assess news of relevance to County priorities. Review keywords on a quarterly basis.
- Create a list of approved County spokespeople based on topic areas. The list should include both staff (CAO and department heads) and Council (Warden and Committee Chairs).

Year 3 Recommendations:

- Create increased capacity for proactive media relations, with support for researching publications, topics of interest, journalist bios, and creating compelling pitches on behalf of Middlesex County.
- Build an ongoing media relations training program for all County spokespeople.

Year 4+ Recommendations:

- N/A.

6.6.2. Earned Media Key Performance Indicators

- Proportion of County media releases and media pitches that result in media coverage.
- Tone of articles covering County issues and decisions.
- Alignment between media outlets covering County issues and the County's target audiences.
- Average County response time for media inquiries.

6.7. Paid Media (Advertising)

County service areas pay for advertising in both traditional and digital formats. For example, both Middlesex Library and EarlyON leverage digital advertising on Facebook and Instagram, and Middlesex Library uses advertising spots on local radio stations. Economic Development and Tourism employees leverage a variety of paid advertising opportunities on traditional and digital channels.

While advertising is common practice for several service areas, there is no consistent, corporate-wide tracking for these expenses, and understanding the total value of current advertising was not feasible during the Communications Strategy project.

6.7.1. Digital Advertising

Digital advertising is often less costly than traditional forms of advertising and its effectiveness during communications campaigns is easier to track.

The first type of digital advertising is through online news publications. This is like advertising in print newspapers, except ads appear on the outlet's online platform. Effectiveness of ads can be measured by clicks (provided by the outlet) or County website analytics.

Social media platforms also offer digital advertising opportunities for the County. There are several formats for ads that can be targeted based on audience age, interests, geographic location, and other criteria.

While not widely used in the public sector, some organizations establish partnerships with online influencers who have a large following within a target audience or demographic. While influencer partnerships can be effective at growing audiences and brand awareness, municipalities should proceed with caution as there have been concerns with transparent use of public sector funds.

6.7.2. Traditional Advertising

Advertising through traditional channels provides opportunities to reach audiences that are not frequently online.

There are media outlets within the County that offer advertising. Print outlets include the Middlesex Banner, Dorchester Signpost and Strathroy Age Dispatch, and radio outlets include myFM radio in Strathroy.

Nearby in London, there are outlets that reach Middlesex County audiences that may be strategic for paid advertising including the London Free Press and radio stations such as CJBX Pure Country 93, CBCL Radio One, CHR Radio Western CIQM Virgin Radio, CKLO Classic Rock, CBBL CBC Music, CJBC ICI Premiere, CHJX Faith FM, CFPL Global News Radio 980, CIXX the X (Fanshawe College), and CJBK 1280 News Talk Radio. Nearby First Nations outlets, such as The Eagle FM – Oneida Radio, may also reach target audiences.

The County's decision to incur advertising expenses should be based on reach and circulation of outlets, and alignment with the County's target audiences.

Where communications are not time sensitive, and depending on regulations within sign by-laws, the County may also wish to advertise through mobile sign rentals and billboards on high traffic routes.

6.7.3. Paid Media Recommendations

Year 1 Recommendations:

- N/A.

Year 2 Recommendations:

- Collect circulation data from local newspapers and radio stations to ensure alignment with target audiences and best value for Middlesex County advertising dollars. Share findings with all employees involved in communications activities.
- Create consistent, dedicated cost centres for corporate and departmental advertising expenses to allow for monitoring and tracking on an organization-wide basis.

Year 3 Recommendations:

- Continue to investigate and pursue news outlets and publications that reach target external audiences such as prospective employees, prospective visitors, target industries, site selectors and real estate agents.
- Assess corporate-wide advertising expenses and investigate opportunities for savings through bulk discounts and media buying.

Year 4+ Recommendations:

- N/A.

6.7.4. Paid Media Key Performance Indicators

- Growth in the number of website visits originating from paid digital platforms.
- Reach/circulation of traditional publications and alignment with target audiences.

6.8. Emerging Channels

Once the County has strengthened its existing communications channels, it may wish to explore additional channels on new or emerging platforms.

Given resources and staff time associated with new or expanded communications channels and products, any decision to launch a new channel should be based on evidence that the County's core messages will reach one or more of its target audiences.

In preliminary discussions with Members of Council and local municipal representatives, there is interest in exploring a mobile application to reach residents. This channel has already been implemented in Thames Centre, and use continues to grow in the municipality.

It should be noted that a mobile application should go beyond communicating to providing service transactions, and its use should be integrated in a comprehensive Customer Service Strategy (including digital service delivery) for Middlesex County and should align with digital self-serve options on the new corporate website.

In time, Middlesex County may wish to consider additional channels, such as blogs, podcasts, and other social media platforms such as TikTok, Snapchat, or other emerging channels.

6.8.1. Emerging Channels Recommendations

Year 1 Recommendations:

- Learn from local municipalities regarding their experience in implementing mobile applications as a communications tool.
- Identify opportunities to integrate digital service delivery in a mobile application.

Year 2 Recommendations:

- Explore interest in the joint procurement of municipal mobile application services with local municipalities.

Year 3 Recommendations:

- Research and evaluate the potential of new County-owned communications channels – such as blogs, podcasts, or new social media platforms – to advance the County's core messages with its target audiences.

Year 4+ Recommendations:

- N/A.

6.8.2. Emerging Channels Key Performance Indicators

- Mobile applications: growth in number of users, downloads, and service transactions.

7.0 Supporting County Council

Members of Council are important partners in communicating information, events, and achievements from Middlesex County.

As mayors and elected representatives of local municipalities, they provide important connections to the County's service delivery partners and are a critical conduit to reach residents and businesses in the communities in which they reside.

A sample of County Councillors, including the Warden and Past Warden, were engaged during the development of this Communications Strategy.

Much of their feedback is addressed throughout this Strategy, including:

- Avoiding a communications void through responsive, reliable, consistent information on the County's communications channels.
- Greater emphasis on communicating the overall story of Middlesex County while continuing to market individual programs and services.
- Leveraging informal networks and "word of mouth", for example, through community organizations, events and festivals.
- Encourage two-way communications with residents, businesses, and other stakeholders.

Some of the feedback related to the need to support County Councillors as communications partners, leverage the vast networks of County Councillors, and acknowledge that constituents look to the elected representatives for real-time information on issues that matter to them.

The recommendations below are intended to provide clarity and support for Members of Council.

7.1.1. Supporting Council Recommendations

Year 1 Recommendations:

- Develop a "levels of service" document for Council that specifies communications support to be provided by the organization, including:
 - Notification of substantive media requests.
 - Key messages and planned tactics for controversial issues.
 - Notifications of "no response" to communications issues with a rationale (for examples, issue under litigation, issue under the jurisdiction of a separate agency, etc.).
 - Products and channels dedicated to Council news and decisions (for example, Council meeting briefs, Warden's Report, Council section on website, etc.).
 - Policies and procedures for County sharing of content on Councillors' social media accounts.

- Recommendations to support Councillors' use of social media based on elections legislation.
- Guidelines and reminders for Council when speaking on County issues (for example, in-camera matters, official spokespeople, streamlined handling of media requests, etc.).

Year 2 Recommendations:

- Create a dedicated feedback channel for Councillors to report County communications concerns and suggestions. Report all feedback and how the administration is following up in quarterly reports to Council.

Year 3 Recommendations:

- Continue to monitor communications needs for County Council and consider adding additional Council-specific communications channels such as quarterly or twice annual ward-based newsletters.

Year 4+ Recommendations:

- Continue to monitor communications needs for County Council and consider allocating dedicated support, if necessary.

7.1.2. Supporting Council – Performance Measures

- Councillor overall satisfaction rates with County communications.
- Council engagement with County communications (for example, commenting or sharing social media posts, promoting e-newsletter subscriptions, etc.).
- Councillor satisfaction with internal communications and level of service provided to elected officials.

8.0 Resourcing County Communications

Middlesex County has limited existing staff and financial resources to strengthen its corporate communications channels, promote its key messages, and advance its communications goals.

From a staffing standpoint, few positions involved with communications require background and expertise in the communications field and some do not contain formal responsibilities. There are also limited budget allocations for external communications support.

Given that there are limited existing resources to enhance County communications, some net new resources are necessary. Recognizing the resource constraints for municipal governments, recommendations provided in this Report seek to minimize requests for new resources, focusing on areas of greatest need and phasing in resources over time.

The following resourcing recommendations are provided to ensure Middlesex County has the resources to undertake the recommendations identified in this Report. The resourcing recommendations are phased in immediate, short-term, medium-term, and long-term timelines, and are aligned with the timelines and workloads contained throughout the Communications Strategy.

8.1. Staffing and Structure

There are few employees within Middlesex County who are formally assigned responsibilities for communications within the organizational structure, and even fewer whose communications responsibilities comprise more than half of their roles.

The research phase found six positions with some communications accountabilities, only two of which had communications and marketing as a primary focus. Three positions held informal responsibilities for communications activities.

In the short-term, recognizing constraints associated with new positions, it is recommended that the County focus its efforts on securing positions that will be dedicated to strengthening its centralized corporate communications services, with some capacity to provide leadership for departmental communications employees and limited support and advisory services to departments without dedicated communications support.

For individual service areas with assigned responsibility, communications and marketing services perform relatively well, particularly where positions require formal background and training.

Communications needs within service areas should continue to be monitored and assessed to determine if net new resources are necessary. At the same time, there should be immediate attention to improving capacity through greater interdepartmental coordination and training opportunities.

Year 1 Recommendations:

- Onboard a junior communications resource, reporting to the Legislative Services Manager, with responsibility for:
 - Supporting the CAO and Senior Management Team with corporate communications services.
 - Chairing and coordinating regular meetings with County employees involved in departmental coordination.
 - Building relationships with communications employees in local area municipalities.
 - Assisting department heads without dedicated communications resources.
 - Working with the Legislative Services Manager to implement the Year 1 and Year 2 recommendations within this Report.
- Promote interdepartmental resource sharing, with opportunities identified through regular meetings of communications employees.
- Offer training and development for all employees involved in County communications, with emphasis on social media best practices, public engagement principles, and municipal communications conferences.

Year 2 Recommendations:

- Monitor operational communications resources and determine if staffing levels within operating departments are sufficient and consistent with comparable municipalities.
- Determine if there is interest in shared communications services with partners who do not have dedicated resources, such as internal departments and local municipalities. Develop a business case and negotiate cost-sharing agreements for a new position(s) if interest exists.

Year 3 Recommendations:

- Assess potential growth in communications needs and consider a new senior communications resource. Realign the junior communications resource and any other newly appointed corporate communications positions to report to this individual.

Year 4+ Recommendations:

- Assess organization-wide expenses for external creative and graphic design services and determine whether in-house services would deliver better value for money.

- Continue to explore interest in shared specialized communications services (for example, graphic design, photography, media relations, social media management, after-hours services) with local municipalities, with staff resources provided by the County and cost-shared by partners.

8.2. Non-Salary Financial Resources

Middlesex County does not have clearly identifiable line items for communications, marketing, promotion, or advertising – beyond financial allocations for positions with communications and marketing responsibilities and contract costs for County websites.

Middlesex County incurs communications-related expenses, as program areas are involved in developing print collateral and mail-outs, as well as paid digital, print, and radio advertising. It is probable that these expenses are incurred within project budgets or other operational line items.

It is recommended that tracking processes be implemented for communications expenses across the organization to improve line-of-sight for expenditures on a corporate-wide basis.

When senior management has a clear sense of organization-wide expenses, they will be better able to assess whether internal partnerships or integration is possible within the budget, prior to requesting new resources.

Notwithstanding opportunities to leverage existing resources, Middlesex County is a relatively lean organization (from a communications perspective) and, if the organization is striving to becoming a leader in municipal communications, net new resources will be required. The recommendations below are provided to phase these investments in over time.¹⁴

Year 1 Recommendations:

- Develop standard operational budget cost centres to track communications, marketing, promotion, and advertising on an organization-wide basis, improving line-of-sight and accountability for senior management, and as a starting point for identifying efficiencies.
- Track postage costs for mail-out of County print collateral.
- Track organization-wide expenditures for creative services (graphic design, videography, photography) and assess opportunities for enhanced outcomes or cost efficiencies.
- Include an ongoing financial allocation for preparation and distribution of communications products and publications, such as the Warden's Report.

¹⁴ Suggested budget allocations are estimates only, based on 2021 dollars, and are included to assist the County in making high-level budget decisions. The County will require Further due diligence to determine actual amounts during the procurement process.

- Allocate funds for a one-time investment for professional photography services (summer and fall Middlesex County photos).

Year 2 Recommendations:

- Allocate an ongoing financial investment of \$8,000 for a social media management tool,¹⁵ shared by content creators across the organization.
- Allocate an ongoing financial investment of \$15,000 for media monitoring services.¹⁶
- Allocate funds for a one-time investment for professional photography services (winter and spring Middlesex County photos).

Year 3 Recommendations:

- Allocate a \$30,000 one-time investment for a brand audit as recommended in [Section 6.1.1 Visual Identity Recommendations](#).

Year 4+ Recommendations:

- Further investments require monitoring and due diligence based on outcomes during years 1 through 3 of implementation.

¹⁵ Examples of software solutions in this space include Hootsuite and Sendible.

¹⁶ Opportunities for joint procurement and cost sharing with local municipalities may be possible if interest exists.

9.0 Acknowledgments

The completion of this Communications Strategy was made possible by the leadership and guidance of Middlesex County and its service delivery partners.

Many thanks to the Legislative Services Manager and Chief Administrative Officer for overall direction during project management.

Thank you to the Senior Management Team for identifying operational communications needs and service arrangements specific to Middlesex County. These perspectives helped to ensure balance between the need for strategic, corporate storytelling and the day-to-day operational needs of departments and specific program areas within the Communications Strategy.

Thank you to employees involved in departmental communications activities including Economic Development and Tourism, Middlesex County Library, Middlesex-London Paramedic Service, EarlyON Program Manager, and the Community Transportation Pilot Project. Understanding challenges and opportunities from the perspectives of employees was a critical part of the process and contributed to the development of recommendations in this Report.

Thank you to Members of Council, including the Warden, Past Warden, and representatives from communities with an increasing digital presence, for providing perspectives from elected officials during the development of the Communications Strategy.

Thank you to the Chief Administrative Officers and their designates from local municipalities in Middlesex County. The collaborative approach and willingness to work together on communications activities will add value to residents, businesses, and other shared audiences as the Communications Strategy moves to implementation.

*Boulevard Strategy Group was pleased to work with
Middlesex County
to prepare this Communications Strategy.*

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Committee of the Whole

Meeting Date: March 22, 2022
Submitted by: Ryan Hillinger, Engineering Supervisor
Subject: TENDER FOR CONCRETE CURB AND GUTTER CONTRACT
M-F-22

BACKGROUND:

Contract M-F-22 for the supply of Concrete Curb and Gutter was advertised with tenders accepted until 12 noon, Wednesday, March 16, 2022.

ANALYSIS:

The County received three bids for this contract. Ro-Buck Construction Ltd was the low bidder for the contract with a total bid price of \$194,212.00 plus HST. A summary of the unit prices is attached.

Ro-Buck Construction have worked for the County in the past and have provided service and product that meets or exceeds the expectations of the County. It is recommended that their bid be accepted.

RECOMMENDATION:

That the bid Ro-Buck Construction in the amount of \$194,212.00 before taxes for Contract M-F-22 for the supply of Concrete Curb and Gutter be accepted.

M-F-22 - M-F-22 Curb and Gutter - Quote Form - Form of Tender

							Ro-Buck Contracting Ltd		Dufferin Construction Company		Neptune Security Services Inc	
Line Item	Contract Section	Road Number	Spec Number	Description	Unit	Estimated Quantity	Unit Price	Total	Unit Price	Total	Unit Price	Total
1	1 (70158)	7	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Parkhill Main St. Intersection	m	13	\$ 37.0000	\$481.00	\$ 48.0000	\$624.00	\$ 38.0000	\$494.00
2	1 (70158)	7	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Parkhill Main St. Intersection	m	87	\$ 92.0000	\$8,004.00	\$ 124.0000	\$10,788.00	\$ 138.0000	\$12,006.00
3	1 (70158)	7	353 S.P.	Place concrete curb & gutter (Type OPSD 600.010) Parkhill Main St. Intersection	m	23	\$ 92.0000	\$2,116.00	\$ 124.0000	\$2,852.00	\$ 139.5000	\$3,208.50
4	2 (70161)	19	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Centre Rd. Intersection	m	13	\$ 37.0000	\$481.00	\$ 48.0000	\$624.00	\$ 38.0000	\$494.00
5	2 (70161)	19	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Centre Rd. Intersection	m	13	\$ 92.0000	\$1,196.00	\$ 124.0000	\$1,612.00	\$ 142.2500	\$1,849.25
6	2 (70161)	19	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Centre Rd. Intersection	each	1	\$ 300.0000	\$300.00	\$ 324.0000	\$324.00	\$ 2,625.0000	\$2,625.00
7	2 (70161)	19	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Centre Rd. Intersection	m²	20	\$ 46.0000	\$920.00	\$ 26.0000	\$520.00	\$ 26.0000	\$520.00
8	3 (70161)	19	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Nain Rd. Intersection	m	48	\$ 37.0000	\$1,776.00	\$ 40.0000	\$1,920.00	\$ 36.0000	\$1,728.00
9	3 (70161)	19	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Nain Rd. Intersection	m	25	\$ 92.0000	\$2,300.00	\$ 124.0000	\$3,100.00	\$ 138.5600	\$3,464.00
10	3 (70161)	19	353 S.P.	Place concrete curb & gutter (Type OPSD 600.010) Nain Rd. Intersection	m	71	\$ 92.0000	\$6,532.00	\$ 124.0000	\$8,804.00	\$ 132.1500	\$9,382.65
11	3 (70161)	19	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Nain Rd. Intersection	each	5	\$ 300.0000	\$1,500.00	\$ 324.0000	\$1,620.00	\$ 2,625.0000	\$13,125.00
12	3 (70161)	19	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Nain Rd. Intersection	m²	144	\$ 46.0000	\$6,624.00	\$ 26.0000	\$3,744.00	\$ 23.0000	\$3,312.00
13	4 (70161)	19	353 S.P.	Place concrete curb & gutter (Type OPSD 600.060) E Williams St. to Queen St.	m	370	\$ 64.0000	\$23,680.00	\$ 115.0000	\$42,550.00	\$ 128.8600	\$47,678.20
14	4 (70161)	19	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) E Williams St. to Queen St.	each	6	\$ 300.0000	\$1,800.00	\$ 324.0000	\$1,944.00	\$ 2,156.5200	\$12,939.12
15	4 (70161)	19	408 S.P.	Adjust frame & grate on existing catchbasins E Williams St. to Queen St.	each	2	\$ 90.0000	\$180.00	\$ 312.0000	\$624.00	\$ 425.6500	\$851.30
16	5 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Hickory Dr. Intersection	m	147	\$ 37.0000	\$5,439.00	\$ 40.0000	\$5,880.00	\$ 27.5800	\$4,054.26
17	5 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Hickory Dr. Intersection	m	147	\$ 92.0000	\$13,524.00	\$ 124.0000	\$18,228.00	\$ 136.3600	\$20,044.92
18	5 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Hickory Dr. Intersection	each	3	\$ 300.0000	\$900.00	\$ 324.0000	\$972.00	\$ 2,365.6900	\$7,097.07
19	5 (70162)	22	408 S.P.	Adjust frame & grate on existing catchbasins Hickory Dr. Intersection	each	1	\$ 90.0000	\$90.00	\$ 312.0000	\$312.00	\$ 425.6500	\$425.65
20	5 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Hickory Dr. Intersection	m²	78	\$ 46.0000	\$3,588.00	\$ 26.0000	\$2,028.00	\$ 23.5600	\$1,837.68
21	6 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Hedley Dr. Intersection	m	63	\$ 37.0000	\$2,331.00	\$ 40.0000	\$2,520.00	\$ 32.0000	\$2,016.00
22	6 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Hedley Dr. Intersection	m	63	\$ 92.0000	\$5,796.00	\$ 124.0000	\$7,812.00	\$ 129.3600	\$8,149.68
23	6 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Hedley Dr. Intersection	each	2	\$ 300.0000	\$600.00	\$ 324.0000	\$648.00	\$ 2,625.0000	\$5,250.00
24	6 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Hedley Dr. Intersection	m²	95	\$ 46.0000	\$4,370.00	\$ 26.0000	\$2,470.00	\$ 22.5900	\$2,146.05
25	7 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Ilderton Rd. Intersection	m	15	\$ 37.0000	\$555.00	\$ 48.0000	\$720.00	\$ 35.2500	\$528.75
26	7 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Ilderton Rd. Intersection	m	15	\$ 92.0000	\$1,380.00	\$ 124.0000	\$1,860.00	\$ 142.9500	\$2,144.25
27	7 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Ilderton Rd. Intersection	each	1	\$ 300.0000	\$300.00	\$ 324.0000	\$324.00	\$ 2,625.0000	\$2,625.00
28	7 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Ilderton Rd. Intersection	m²	23	\$ 46.0000	\$1,058.00	\$ 26.0000	\$598.00	\$ 35.0000	\$805.00
29	8 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Komoka Rd. Intersection	m	53	\$ 37.0000	\$1,961.00	\$ 40.0000	\$2,120.00	\$ 32.6500	\$1,730.45
30	8 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Komoka Rd. Intersection	m	53	\$ 92.0000	\$4,876.00	\$ 124.0000	\$6,572.00	\$ 139.7900	\$7,408.87
31	8 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Komoka Rd. Intersection	each	2	\$ 300.0000	\$600.00	\$ 324.0000	\$648.00	\$ 2,625.0000	\$5,250.00
32	8 (70162)	22	408 S.P.	Adjust frame & grate on existing catchbasins Komoka Rd. Intersection	each	1	\$ 90.0000	\$90.00	\$ 312.0000	\$312.00	\$ 425.6500	\$425.65
33	8 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Komoka Rd. Intersection	m²	80	\$ 46.0000	\$3,680.00	\$ 26.0000	\$2,080.00	\$ 28.6500	\$2,292.00
34	9 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Ivan Dr. Intersection	m	49	\$ 37.0000	\$1,813.00	\$ 40.0000	\$1,960.00	\$ 31.2600	\$1,531.74
35	9 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Ivan Dr. Intersection	m	49	\$ 92.0000	\$4,508.00	\$ 124.0000	\$6,076.00	\$ 140.8100	\$6,899.69
36	9 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Ivan Dr. Intersection	each	2	\$ 300.0000	\$600.00	\$ 324.0000	\$648.00	\$ 2,625.0000	\$5,250.00
37	9 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Ivan Dr. Intersection	m²	74	\$ 46.0000	\$3,404.00	\$ 26.0000	\$1,924.00	\$ 23.6500	\$1,750.10
38	10 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Sinclair Dr. Intersection	m	72	\$ 37.0000	\$2,664.00	\$ 40.0000	\$2,880.00	\$ 32.1600	\$2,315.52
39	10 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Sinclair Dr. Intersection	m	72	\$ 92.0000	\$6,624.00	\$ 124.0000	\$8,928.00	\$ 139.5600	\$10,048.32
40	10 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Sinclair Dr. Intersection	each	4	\$ 300.0000	\$1,200.00	\$ 324.0000	\$1,296.00	\$ 2,656.0000	\$10,624.00
41	10 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Sinclair Dr. Intersection	m²	108	\$ 46.0000	\$4,968.00	\$ 26.0000	\$2,808.00	\$ 23.5000	\$2,538.00
42	11 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Coldstream Rd. Intersection	m	82	\$ 37.0000	\$3,034.00	\$ 40.0000	\$3,280.00	\$ 29.6500	\$2,431.30
43	11 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Coldstream Rd. Intersection	m	82	\$ 92.0000	\$7,544.00	\$ 124.0000	\$10,168.00	\$ 138.2500	\$11,336.50
44	11 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Coldstream Rd. Intersection	each	4	\$ 300.0000	\$1,200.00	\$ 324.0000	\$1,296.00	\$ 2,356.0000	\$9,424.00
45	11 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Coldstream Rd. Intersection	m²	123	\$ 46.0000	\$5,658.00	\$ 26.0000	\$3,198.00	\$ 23.6500	\$2,908.95
46	12 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Lamont Dr. Intersection	m	44	\$ 37.0000	\$1,628.00	\$ 40.0000	\$1,760.00	\$ 31.4900	\$1,385.56
47	12 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Lamont Dr. Intersection	m	44	\$ 92.0000	\$4,048.00	\$ 124.0000	\$5,456.00	\$ 141.2400	\$6,214.56
48	12 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Lamont Dr. Intersection	each	2	\$ 300.0000	\$600.00	\$ 324.0000	\$648.00	\$ 2,489.0000	\$4,978.00

49	12 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Lamont Dr. Intersection	m ²	56	\$ 46.0000	\$2,576.00	\$ 26.0000	\$1,456.00	\$ 25.6000	\$1,433.60
50	13 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Gold Creek Dr. Intersection	m	37	\$ 37.0000	\$1,369.00	\$ 48.0000	\$1,776.00	\$ 35.9600	\$1,330.52
51	13 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Gold Creek Dr. Intersection	m	37	\$ 92.0000	\$3,404.00	\$ 124.0000	\$4,588.00	\$ 142.6800	\$5,279.16
52	13 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Gold Creek Dr. Intersection	each	2	\$ 300.0000	\$600.00	\$ 324.0000	\$648.00	\$ 2,652.0000	\$5,304.00
53	13 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Gold Creek Dr. Intersection	m ²	56	\$ 46.0000	\$2,576.00	\$ 26.0000	\$1,456.00	\$ 23.6500	\$1,324.40
54	14 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Nairn Rd. Intersection	m	13	\$ 37.0000	\$481.00	\$ 48.0000	\$624.00	\$ 31.5600	\$410.28
55	14 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Nairn Rd. Intersection	m	13	\$ 92.0000	\$1,196.00	\$ 124.0000	\$1,612.00	\$ 143.5600	\$1,866.28
56	14 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Nairn Rd. Intersection	each	1	\$ 300.0000	\$300.00	\$ 324.0000	\$324.00	\$ 2,652.0000	\$2,652.00
57	14 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Nairn Rd. Intersection	m ²	20	\$ 46.0000	\$920.00	\$ 26.0000	\$520.00	\$ 26.5000	\$530.00
58	15 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Vanneck Rd. Intersection	m	10	\$ 37.0000	\$370.00	\$ 48.0000	\$480.00	\$ 35.6500	\$356.50
59	15 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Vanneck Rd. Intersection	m	10	\$ 92.0000	\$920.00	\$ 124.0000	\$1,240.00	\$ 148.6500	\$1,486.50
60	15 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Vanneck Rd. Intersection	m ²	13	\$ 46.0000	\$598.00	\$ 26.0000	\$338.00	\$ 29.6300	\$385.19
61	16 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Boston Dr. Intersection	m	16	\$ 37.0000	\$592.00	\$ 48.0000	\$768.00	\$ 34.2300	\$547.68
62	16 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Boston Dr. Intersection	m	16	\$ 92.0000	\$1,472.00	\$ 124.0000	\$1,984.00	\$ 146.5800	\$2,345.28
63	16 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Boston Dr. Intersection	each	1	\$ 300.0000	\$300.00	\$ 324.0000	\$324.00	\$ 2,858.0000	\$2,858.00
64	16 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Boston Dr. Intersection	m ²	24	\$ 46.0000	\$1,104.00	\$ 26.0000	\$624.00	\$ 31.5600	\$757.44
65	17 (70162)	22	510 S.P.	Remove & Dispose of Concrete Curb & Gutter Denfield Rd. Intersection	m	61	\$ 37.0000	\$2,257.00	\$ 40.0000	\$2,440.00	\$ 30.5800	\$1,865.38
66	17 (70162)	22	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Denfield Rd. Intersection	m	61	\$ 92.0000	\$5,612.00	\$ 124.0000	\$7,564.00	\$ 140.4900	\$8,569.89
67	17 (70162)	22	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Denfield Rd. Intersection	each	3	\$ 300.0000	\$900.00	\$ 324.0000	\$972.00	\$ 2,562.0000	\$7,686.00
68	17 (70162)	22	S.P.	Restoration (topsoil & seed) adjacent to repaired curb & gutter areas Denfield Rd. Intersection	m ²	92	\$ 46.0000	\$4,232.00	\$ 26.0000	\$2,392.00	\$ 26.0000	\$2,392.00
69	18 (70156)	78	353 S.P.	Place concrete curb & gutter (Type OPSD 600.020) Municipal #133 Intersection	m	36	\$ 92.0000	\$3,312.00	\$ 124.0000	\$4,464.00	\$ 141.7900	\$5,104.44
70	18 (70156)	78	353 S.P.	Place concrete curb & gutter outlets (Type OPSD 604.010 or 605.030) Municipal #133 Intersection	each	2	\$ 300.0000	\$600.00	\$ 324.0000	\$648.00	\$ 2,565.0000	\$5,130.00

Subtotal:

\$194,212.00

\$227,322.00

\$327,159.08



Committee of the Whole

Meeting Date: March 22, 2022
Submitted by: Ryan Hillinger, Engineering Supervisor
Subject: TENDER FOR TRAFFIC PAINT CONTRACT M-H-22

BACKGROUND:

Contract M-H-22 for the supply of Traffic Paint was advertised with tenders accepted until 12 noon, Wednesday, March 16, 2022.

ANALYSIS:

Due to the ever increasing costs of shipping and production during current events Ennis Paint Canada had to opt out of our existing 3 year contract. Financially it was unfeasible for them to continue to deliver paint at the tender prices set last year. We re-tendered the paint contract for the remainder of the 2 years to cover 2022 and 2023 seasons.

This was a joint purchase for Middlesex and surrounding Municipalities. We received one bid for this contract from Ennis Paint Canada ULC with a total bid price of \$3,617,043.00 plus HST over a 2 year term. Middlesex County portion of the contract is \$743,120.00 plus HST over a 2 year term A summary of the unit prices is attached.

Ennis Paint Canada have worked for the County in the past and have provided service and product that meets or exceeds the expectations of the County. It is recommended that their bid be accepted.

RECOMMENDATION:

That the bid Ennis Paint Canada in the amount of \$743,120.00 before taxes for Contract M-H-22 for the supply of Traffic Paint be accepted.

M-H-22 Traffic Paint Form of Tender

				Ennis Paint Canada			
Line Item	Organization	Containers	Approx. Quantity	2022 Unit Price	2022 Total Cost	2023 Unit Price	2023 Total Cost
1	Middlesex County	46 Totes Yellow	46000	\$ 4.7000	\$216,200.00	\$ 4.9600	\$228,160.00
2	Middlesex County	30 Totes White	30000	\$ 4.7000	\$141,000.00	\$ 4.9600	\$148,800.00
3	Middlesex County	40 Pails White	800	\$ 5.4500	\$4,360.00	\$ 5.7500	\$4,600.00
4	Lambton County	13 Totes Yellow	13000	\$ 4.7000	\$61,100.00	\$ 4.9600	\$64,480.00
5	Lambton County	30 Totes White	30000	\$ 4.7000	\$141,000.00	\$ 4.9600	\$148,800.00
6	Lambton County	70 Pails White	1400	\$ 5.4500	\$7,630.00	\$ 5.7500	\$8,050.00
7	Lambton County	15 Pails Yellow	300	\$ 5.7000	\$1,710.00	\$ 6.0100	\$1,803.00
8	Lambton County	3 Pails Royal Blue	60	\$ 6.7500	\$405.00	\$ 7.1200	\$427.20
9	City of Sarnia	6 Totes Yellow	6000	\$ 4.7000	\$28,200.00	\$ 4.9600	\$29,760.00
10	City of Sarnia	6 Totes White	6000	\$ 4.7000	\$28,200.00	\$ 4.9600	\$29,760.00
11	City of Sarnia	64 Pails White	1280	\$ 5.4500	\$6,976.00	\$ 5.7500	\$7,360.00
12	City of London	15 Totes Yellow	15000	\$ 4.7000	\$70,500.00	\$ 4.9600	\$74,400.00
13	City of London	16 Totes White	16000	\$ 4.7000	\$75,200.00	\$ 4.9600	\$79,360.00
14	City of London	288 Pails White	5760	\$ 5.4500	\$31,392.00	\$ 5.7500	\$33,120.00
15	Huron County	40 Totes Yellow	40000	\$ 4.7000	\$188,000.00	\$ 4.9600	\$198,400.00
16	Huron County	38 Totes White	38000	\$ 4.7000	\$178,600.00	\$ 4.9600	\$188,480.00
17	Huron County	10 Pails White	200	\$ 5.4500	\$1,090.00	\$ 5.7500	\$1,150.00
18	Huron County	2 Pails Royal Blue	40	\$ 6.7500	\$270.00	\$ 7.1200	\$284.80
19	St Thomas	50 Pails White	1000	\$ 5.4500	\$5,450.00	\$ 5.7500	\$5,750.00
20	St Thomas	10 Pails Yellow	200	\$ 5.7000	\$1,140.00	\$ 6.0100	\$1,202.00
21	Southwold Twp	10 Totes White	10000	\$ 4.7000	\$47,000.00	\$ 4.9600	\$49,600.00
22	Southwold Twp	15 Totes Yellow	15000	\$ 4.7000	\$70,500.00	\$ 4.9600	\$74,400.00
23	Oxford County	52 Totes Yellow	52000	\$ 4.7000	\$244,400.00	\$ 4.9600	\$257,920.00
24	Oxford County	40 Totes White	40000	\$ 4.7000	\$188,000.00	\$ 4.9600	\$198,400.00
25	Oxford County	160 Pails White	3200	\$ 5.4500	\$17,440.00	\$ 5.7500	\$18,400.00
26	Oxford County	30 Pails Yellow	600	\$ 5.7000	\$3,420.00	\$ 6.0100	\$3,606.00
27	Oxford County	5 Pails Royal Blue	100	\$ 6.7500	\$675.00	\$ 7.1200	\$712.00

Subtotal:	\$ 3,617,043.00
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Committee of the Whole

Meeting Date: March 22, 2022

Submitted by: Ryan Hillinger, Engineering Supervisor

Subject: Quotation for Crushing and Stockpiling at Mills Pit

BACKGROUND:

The County of Middlesex issued a request for tenders for the crushing and stockpiling of 32,000 tonnes of granular 'A' material in the Mills Pit in the Municipality of Thames Centre. This material will be used for County road reconstruction projects.

ANALYSIS:

Two bids were received with one bid not being compliant with the tender requirements. Associated Paving & Materials Ltd. submitted the low bid in the amount of \$153,600.00 including HST. A summary of the bid prices is attached.

We have contacted references from Associated Paving & Materials Ltd. and are satisfied with work done for others.

RECOMMENDATION:

That the bid from Associated Paving & Materials Ltd in the amount of \$153,600.00 before taxes for Contract M-P-22 for the crushing and stockpiling of granular 'A' be accepted.

Item	Description	Unit	Est Quantity	Unit Price	Total
1	Crushing and Stockpile of 'A' Gravel	Tonnes	32000	\$4.80	\$153,600.00

2022-03-03

County of Middlesex
Warden Alison Warwick
399 Ridout St. N.
London, ON
N6A 2P1

Dear Warden Warwick and Members of Council,

On March 1, 2022, I assumed the role of Senior Vice President & President, Gas Distribution and Storage for Enbridge, which includes Enbridge Gas in Ontario, and Gazifère in Québec.

I am excited to lead two strong companies whose core purpose is to deliver the energy that enhances peoples quality of life. Our distribution service area generates 40 percent of Canada's GDP, and the energy we provide for 3.9 million residential, business and industrial customers, helps keep this country's economic engine humming. Our unique Storage and Transmission business provides shippers with direct access to North America's major natural gas supply basins. This business includes one of the largest integrated underground natural gas storage facilities in North America, that ensures Ontario, Québec and markets further east have access to a reliable and secure energy source, when they need it most.

I intend to build upon this solid foundation and the outstanding leadership of Cynthia Hansen, who is now Executive Vice President and President of Gas Transmission for Enbridge Inc., and brings to her role a deep understanding of Enbridge Gas, Gazifère and their respective markets.

You can expect a seamless transition. Over the course of my 25 year career in energy, most recently in my previous role as Senior Vice President and Chief Operations Officer, Gas Transmission and Midstream at Enbridge, my focus has been to deliver best-in-class safety, environmental and operationally excellent performance. Under my leadership, we will remain laser focused on providing a safe, reliable and competitive energy choice for our customers. In addition, we will expand our efforts to advance Ontario and Québec's environmental objectives through investments and partnerships in zero and low-carbon energy initiatives and technologies, and we will continue to deliver on our business and financial objectives for our shareholders.

Over the coming weeks I will be making the rounds, meeting with employees, government officials, Indigenous and community leaders, business partners and others, to further my understanding of the business and the needs of those we serve. I have an open door policy and want to solicit your thoughts on what we are doing well, and what we could do better so that we may build upon our strengths.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michele Harradence'.

Michele Harradence
Senior Vice President & President, Gas Distribution and Storage, Enbridge

Policy Division

Division de la politique

Director's Office
Crown Forests and Lands Policy Branch
70 Foster Drive, 3rd Floor
Sault Ste. Marie, ON P6A 6V5

Bureau du directeur
Direction des politiques relatives aux forêts et
aux terres de la Couronne
70, rue Foster, 3^e étage
Sault Sainte Marie, ON P6A 6V5

March 03, 2022

Re: Seeking input about the use of floating accommodations on waterways over
Ontario's public lands

Greetings,

The Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF) would like to make you aware of a Bulletin recently posted to the Environmental Registry of Ontario [<https://ero.ontario.ca/notice/019-5119>].

We are seeking to engage municipalities on potential ideas and approaches to manage “camping” and the use of floating accommodations on waterways over Ontario’s public lands. The ministry is seeing increased interest in the use of waterways by various types of vessels (i.e., watercrafts equipped for overnight accommodation). In some cases, the ministry has heard concerns relating to vessels that are primarily designed for accommodation and not navigation.

We are seeking input from the public, Indigenous communities, and municipal associations, and various stakeholders including your organization **by April 19, 2022**.

Input from this process will inform consideration of potential future changes intended to address growing concerns around the impacts of this activity on Ontario waterways and those who use them.

Please note, no regulatory changes are being proposed at this time. Any regulatory or policy changes that may be considered in the future would be posted on the Environmental Registry for consultation purposes.

If you have any questions, please reach out to Julie Reeder, Sr. Program Advisor, Crown Lands Policy Section at Julie.reeder@ontario.ca.

Sincerely,

Peter D. Henry, R.P.F.
Director
Crown Forests and Lands Policy Branch

- c. Pauline Desroches, Manager, Crown Lands Policy Section
Julie Reeder, Sr. Program Advisor, Crown Lands Policy Section



Media Release

FOR IMMEDIATE RELEASE

March 7th, 2022

Middlesex County Economic Development Recipient of Marketing Canada Award

Middlesex County, ON

Middlesex County's Department of Economic Development and Tourism is pleased to announce that it received a prestigious award from the Economic Developers Association of Canada (EDAC) for its marketing efforts in 2021. The Marketing Canada Awards ceremony, which honours best practice economic development efforts from across the country, will follow later this year.

Middlesex County Economic Development and Tourism is honoured to be the recipient of EDAC's *Single Publication Less Than 5 Pages Award* for the creation of the *Discover Our Grassroutes Official Tourism Map*. The Department, which acts as the Destination Marketing Organization for the region, is excited to share with others a snapshot of the amazing, unique rural adventures found here. "Due to COVID-19, the tourism sector has faced significant challenges. With this award, we are very proud to celebrate and highlight the passion and resiliency continuously demonstrated by our local tourism businesses across Middlesex County," stated Cara Finn, Director of Economic Development and Tourism.

"On behalf of Council, Middlesex County extends its sincere appreciation to the Economic Developers Association of Canada for this honour" says Alison Warwick, Warden. The *Discover Our Grassroutes Official Tourism Map* is available for electronic viewing on visitmiddlesex.ca. Print copies are also available at Visit Middlesex information kiosks in Middlesex libraries throughout the region or by contacting the Economic Development and Tourism Department at info@visitmiddlesex.ca

Contact:

Cara A. Finn, BBA, M.Ad.Ed, CMSM
Director of Economic Development and Tourism
t: (519) 434-7321 Ext. 2347 email: cfinn@middlesex.ca



March 8, 2022

AMO Policy Update – Consolidated Homelessness Prevention Program, New PTSD Rehabilitation Centre for First Responders, *Getting Ontario Connected Act*, 2022, and AMO Statement on Ukraine

Consolidated Homelessness Prevention Program

The provincial government is consolidating three programs into a new [Homelessness Prevention Program](#). It combines the Community Homelessness Prevention Initiative, Home for Good, and the Strong Communities Rent Supplement Program into one. The change will provide more flexibility for municipal service managers to prevent homelessness and decreased administrative reporting burden. An annual funding increase of \$25 million is also being added.

AMO asked in the pre-budget submission for increase in funding to address homelessness. AMO continues to advocate to the government to co-develop a comprehensive [action plan](#) with municipalities and District Social Service Administration Boards to end homelessness in Ontario.

Funding for a New PTSD Rehabilitation Centre for First Responders

The Ontario government announced a \$1 million dollar investment in the Runnymede Healthcare Centre's First Responders Post-Traumatic Stress Injury Rehabilitation Treatment and Assessment Centre. The new treatment centre would provide a comprehensive mental health rehabilitation program to first responders affected by work-related stress or trauma, including post-traumatic stress disorder (PTSD). It is expected to provide specialized services like assessments, intensive treatment and aftercare, as well as high quality care to first responders in need of substance use treatment. Other expected services include virtual care and 24/7 crisis support, as well as peer and navigation support towards recovery.

The COVID-19 pandemic has exacerbated the mental health challenges first responders face and enhanced the need to provide services that meet their unique needs. Peel Region has allocated 26 acres to support the future site of one of the new residential treatment facilities. Ontario is working with Runnymede Healthcare Centre to finalize the early stages of planning, including identifying programming, operational

space, and funding needs. As part of this, work is underway to assess how else the project can help to address existing gaps in care, as well as the growing need for unique and targeted mental health and addictions supports for first responders.

The *Getting Ontario Connected Act, 2022*

Yesterday the province [announced](#) new [legislation](#) to help make it easier and faster to build high-speed internet infrastructure across the province. The legislation, if passed, would reduce delays to help meet the government's commitment to connect every community with access to high-speed internet by the end of 2025. Municipal governments are encouraged to review the legislation as it proposes changes to two Acts.

The legislation, if passed, would [amend](#) the *Building Broadband Faster Act, 2021* to set required service standards, require information sharing through new Broadband One Window platform, and ensure organizations that own utility infrastructure near a designated high-speed internet project provide timely access to infrastructure data.

Timelines for approval of requests to access municipal rights-of-way for construction are also included in the proposed legislation. It would also amend the *Ontario Underground Infrastructure Notification System Act, 2012* to make it faster and easier for construction and infrastructure projects to obtain underground infrastructure location information (e.g., locates).

AMO Statement on Ukrainian Conflict

Municipal governments in every part of Ontario stand with the people of Ukraine in the face of unconscionable tragedy, invasion, and war. AMO has compiled a list of [ways that municipalities and individuals can help](#).

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



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Committee of the Whole

Meeting Date: March 22, 2022

Submitted by: Cindy Howard, General Manager Finance and Community Services, County Treasurer and Deputy CAO

Subject: 2021 Remuneration and Expenses

BACKGROUND:

The *Municipal Act* states as follows:

Section 284 (1) The treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on remuneration and expenses paid in the previous year to,

- (a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by councillor on which the member holds office by virtue of being a member of council;
- (b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and
- (c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.

The attached report details all remuneration and expenses paid to members of County Council and Council appointees to Boards.

Attachment

**County of Middlesex
2021
Remuneration & Expenses paid to Members of Council
and Council Appointees to Boards**

Statement by Treasurer

Municipal Act - Section 284 (1) The treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on remuneration and expenses paid in the previous year to,

(a) each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of council;

(b) each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and

(c) each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body.

	1	2	3	4
	Salaries & Per diems	Travel	Convention Registration	Conventions & Expenses
Middlesex County Council				
Brennan, John	\$ 22,671.25	\$ 74.30	\$ -	\$ -
Burghardt-Jesson, Cathy	73,875.87	2,527.92	3,134.20	11,729.33
Cornellissen, Adrian	25,925.25	414.11	-	-
Deviet, Aina	25,068.85	152.53	1,684.12	1,597.79
Elliot, Kelly	22,833.95	163.50	1,272.00	2,238.91
Mayhew, Allan	22,671.25	252.60	1,399.20	457.92
Richards, Brad	22,671.25	205.58	-	-
Ropp, Brian	23,810.15	295.84	-	-
Smith, Kurtis	24,460.95	409.10	1,277.08	2,202.41
Vanderheyden, Joanne	27,866.77	118.88	1,093.90	3,522.43
Warwick, Alison	22,833.95	184.27	407.04	1,068.89
Totals	\$ 314,689.49	\$ 4,798.63	\$ 10,267.54	\$ 22,817.68

	1	2	3	4
	Salaries & Per diems	Travel	Convention Registration	Conventions & Expenses
Middlesex County Library Board				
Adams, Ruth	\$ 1,301.60	\$ 36.30	\$ -	\$ -
Wilkins, Marigay	2,139.58	-	-	1,560.18
Maudsley, Jim	1,648.76	115.50	-	1,439.82
Richards, Brad	1,296.16	-	-	-
Burghardt-Jesson, Cathy	1,133.46	-	-	-
Totals	\$ 7,519.56	\$ 151.80	\$ -	\$ 3,000.00

1	2	3	4
Salaries & Per diems	Travel	Convention Registration	Conventions & Expenses

Middlesex Accessibility Advisory Committee

Sitlington, David	\$ 162.70	\$ -	\$ -	\$ -
Steele, Mary Jane	162.70	-	-	-
Steeper-Doxator, Leslie-Anne	162.70	-	-	-
Ivanouski, Michelle	162.70	-	-	-
Brennan, John	162.70	-	-	-
Mayhew, Allan	162.70	-	-	-
Burghardt-Jesson, Cathy	-	-	-	-
Totals	\$ 976.20	\$ -	\$ -	\$ -

Salaries & Per diems	Travel	Convention Registration	Conventions & Expenses
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Middlesex-London EMS Authority

Burghardt-Jesson, Cathy	\$ 650.80	\$ -	\$ -	\$ -
Smith, Kurtis	650.80	-	-	-
Ropp, Brian	650.80	-	-	-
Turner, Stephen	968.04	14.30	-	-
Rayburn, Bill	650.80	19.80	-	-
Totals	\$ 3,571.24	\$ 34.10	\$ -	\$ -

The above payments have been made under the authority of County of Middlesex By-laws #7104 and #7105

1	2	3	4
Salaries & Per diems	Travel	Convention Registration	Conventions & Expenses

Middlesex London Health Unit

Brennan, John	\$ 2,120.86	\$ -	\$ -	\$ -
Deviet, Aina	5,756.62	127.50	-	605.96
Elliot, Kelly	2,120.86	-	-	-
Totals	\$ 9,998.34	\$ 127.50	\$ -	\$ 605.96

The above County appointees were paid directly by the Middlesex London Health Unit

Association of Municipalities of Ontario AMO Board and MEPCO Chair

DeViet, Aina - expenses

\$ -

Cindy Howard, CPA,CA
County Treasurer
March 15, 2022



Committee of the Whole

Meeting Date: March 22, 2022

Submitted by: Cindy Howard, General Manager Finance and Community Services, County Treasurer and Deputy CAO

SUBJECT: PUBLIC SECTOR SALARY DISCLOSURE

BACKGROUND:

Introduction

Each year, since the Public Sector Salary Disclosure Act was passed in 1996, the Ontario Government has published a compendium on public sector employees who were paid a salary of \$100,000 or more. Organizations that receive public funding from the Province of Ontario are required to disclose the names, positions, salaries and taxable benefits of these employees.

The purpose of this law is to provide a more open and accountable system of government. It lets taxpayers compare the performance of an organization with the compensation given to the people running it. People paid \$100,000 or more a year are usually the senior employees in an organization. It also provides taxpayers with more details on how their tax dollars are spent.

Public Sector salaries disclosed

The Act covers county and other local governments, universities and colleges, school boards, hospitals, and Crown agencies such as Ontario Place. It also applies Provincial Government ministries and members of the Assembly. Other non-profit organizations that receive a large share of their funding from the provincial government are covered as well. To determine if an organization is covered by the Act, contact the organization or the Ministry that funds it.

Compliance

All organizations that are covered by this Act must prepare a list each year of the employees who were paid \$100,000 or more the year before, with their names, positions, salaries and the value of their taxable benefits.

Each organization must make the list available on their premises, in a place where any member of the public can easily see and review it. The list must be available for inspection without charge between March 31 and December 31 of the year it is disclosed.

ANALYSIS:

The report was submitted by the deadline of March 7, 2022. The attached report includes the information that was forwarded to the Province.

Attachment

LAST NAME	FIRST NAME	POSITION	SALARY	BENEFIT	ORGANIZATION
County of Middlesex					
ANDREW	Pauline	Manager of Social Services	\$ 114,846.74	\$ 653.46	County of Middlesex
BAILEY	Chris	Manager of Information Technology Services	\$ 104,904.50	\$ 561.83	County of Middlesex
BROCK	Lindsay	Director of Library Services	\$ 124,284.42	\$ 721.56	County of Middlesex
BROOKS	Crystal	Director of Nursing Strathmere Lodge	\$ 126,921.18	\$ 735.46	County of Middlesex
CORNISH	Jamie	Roadworker	\$ 107,328.12	\$ 460.86	County of Middlesex
DEVIN	Nadine	Early Years Project Manager	\$ 100,299.06	\$ 584.52	County of Middlesex
FINN	Cara	Director of Economic Development	\$ 126,921.18	\$ 735.46	County of Middlesex
GOUGH	Dean	Foreman	\$ 103,745.81	\$ 813.55	County of Middlesex
GOUGH	Steven	Foreman	\$ 103,744.19	\$ 2,026.01	County of Middlesex
HOGLUND	Jarett	Foreman	\$ 103,744.23	\$ 805.23	County of Middlesex
HOWARD	Cindy	General Manager Finance and Community Services	\$ 180,839.38	\$ 7,483.07	County of Middlesex
JOSEPH	Smithamol	Registered Nurse	\$ 101,441.26	\$ 708.94	County of Middlesex
KERWIN	Brent	Administrator Strathmere Lodge	\$ 147,252.26	\$ 848.11	County of Middlesex
LANGDALE	Martin	General Roads Superintendent	\$ 122,444.57	\$ 919.22	County of Middlesex
MEAGHER	Wayne	County Solicitor	\$ 180,944.66	\$ 1,045.97	County of Middlesex
MONIZ	Paul	Foreman	\$ 103,743.14	\$ 604.51	County of Middlesex
NGAI	Jessica	Human Resources Manager	\$ 126,921.46	\$ 710.87	County of Middlesex
RAYBURN	William	Chief Administrative Officer	\$ 231,888.98	\$ 62,609.87	County of Middlesex
ROBERTS	William	Foreman	\$ 103,742.38	\$ 805.23	County of Middlesex
THOMPSON	Ryan	Roadworker	\$ 121,463.12	\$ 394.05	County of Middlesex
TRAINI	Chris	General Manager Infrastructure/County Engineer	\$ 180,839.38	\$ 12,181.44	County of Middlesex
VANDERWERFF	Durk	Director of Planning	\$ 137,330.46	\$ 795.96	County of Middlesex
WILLIAMS	Tim	Senior Planner	\$ 100,299.06	\$ 584.52	County of Middlesex
WINSER	Joesph	Manager of Social Services	\$ 112,590.47	\$ 629.11	County of Middlesex
Middlesex London Emergency Medical Services Authority					
AITKEN	Dan	Advanced Care Paramedic	\$ 101,166.81	\$ 623.64	Middlesex London Emergency Medical Services Authority
ALLEN	Joshua	Advanced Care Paramedic	\$ 100,394.43	\$ 584.24	Middlesex London Emergency Medical Services Authority
BELLAMY	Michael	Primary Care Paramedic	\$ 103,040.98	\$ 561.04	Middlesex London Emergency Medical Services Authority
BENNETT	Adam	Supervisor Operations to Deputy Chief of Operations	\$ 130,905.89	\$ 903.83	Middlesex London Emergency Medical Services Authority
BLACK	Donald	Advanced Care Paramedic	\$ 118,107.58	\$ 623.64	Middlesex London Emergency Medical Services Authority
BOTHWELL	Miranda	PAD/Public Education Coordinator	\$ 103,484.35	\$ 635.56	Middlesex London Emergency Medical Services Authority
BRENDORFER	Jodi	Advanced Care Paramedic	\$ 107,349.44	\$ 623.64	Middlesex London Emergency Medical Services Authority
CARTER	Dustin	Community Paramedicine Project Lead	\$ 113,074.81	\$ 704.12	Middlesex London Emergency Medical Services Authority
CHAPMAN	Michael	Primary Care Paramedic	\$ 102,924.76	\$ 561.04	Middlesex London Emergency Medical Services Authority
CHYNES	Joshua	Advanced Care Paramedic	\$ 107,271.54	\$ 367.63	Middlesex London Emergency Medical Services Authority
CLARKE	John	Advanced Care Paramedic	\$ 101,246.37	\$ 623.64	Middlesex London Emergency Medical Services Authority
COLE-MEGARO	Kyler	Primary Care Paramedic to Superintendent, Operations	\$ 104,980.54	\$ 561.04	Middlesex London Emergency Medical Services Authority
COOK	Steven	Superintendent, Operations	\$ 133,671.48	\$ 748.83	Middlesex London Emergency Medical Services Authority
COSTELLO	Kyler	Primary Care Paramedic	\$ 100,459.06	\$ -	Middlesex London Emergency Medical Services Authority
DESJARDINES	Peter	Advanced Care Paramedic	\$ 100,964.77	\$ 623.64	Middlesex London Emergency Medical Services Authority
DOBBIN	Karly	Advanced Care Paramedic	\$ 101,485.01	\$ 549.12	Middlesex London Emergency Medical Services Authority
DOLBEAR	Kelly	Operations Supervisor to Commander of Logistics	\$ 147,019.71	\$ 748.83	Middlesex London Emergency Medical Services Authority
DOUCET	Shannon	Primary Care Paramedic	\$ 114,899.67	\$ 366.08	Middlesex London Emergency Medical Services Authority
FEERE	Denise	Primary Care Paramedic	\$ 104,394.43	\$ 563.12	Middlesex London Emergency Medical Services Authority
FORTNER	Randy	Advanced Care Paramedic	\$ 101,622.27	\$ 561.04	Middlesex London Emergency Medical Services Authority
GATLEY	Matthew	Advanced Care Paramedic	\$ 122,172.45	\$ 561.04	Middlesex London Emergency Medical Services Authority
GRAVES	Hazel	Deputy Operations Superintendent (Advanced)	\$ 109,205.03	\$ 650.46	Middlesex London Emergency Medical Services Authority
GREGUS	Sandra	Primary Care Paramedic	\$ 104,569.76	\$ 521.64	Middlesex London Emergency Medical Services Authority
GRIFFITHS	Daniel	Superintendent Operations	\$ 106,987.26	\$ 647.48	Middlesex London Emergency Medical Services Authority
HALL	Mathew	Superintendent Operations	\$ 106,556.21	\$ 647.48	Middlesex London Emergency Medical Services Authority
HAWKINS	Ronald	Advanced Care Paramedic	\$ 106,916.90	\$ 623.64	Middlesex London Emergency Medical Services Authority
HEISE	Colin	Coordinator Employee and Support Services	\$ 102,370.83	\$ 635.56	Middlesex London Emergency Medical Services Authority
HILL	James	Advanced Care Paramedic	\$ 102,621.19	\$ 623.64	Middlesex London Emergency Medical Services Authority
HILL	Josh	Advanced Care Paramedic	\$ 104,042.07	\$ 623.64	Middlesex London Emergency Medical Services Authority
HUNSBERGER	Shawn	Advanced Care Paramedic	\$ 107,796.57	\$ 623.64	Middlesex London Emergency Medical Services Authority
HUNTER	Debra	Superintendent, Operations	\$ 117,477.18	\$ 647.48	Middlesex London Emergency Medical Services Authority
HURST	Michael	Deputy Operations Superintendent	\$ 122,322.89	\$ 671.33	Middlesex London Emergency Medical Services Authority
IRWIN	Terry	Superintendent, Operations	\$ 133,405.83	\$ 748.83	Middlesex London Emergency Medical Services Authority
JACKSON	Lynda	Advanced Care Paramedic	\$ 103,624.12	\$ 623.64	Middlesex London Emergency Medical Services Authority
JIMSON	LT	Advanced Care Paramedic	\$ 103,873.77	\$ 623.64	Middlesex London Emergency Medical Services Authority
LABRIE	Adam	Advanced Care Paramedic	\$ 107,469.88	\$ 623.64	Middlesex London Emergency Medical Services Authority
LOOSLEY	JAY	Superintendent Education	\$ 113,424.10	\$ 635.56	Middlesex London Emergency Medical Services Authority
LUND	Adam	Advanced Care Paramedic	\$ 103,346.28	\$ 623.64	Middlesex London Emergency Medical Services Authority
MACKAY	Kevin	Deputy Operations Superintendent (Advanced)	\$ 105,321.89	\$ 602.77	Middlesex London Emergency Medical Services Authority
MARSHALL	Christopher	Advanced Care Paramedic	\$ 101,393.09	\$ 623.64	Middlesex London Emergency Medical Services Authority
MATHIESON	Jayson	Primary Care Paramedic	\$ 105,967.67	\$ 561.04	Middlesex London Emergency Medical Services Authority
MATTHEWS	Taylor	Primary Care Paramedic	\$ 101,945.15	\$ -	Middlesex London Emergency Medical Services Authority
MOC	Peter	Advanced Care Paramedic	\$ 101,013.75	\$ 623.64	Middlesex London Emergency Medical Services Authority
MONIZ	Paul	Primary Care Paramedic	\$ 100,382.56	\$ 561.04	Middlesex London Emergency Medical Services Authority
MORTIER	Christopher	Advanced Care Paramedic	\$ 104,481.96	\$ 623.64	Middlesex London Emergency Medical Services Authority
MULLEN	Lawrence	Advanced Care Paramedic	\$ 103,097.48	\$ 623.64	Middlesex London Emergency Medical Services Authority
NATVIK	Erik	Advanced Care Paramedic	\$ 105,096.60	\$ 623.64	Middlesex London Emergency Medical Services Authority
NATVIK	Cynthia	Advanced Care Paramedic	\$ 106,165.85	\$ 623.64	Middlesex London Emergency Medical Services Authority
PRANGER	Shawn	Superintendent Operations	\$ 132,838.29	\$ 748.83	Middlesex London Emergency Medical Services Authority
RANKIN	Julie	Advanced Care Paramedic	\$ 109,546.87	\$ 623.64	Middlesex London Emergency Medical Services Authority
REGAN	Alex	Primary Care Paramedic	\$ 105,239.32	\$ 521.64	Middlesex London Emergency Medical Services Authority
RENKEMA	Wayne	Deputy Operations Superintendent (Advanced)	\$ 127,063.32	\$ 617.67	Middlesex London Emergency Medical Services Authority
RIESE	Allan	Advanced Care Paramedic	\$ 106,428.26	\$ 623.64	Middlesex London Emergency Medical Services Authority
ROBB	Samantha	Primary Care Paramedic	\$ 105,232.27	\$ 20.42	Middlesex London Emergency Medical Services Authority
ROBERTS	Neal	Chief	\$ 213,831.87	\$ 1,231.72	Middlesex London Emergency Medical Services Authority
SEELEY	William	Advanced Care Paramedic	\$ 101,023.41	\$ 623.64	Middlesex London Emergency Medical Services Authority
SIM	Jutin	Advanced Care Paramedic	\$ 105,733.51	\$ 551.45	Middlesex London Emergency Medical Services Authority
SMITH	Greg	Primary Care Paramedic	\$ 102,123.28	\$ 561.04	Middlesex London Emergency Medical Services Authority
SUTHERLAND	Dustin	Superintendent, Operations	\$ 109,087.98	\$ 629.10	Middlesex London Emergency Medical Services Authority
SWAN	Andrew	Primary Care Paramedic	\$ 116,418.03	\$ -	Middlesex London Emergency Medical Services Authority
Van Dyk	James	Advanced Care Paramedic	\$ 102,559.83	\$ 623.64	Middlesex London Emergency Medical Services Authority
VANDERYDT	Chris	Advanced Care Paramedic	\$ 113,373.63	\$ 623.64	Middlesex London Emergency Medical Services Authority
VANDYK	Paul	Superintendent, Operations	\$ 138,780.59	\$ 748.83	Middlesex London Emergency Medical Services Authority
WILLIAMS	Christopher	Primary Care Paramedic	\$ 100,153.61	\$ 347.76	Middlesex London Emergency Medical Services Authority
WINGFIELD	Alan	Superintendent Operations	\$ 116,630.64	\$ 671.33	Middlesex London Emergency Medical Services Authority
WONNEK	Troy	Superintendent Logistics	\$ 100,308.54	\$ 529.63	Middlesex London Emergency Medical Services Authority
YUZIK	Aaron	Advanced Care Paramedic	\$ 100,004.87	\$ 548.16	Middlesex London Emergency Medical Services Authority
ZUMAETA	Kevin	Primary Care Paramedic	\$ 130,707.63	\$ -	Middlesex London Emergency Medical Services Authority

Meeting Date: March 22, 2022

Submitted by: Cindy Howard, GM Finance and Community Services and Wayne Meagher, County Barrister & Solicitor

SUBJECT: 2006 STRATHMERE LODGE CAPITAL WORKS DEBENTURE

BACKGROUND:

At the March 8, 2022 County Council Meeting, Councillor Vanderheyden asked a few questions regarding the Strathmere Lodge Debenture. Administration agreed to provide an information report for the March 22, 2022 meeting responding to these questions.

When is the debenture fully paid off?

Can the County get out of the Strathmere Lodge debenture (and interest owing on same) by paying it off early?

ANALYSIS:

In 2005 County Council approved a 20 year \$17,800,000 serial debenture at 4.64% with OSIFA (Infrastructure Ontario). Proceeds from the debenture issue were received on January 3, 2006. On July 4, 2006, the first payment of principal \$445,000 and interest of \$411,829 were made.

Payments are due each year in January and July. The last payment for the Lodge Debenture is January, 2026. For the period 2022 to 2026, the interest payments due are \$465,231 and the principal payment are \$4,005,000. Municipal accounting provides that interest on the debenture shall be accrued, but not the principal portion.

In response to the question, can the County get out of the Lodge debenture, the answer is no, not without negotiating new terms.

The GM Finance and Community Services had the County Barrister & Solicitor review the debenture and he opined as follows:

- There is an exact payment schedule set out to be on particular dates through January 2026 with specific maturation dates for each payment, which are fundamental terms to the debenture.
- As a result, there is purposely no acceleration terms within the debenture to allow for early payment for less than the full amount of interest.
- It would not necessarily be impossible for Parties to agree to an amending agreement to amend the debenture to allow for early payment, and the County could propose that to the lender if it wishes.
- However, lenders normally want/need a reason to enter into such amending agreements and would nearly certainly insist on receiving the total amount of interest that the lender contemplated receiving when lending.

Attachment: 2005 By-law and 2006 Debenture

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW # 5881

A BY-LAW OF THE CORPORATION OF THE COUNTY OF MIDDLESEX TO AUTHORIZE THE BORROWING UPON SERIAL DEBENTURES IN THE AMOUNT OF \$17,800,000 TOWARDS THE COST OF CERTAIN CAPITAL WORKS OF THE CORPORATION OF THE COUNTY OF MIDDLESEX

WHEREAS the *Municipal Act, 2001*, as amended (the "Act") provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS the Council of The Corporation of the County of Middlesex (the "Municipality") has passed the by-laws enumerated in column (1) of Schedule "A" attached hereto and forming part of this By-law ("Schedule "A") authorizing the project described in column (2) of Schedule "A" (the "Project"), and authorizing the entering into of a Financing Agreement for the provision of temporary borrowing from the Ontario Strategic Infrastructure Financing Authority ("OSIFA") in respect of the Project (the "Financing Agreement") and desires to issue debentures for the Project in the amount specified in column (5) of Schedule "A";

AND WHEREAS before authorizing the Project, the Municipality had its Treasurer update its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to authorizing the Project, the Treasurer determined that the estimated annual amount payable in respect of the Project, would not cause the Municipality to exceed the updated limit and that the approval of the Project, by the Ontario Municipal Board, was not required;

AND WHEREAS the Municipality has submitted an application to OSIFA for long term borrowing through the issue of debentures to OSIFA in respect of the Project (the "Application") and the Application has been approved;

AND WHEREAS to provide long term financing for the Project and to repay certain temporary advances in respect of the Project made by OSIFA, as applicable, pursuant to the Financing Agreement dated as of January 14, 2005, it is now expedient to issue serial debentures in the amount of \$17,800,000 in lawful money of Canada, payable as to combined principal and interest semi-annually on such days in July and January in each of the years 2006 to 2026, both inclusive, as are set out in Schedule "C", as hereinafter defined, on the terms hereinafter set forth;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE COUNTY OF MIDDLESEX ENACTS AS FOLLOWS:

1. For the Project, the borrowing upon the credit of the Municipality of the principal sum of \$17,800,000 and the issue of serial debentures therefor upon the credit of the Municipality to be repaid in semi-annual instalments of combined principal and interest, as hereinafter set forth, are hereby authorized.
2. The Warden and the Treasurer of the Municipality are hereby authorized to cause any number of serial debentures to be issued for such sums of money as may be required for the Project in definitive form, not exceeding in total the said sum of \$17,800,000 (the "Debentures"). The Debentures shall bear the Municipality's municipal seal and the signatures of the Warden and the Treasurer of the Municipality, all in accordance with the provisions of the Act. The municipal seal of the Municipality and the signatures referred to in this section may be printed, lithographed, engraved or otherwise mechanically reproduced. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW NUMBER 5881 Page 2

3. The Debentures shall be in fully registered form as one or more certificates in the aggregate principal amount of \$17,800,000, in the name of OSIFA or as OSIFA may otherwise direct, substantially in the form attached as Schedule "B" hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on the final maturity date upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Municipality may agree.
4. In accordance with the provisions of section 18 of the *Ontario Strategic Infrastructure Financing Authority Act, 2002*, as amended, as security for the payment by the Municipality of the indebtedness of the Municipality to OSIFA under the Debentures (the "Obligations"), the Municipality is hereby authorized to agree in writing with OSIFA that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, or from money appropriated by such Assembly for payment to the Municipality in respect of such matters as may be specified, amounts not exceeding the amounts that the Municipality fails to pay to OSIFA on account of the Obligations and to pay such amounts to OSIFA.
5. The Debentures shall all be dated the 3rd day of January, 2006 and shall be issued within two years after the day on which this By-law is enacted, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall mature during a period of approximately 20 years from the date thereof and the respective amounts of principal and interest payable in each of the years in such period shall be as set forth in Schedule "C" attached hereto and forming part of this By-law ("Schedule "C)"). The Debentures shall bear interest from the date thereof payable semi-annually in arrears in each year of their currency. The Debentures shall bear interest at the rate of 4.64% per annum.
6. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or executive order to be closed (a "Toronto Business Day") and if any date for payment is not a Toronto Business Day, payment shall be made on the next following Toronto Business Day.
7. Interest shall be payable to the final maturity date of the Debentures and on default shall be payable both before and after default and judgment. Any amounts payable by the Municipality as interest on overdue principal or interest in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
8. In each year in which a payment of an instalment of principal and interest becomes due, there shall be raised as part of the general levy the amounts of principal and interest payable in each year as set out in Schedule "C" to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality
9. The Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW NUMBER 5881 Page 3

10. The Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellation, exchanges, substitutions and transfers of Debentures, may be recorded and the Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
11. The Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Municipality shall deem and treat registered holders of Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Municipality on the Debentures to the extent of the sum or sums so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Municipality.
12. The Debentures are transferable or exchangeable at the office of the Treasurer of the Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Warden and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferee, in the case of a transfer or as directed by the registered holder in the case of an exchange.
13. The Warden and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become lost, stolen, mutilated, defaced or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a lost, stolen or destroyed Debenture) furnished the Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and indemnity in respect thereof satisfactory to the Municipality in its discretion; and (c) surrendered to the Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
14. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW NUMBER 5881 Page 4

15. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; and (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange.
16. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are lost, stolen, mutilated, defaced or destroyed and for the replacement of lost, stolen, mutilated, defaced or destroyed principal and interest cheques may be imposed by the Municipality. Where new Debentures are issued in substitution in these circumstances the Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.
18. The Warden and the Treasurer are hereby authorized to cause the Debentures to be issued, the County Clerk and Treasurer are hereby individually authorized to generally do all things and to execute all documents and other papers in the name of the Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Municipality's municipal seal to any of such documents and papers.
19. The proceeds realized in respect of the Debentures, after providing for the expenses related to their issue, if any, shall be apportioned and applied for the Project and for no other purpose except as permitted by the Act.
20. Subject to the Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Municipality may in its discretion determine.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

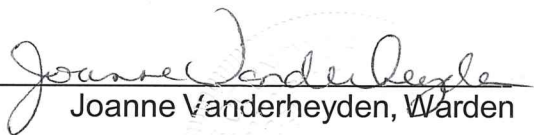
BY-LAW NUMBER 5881 Page 5


21. This By-law takes effect on the day of passing.

By-law read a first time this 13th day of December, 2005.

By-law read and second time this 13th day of December, 2005.

By-law read a third time and finally passed this 13th day of December, 2005.


Joanne Vanderheyden, Warden


Donald Hudson, Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX

Schedule "A" to By-law Number 5881

By-law	Project Description	Approved Amount to be Financed Through the Issue of Debentures	Amount of Debentures Previously Issued	Amount of Debenture s to be Issued	Approximate Term of Years of Debentures
(1)	(2)	(3)	(4)	(5)	(6)
		\$	\$	\$	
5723 5777	Strathmere Lodge – construction of a new Home for the Aged	22,000,000	Nil	17,800,000	20
TOTAL				17,800,000	

THE CORPORATION OF THE COUNTY OF MIDDLESEX

Schedule "B" to By-law Number 5881

No. OSIFA06-01

\$17,800,000

C A N A D A
Province of Ontario
THE CORPORATION OF THE COUNTY OF MIDDLESEX

FULLY REGISTERED SERIAL DEBENTURE

THE CORPORATION OF THE COUNTY OF MIDDLESEX (the "Municipality"), for value received, hereby promises to pay to

ONTARIO STRATEGIC INFRASTRUCTURE FINANCING AUTHORITY ("OSIFA")

or registered assigns, subject to the Conditions attached hereto which form part hereof (the "Conditions"), upon presentation and surrender of this debenture by the final maturity date of this debenture (January 2, 2026), the principal sum of

SEVENTEEN MILLION EIGHT HUNDRED THOUSAND DOLLARS

----- (\$17,800,000) -----

by semi-annual payments on such days in July and January in each of the years 2006 to 2026, both inclusive, as are set out in the attached Schedule (the "Schedule") in the amounts set forth in the Schedule and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada, and to pay interest thereon until the final maturity date of this debenture, in like money in semi-annual payments from the 3rd day of January, 2006, or the last date on which interest has been paid on this debenture, whichever is later, at the rate of interest set forth in the Schedule, in arrears, on such days in July and January, in each year as are set out in the Schedule (each, a "Payment Date") in the manner provided in the Conditions. Interest shall be paid on default at the applicable rate set out in the Conditions both before and after default and judgment. The applicable rate of interest, the payments of principal and interest and the principal balance outstanding in each year are shown in the Schedule.

The Municipality, pursuant to section 18 of the *Ontario Strategic Infrastructure Financing Authority Act, 2002*, as amended (the "OSIFA Act") hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, or from money appropriated by such Assembly for payment to the Municipality in respect of such matters as may be specified, amounts not exceeding the amounts that the Municipality fails to pay to OSIFA on account of the indebtedness evidenced by this debenture, and to pay such amounts to OSIFA.

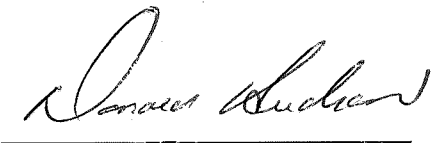
This debenture is subject to the Conditions.

DATED at the County of Middlesex the 3rd day of January, 2006.

IN TESTIMONY WHEREOF and under the authority of By-law Number 5881 of the Municipality duly passed on the 13th day of December, 2005, this debenture is sealed with the municipal seal of the Municipality and signed by the Warden and by the Treasurer thereof.

Date of Registration: January 3, 2006


Warden

(seal) 
Treasurer

SCHEDULE

Municipality Name: The County of Middlesex
Principal Amount (\$): \$17,800,000.00
Annual Interest Rate (%): 4.64%
Loan Term (Years): 20
Debenture Date (m/d/yyyy): 1/3/2006
Maturity Date (m/d/yyyy): 1/2/2026
Payment Frequency: SemiAnnual
Loan Type: Serial

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
7/4/2006	\$861,354.19	\$445,000.00	\$416,354.19	\$17,355,000.00
1/2/2007	\$846,532.89	\$445,000.00	\$401,532.89	\$16,910,000.00
7/3/2007	\$836,237.17	\$445,000.00	\$391,237.17	\$16,465,000.00
1/2/2008	\$828,034.54	\$445,000.00	\$383,034.54	\$16,020,000.00
7/2/2008	\$815,645.74	\$445,000.00	\$370,645.74	\$15,575,000.00
1/2/2009	\$809,309.92	\$445,000.00	\$364,309.92	\$15,130,000.00
7/2/2009	\$793,130.94	\$445,000.00	\$348,130.94	\$14,685,000.00
1/4/2010	\$792,225.82	\$445,000.00	\$347,225.82	\$14,240,000.00
7/2/2010	\$769,032.18	\$445,000.00	\$324,032.18	\$13,795,000.00
1/4/2011	\$771,181.83	\$445,000.00	\$326,181.83	\$13,350,000.00
7/4/2011	\$752,174.36	\$445,000.00	\$307,174.36	\$12,905,000.00
1/3/2012	\$745,216.26	\$445,000.00	\$300,216.26	\$12,460,000.00
7/3/2012	\$733,280.02	\$445,000.00	\$288,280.02	\$12,015,000.00
1/2/2013	\$724,511.69	\$445,000.00	\$279,511.69	\$11,570,000.00
7/2/2013	\$711,217.78	\$445,000.00	\$266,217.78	\$11,125,000.00
1/2/2014	\$705,221.37	\$445,000.00	\$260,221.37	\$10,680,000.00
7/2/2014	\$690,739.48	\$445,000.00	\$245,739.48	\$10,235,000.00
1/2/2015	\$684,403.66	\$445,000.00	\$239,403.66	\$9,790,000.00
7/2/2015	\$670,261.19	\$445,000.00	\$225,261.19	\$9,345,000.00
1/4/2016	\$665,961.88	\$445,000.00	\$220,961.88	\$8,900,000.00
7/4/2016	\$650,914.30	\$445,000.00	\$205,914.30	\$8,455,000.00
1/3/2017	\$641,693.41	\$445,000.00	\$196,693.41	\$8,010,000.00
7/4/2017	\$630,322.87	\$445,000.00	\$185,322.87	\$7,565,000.00
1/2/2018	\$620,027.16	\$445,000.00	\$175,027.16	\$7,120,000.00
7/3/2018	\$609,731.44	\$445,000.00	\$164,731.44	\$6,675,000.00
1/2/2019	\$600,284.27	\$445,000.00	\$155,284.27	\$6,230,000.00
7/2/2019	\$588,348.03	\$445,000.00	\$143,348.03	\$5,785,000.00

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
1/2/2020	\$580,315.11	\$445,000.00	\$135,315.11	\$5,340,000.00
7/2/2020	\$568,548.58	\$445,000.00	\$123,548.58	\$4,895,000.00
1/4/2021	\$560,741.94	\$445,000.00	\$115,741.94	\$4,450,000.00
7/2/2021	\$546,260.05	\$445,000.00	\$101,260.05	\$4,005,000.00
1/4/2022	\$539,697.95	\$445,000.00	\$94,697.95	\$3,560,000.00
7/4/2022	\$526,913.16	\$445,000.00	\$81,913.16	\$3,115,000.00
1/3/2023	\$517,465.99	\$445,000.00	\$72,465.99	\$2,670,000.00
7/4/2023	\$506,774.29	\$445,000.00	\$61,774.29	\$2,225,000.00
1/2/2024	\$496,478.58	\$445,000.00	\$51,478.58	\$1,780,000.00
7/2/2024	\$486,182.86	\$445,000.00	\$41,182.86	\$1,335,000.00
1/2/2025	\$476,226.56	\$445,000.00	\$31,226.56	\$890,000.00
7/2/2025	\$465,478.29	\$445,000.00	\$20,478.29	\$445,000.00
1/2/2026	\$455,408.85	\$445,000.00	\$10,408.85	\$0.00

OSIFA hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 11 of the OSIFA Act as described in this debenture.

Ontario Strategic Infrastructure Financing Authority

by: _____
Authorized Signing Officer

LEGAL OPINION

We have examined By-law Number 5881 (the “By-law”) of the Municipality authorizing the issue of serial debentures in the principal amount of \$17,800,000 dated January 3, 2006 and providing for forty (40) combined instalments of principal and interest on such days in July and January in each of the years 2006 to 2026, both inclusive, as are set out in the Schedule.

In our opinion, the By-law has been properly passed and is within the legal powers of the Municipality. The debenture issued under the By-law in the within form (the “Debenture”) is the direct, unsecured and unsubordinated obligation of the Municipality. The Debenture is enforceable against the Municipality subject to the special jurisdiction and powers of the Ontario Municipal Board over defaulting municipalities under the *Municipal Affairs Act*, as amended. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

January 3, 2006

BORDEN LADNER GERVAIS LLP

CONDITIONS OF THE DEBENTURE

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.
2. The Debentures are direct, unsecured and unsubordinated obligations of the Municipality. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is one fully registered Debenture registered in the name of OSIFA and held by OSIFA.

Registration

4. The Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellation, exchanges, substitutions and transfers of Debentures, may be recorded and the Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Municipality on the Debentures to the extent of the sum or sums so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date including a maturity date. Principal of and interest on the Debentures are payable by the Municipality to the persons registered as holders in the registry on the relevant record date. The Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.
7. The Municipality shall make all payments in respect of semi-annual combined principal and interest on the Debentures on each Payment Date commencing on July 4, 2006 (other than in respect of the final payment of principal and outstanding interest on the final maturity date which shall be paid upon presentation and surrender of this Debenture) by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as to which the Municipality and the registered holder may agree.
8. The Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.
9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
10. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or

executive order to be closed (a "Toronto Business Day"), and if any date for payment is not a Toronto Business Day, payment shall be made on the next following Toronto Business Day and no further interest shall be paid in respect of the delay in such payment.

Transfers, Exchanges and Substitutions

11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferee, in the case of a transfer or as directed by the registered holder in the case of an exchange.
12. The Municipality shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become lost, stolen, mutilated, defaced or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a lost, stolen or destroyed Debenture) furnished the Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and indemnity in respect thereof satisfactory to the Municipality in its discretion; and (c) surrendered to the Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; and (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange.
15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are lost, stolen, mutilated, defaced or destroyed and for the replacement of lost, stolen, mutilated, defaced or destroyed principal and interest cheques may be imposed by the Municipality. Where new Debentures are issued in substitution in these circumstances the Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.

Notices

16. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Toronto Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Toronto Business Day.

Time

17. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

18. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

“Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the five major Canadian Schedule I banks, as of the issue date of this Debenture, Royal Bank of Canada, Canadian Imperial Bank of Commerce, The Bank of Nova Scotia, Bank of Montreal and The Toronto-Dominion Bank (the **“Reference Banks”**) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by the remaining Reference Banks.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

Schedule “C” to By-law Number 5881

Municipality Name: The County of Middlesex
Principal Amount (\$): \$17,800,000.00
Annual Interest Rate (%): 4.64%
Loan Term (Years): 20
Debenture Date (m/d/yyyy): 1/3/2006
Maturity Date (m/d/yyyy): 1/2/2026
Payment Frequency: SemiAnnual
Loan Type: Serial

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
7/4/2006	\$861,354.19	\$445,000.00	\$416,354.19	\$17,355,000.00
1/2/2007	\$846,532.89	\$445,000.00	\$401,532.89	\$16,910,000.00
7/3/2007	\$836,237.17	\$445,000.00	\$391,237.17	\$16,465,000.00
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7/2/2009	\$793,130.94	\$445,000.00	\$348,130.94	\$14,685,000.00
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7/2/2010	\$769,032.18	\$445,000.00	\$324,032.18	\$13,795,000.00
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7/4/2011	\$752,174.36	\$445,000.00	\$307,174.36	\$12,905,000.00
1/3/2012	\$745,216.26	\$445,000.00	\$300,216.26	\$12,460,000.00
7/3/2012	\$733,280.02	\$445,000.00	\$288,280.02	\$12,015,000.00
1/2/2013	\$724,511.69	\$445,000.00	\$279,511.69	\$11,570,000.00
7/2/2013	\$711,217.78	\$445,000.00	\$266,217.78	\$11,125,000.00
1/2/2014	\$705,221.37	\$445,000.00	\$260,221.37	\$10,680,000.00
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1/2/2026	\$455,408.85	\$445,000.00	\$10,408.85	\$0.00

CERTIFICATE

TO: Borden Ladner Gervais LLP


IN THE MATTER OF an issue of serial debentures of
The Corporation of the County of Middlesex (the
“**Municipality**”) in the principal amount of \$17,800,000
dated January 3, 2006 for the purposes of the
Municipality authorized by By-law Number 5881 (the
“**Debenture By-law**”).

I, Donald Hudson, Treasurer of the Municipality, DO HEREBY CERTIFY
THAT:

1. The Municipality has received from the Ministry of Municipal Affairs and Housing its annual debt and financial obligation limit for the year 2004 (the “**2004 Limit**”) and for the year 2005 (the “**2005 Limit**”).
2. With respect to the undertaking of the Municipality described in Schedule “A” to the Debenture By-law (the “**Project**”), before the Council of the Municipality authorized the Project, the Treasurer updated the 2004 Limit in accordance with Ontario Regulation 403/02 (debt and financial obligation limits regulation) (the “**Regulation**”), and determined that the estimated annual amount payable in respect of the Project would not cause the Municipality to reach or to exceed the updated 2004 Limit as at the date of the Council’s approval of the Project and the Treasurer determined that the approval of the Ontario Municipal Board was not required.
3. As at the date hereof the Municipality has not reached or exceeded its updated 2005 Limit.
4. In updating the 2004 Limit and the 2005 Limit, the estimated annual amount payable described in Section 4(2) of the Regulation was determined based on current interest rates and amortization periods which do not, in any case, exceed the respective lifetime of any of the purposes of the Municipality described in such section, all in accordance with the recommendations of the Public Sector Accounting Board.
5. The term within which the debentures to be issued for the Municipality in respect of the Project pursuant to the Debenture By-law are made payable does not exceed the lifetime of the Project.

6. The principal amount of debentures to be issued in respect of the Project pursuant to the Debenture By-law does not exceed the net cost of the Project to the Municipality.

DATED at the County of Middlesex as at the 3rd day of January, 2006.

A handwritten signature in dark ink, appearing to read "Donald Hudson", is written above a horizontal line.

Donald Hudson, Treasurer

CERTIFICATE OF SIGNATURE AND NO LITIGATION

TO: Borden Ladner Gervais LLP

IN THE MATTER OF an issue of serial debentures of The Corporation of the County of Middlesex (the “**Municipality**”) in the principal amount of \$17,800,000 dated January 3, 2006 for the purposes of the Municipality authorized by By-law Number 5881 (the “**Debenture By-law**”).

I, Donald Hudson, Treasurer of the Municipality, do hereby certify that on or before January 3, 2006, I as Treasurer, signed the fully registered serial debenture certificate numbered OSIFA06-01 in the principal amount of \$17,800,000 dated January 3, 2006, registered in the name of the Ontario Strategic Infrastructure Financing Authority and authorized by the Debenture By-law (the “**Debenture**”).

I further certify that on or before January 3, 2006 the Debenture was signed by Joanne Vanderheyden, Warden of the Council of the Municipality at the date of the execution and issue of the Debenture, that the Debenture was sealed with the seal of the Municipality, and that the Debenture is in all respects in accordance with the Debenture By-law.

I further certify that the said Joanne Vanderheyden is the duly elected Warden of the Council of the Municipality, being the Head of Council of the Municipality, and that I am the duly appointed Treasurer of the Municipality and that we were severally authorized under the Debenture By-law to execute the Debenture in the manner aforesaid and that the Debenture is entitled to full faith and credence.

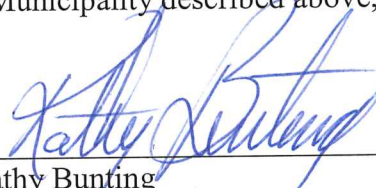
I further certify that, to the best of my knowledge, no litigation or proceedings of any nature are now pending or threatened, attacking or in any way attempting to restrain or enjoin the issue and delivery of the Debenture or in any manner questioning the proceedings and the authority under which the same is issued, or affecting the validity thereof, or contesting the title or official capacity of the said Warden or myself as Treasurer of the Municipality, and no authority or proceedings for the issuance of the Debenture or any part of it has been repealed, revoked or rescinded in whole or in part.

DATED at the County of Middlesex as at the 3rd day of January, 2006.



Donald Hudson, Treasurer

I, Kathy Bunting, Deputy Clerk of the Municipality do hereby certify that the signature of Donald Hudson, the Treasurer of the Municipality described above, is true and genuine.



Kathy Bunting
Deputy Clerk

CERTIFICATE

TO: Borden Ladner Gervais LLP

IN THE MATTER OF an issue of serial debentures of The Corporation of the County of Middlesex (the "**Municipality**") in the principal amount of \$17,800,000 dated January 3, 2006 for the purposes of the Municipality authorized by By-law Number 5881 (the "**Debenture By-law**").

I, Donald Hudson, Clerk of the Municipality refer to my Declaration of the Clerk dated December 14, 2005 in respect of the above-referenced matter. I hereby certify that all statements contained in such declaration are true and correct as at the date hereof.

DATED at the County of Middlesex as at the 3rd day of January, 2006.

A handwritten signature in cursive script, appearing to read "Donald Hudson", is written above a horizontal line.

Donald Hudson, Clerk

DECLARATION

TO: Borden Ladner Gervais LLP

IN THE MATTER OF an issue of serial debentures of
The Corporation of the County of Middlesex (the
“**Municipality**”) in the principal amount of \$17,800,000
dated January 3, 2006 for the purposes of the
Municipality authorized by By-law Number 5881 (the
“**Debenture By-law**”).

I, Donald Hudson, of the County of Middlesex, in the Province of Ontario, do solemnly declare that:

1. I am the Clerk of the Municipality and as such have a personal knowledge of the matters herein declared to.
2. The Debenture By-law was finally passed and enacted by the Council of the Municipality on the 13th day of December, 2005 in full compliance with the *Municipal Act, 2001*, as amended (the “**Act**”) at a duly called meeting at which a quorum was present. Forthwith after the passage of the Debenture By-law, the same was signed by the Warden and the Clerk and sealed with the municipal seal of the Municipality. The authorizing by-laws of the Municipality (the “**Authorizing By-laws**”) referred to in Schedule “A” to the Debenture By-law (“**Schedule “A”**”) have been enacted and passed by the Council of the Municipality in full compliance with the Act at meetings at which a quorum was present. Forthwith after the passage of the Authorizing By-laws the same were signed by the Warden, being the Head of Council of the Municipality, and by the Clerk and sealed with the municipal seal of the Municipality.
3. For the project described in Schedule “A” (the “**Project**”), before the Council of the Municipality exercised any of its powers in respect of the Project, the Council of the Municipality caused its Treasurer to calculate an updated annual debt and financial obligation limit. Before the Council of the Municipality authorized the Project, the Treasurer determined that the estimated annual amount payable in respect of the Project, would not cause the Municipality to reach or exceed its updated limit with the result that the Council of the Municipality authorized the Project, without the approval of the Ontario Municipal Board.
4. No application has been made or action brought to quash, set aside or declare invalid the Debenture By-law or the Authorizing By-laws nor have the same been in any way repealed, altered or amended, and the Debenture By-law and the Authorizing By-laws are now in full force and effect.
5. All of the recitals contained in the Debenture By-law and the Authorizing By-laws are true in substance and fact.
6. To the extent that the public notice provisions of the Act are applicable, the Authorizing By-laws have been enacted and passed by the Council of the Municipality in full compliance with the applicable public notice provisions of the Act.
7. None of the debentures authorized to be issued by the Authorizing By-laws have been issued except for the serial debentures in the principal amount of \$17,800,000 which are now being issued to the Ontario Strategic Infrastructure Financing Authority (“**OSIFA**”) pursuant to the Debenture By-law (the “**OSIFA Debentures**”).
8. The principal amount of debentures to be issued in respect of the Project pursuant to the Debenture By-law does not exceed the net cost of the Project to the Municipality.
9. The debenture certificate issued pursuant to the Debenture By-law in respect of the OSIFA Debentures (the “**Debenture**”) has been signed by the Warden and by the Treasurer of the Municipality. The Debenture is in all respects in accordance with the Debenture By-law and in issuing the Debenture, the Municipality is not exceeding its borrowing powers.
10. The Municipality is not subject to any restructuring order under Part V of the Act or other statutory authority, accordingly, no approval of the Debenture By-law and/or of the issue of the OSIFA Debentures is required to be given by any transition board or commission appointed in respect of the restructuring of the Municipality.

11. To the best of my knowledge, no litigation or proceedings of any nature are now pending or threatened, attacking or in any way attempting to restrain or enjoin the issue and delivery of the Debenture authorized under the Debenture By-law, or in any manner questioning the proceedings and authority under which the same is issued, or the capacity of the said Warden or of the said Treasurer of the Municipality, and no authority or proceedings for the issuance of the Debenture or any part of it has been repealed, revoked or rescinded in whole or in part.

12. The Authorizing By-laws and the Debenture By-law and the transactions contemplated thereby do not conflict with, or result in a breach or violation of any statutory provisions which apply to the Municipality or any agreement to which the Municipality is a party or under which the Municipality or any of its property is or may be bound, or, to the best of my knowledge, violate any order, award, judgment, determination, writ, injunction or decree applicable to the Municipality of any regulatory, administrative or other government or public body or authority, arbitrator or court.

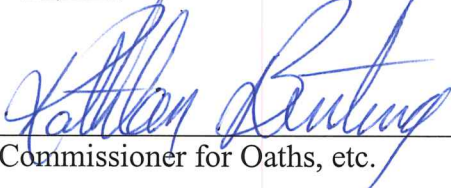
AND I MAKE this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the *Canada Evidence Act*.

DECLARED BEFORE ME
at the County of
Middlesex, in
the Province of Ontario,
this 14 day of December, 2005

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)



Donald Hudson
Clerk



A Commissioner for Oaths, etc.

**Kathleen Bunting, Deputy Clerk, a
Commissioner, etc., by virtue of
office, for The Corporation of the
County of Middlesex.**

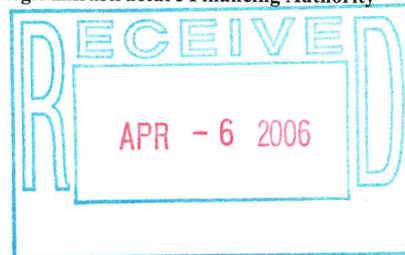
777 Bay Street
9th Floor
Toronto, Ontario M5G 2C8

March 30, 2006

County of Middlesex
399 Ridout Street North
London, Ontario N6A 2P1
Attention Mr. Donald Hudson, Clerk-Treasurer

OSIFA

Ontario Strategic Infrastructure Financing Authority



Dear Mr. Hudson:

Re: County of Middlesex \$17,800,000 20-year Serial debentures dated January 3, 2006

It has come to our attention that there was a misprint on the schedule attached to the debenture. The first interest payment on July 4, 2006 was incorrect (as was the total payment). We have attached a revised schedule and on July 4, 2006 we will make a withdrawal from your account of the lower revised amount. The new scheduled withdrawal is \$4,525.59 less than indicated on the original schedule; all of the reduction is attributable to interest. All other future payments are unaffected by the change and will remain in force. Note that no cash transaction is involved in the change – it is simply a matter of correcting one future payment.

By this letter OSIFA acknowledges the error in the original schedule. We suggest that this letter, together with the revised schedules be entered into your records as a correction to the original debenture agreement and we do not require any further action on the County's part by way of formal council resolution.

I very much regret any inconvenience this may cause.

Should you have any questions on this matter, please call me, at (416) 212-6440.

Sincerely,

Robert B. Falconer
Director, Community Loans Policy & Risk Control

Attachment

Serial Debenture Schedule

Organization Name: The County of Middlesex
Principal Amount (\$): \$17,800,000.00
Annual Interest Rate (%): 4.64%
Loan Term (Years): 20
Debenture Date (m/d/yyyy): 1/3/2006
Maturity Date (m/d/yyyy): 1/2/2026
Payment Frequency: SemiAnnual
Loan Type: Serial

Payment Date	Total Payment	Principal Amount	Interest Amount	Principal Balance
7/4/2006	\$856,828.60	\$445,000.00	\$411,828.60	\$17,355,000.00
1/2/2007	\$846,532.89	\$445,000.00	\$401,532.89	\$16,910,000.00
7/3/2007	\$836,237.17	\$445,000.00	\$391,237.17	\$16,465,000.00
1/2/2008	\$828,034.54	\$445,000.00	\$383,034.54	\$16,020,000.00
7/2/2008	\$815,645.74	\$445,000.00	\$370,645.74	\$15,575,000.00
1/2/2009	\$809,309.92	\$445,000.00	\$364,309.92	\$15,130,000.00
7/2/2009	\$793,130.94	\$445,000.00	\$348,130.94	\$14,685,000.00
1/4/2010	\$792,225.82	\$445,000.00	\$347,225.82	\$14,240,000.00
7/2/2010	\$769,032.18	\$445,000.00	\$324,032.18	\$13,795,000.00
1/4/2011	\$771,181.83	\$445,000.00	\$326,181.83	\$13,350,000.00
7/4/2011	\$752,174.36	\$445,000.00	\$307,174.36	\$12,905,000.00
1/3/2012	\$745,216.26	\$445,000.00	\$300,216.26	\$12,460,000.00
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