



**MIDDLESEX COUNTY COUNCIL
AGENDA**

Tuesday, March 14, 2023, 10:00 AM
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. APPROVAL OF THE AGENDA**

Moved by _____

Seconded by _____

THAT the agenda be approved as presented.

Moved by _____

Seconded by _____

THAT Council convene in Committee of the Whole at ____ am.

4. PRESENTATIONS

4.a MLHU 2023 Budget Presentation

Presentation by Emily Williams, CEO, MLHU

Moved by _____

Seconded by _____

THAT the MLHU 2023 Budget Presentation be received for information.

4.b 2023 Budget Presentation

Presentation by Cindy Howard, General Manager of Finance and
Community Services

Moved by _____

Seconded by _____

THAT the 2023 Budget Presentation be received for information.

5. 2023 BUDGET

5.a	2023 Budget Summary	1
5.b	2023 Budget Committee Recommendations	2
5.b.1	Minutes of the March 9, 2023 meeting of the Budget Committee	4
5.c	Administration	7
5.d	Planning and Woodlots	14
5.e	Economic Development	17
5.f	Information Technology Services	21
5.g	Social Services	26
5.h	Transportation	32
5.i	Strathmere Lodge	37
5.j	Middlesex-London Emergency Medical Services	42
5.k	Middlesex County Library Board	48
5.l	Middlesex-London Health Unit	51
5.m	Reserve - Tax Rate Stabilization	52
5.n	Reserves and Reserve Funds	53

5.o OMPF (Ontario Municipal Partnership Fund)

Moved by _____

Seconded by _____

THAT the necessary by-laws be introduced at the March 28, 2023 meeting of Council to approve the 2023 Draft Budget as presented.

Moved by _____

Seconded by _____

THAT Committee of the Whole rise at ____ am.

6. ADJOURNMENT

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

Moved by _____

Seconded by _____

That the meeting adjourn at p.m.

**COUNTY OF MIDDLESEX
2023 BUDGET**

AGENDA

Summary

COMMITTEE / BOARD	TOTAL EXPENDITURES BUDGET			OPERATING BUDGET EXPENDITURES			CAPITAL/CAPITAL RESERVE			NET TAXATION REQUIREMENT			
	2022	2023	%	2022	2023	%	2022	2023	%	2022	2023	\$ change	%
COMMITTEE OF THE WHOLE													
Administration	\$ 6,682,650	\$ 7,324,798	9.6	\$ 6,627,350	7,260,598	9.6	\$ 55,300	\$ 64,200	16.1	\$ 3,714,920	\$ 3,874,350	\$ 159,430	4.3
Planning and Woodlots	1,426,190	1,635,763	14.7	1,405,650	1,604,013	14.1	20,540	31,750	54.6	1,360,190	1,544,763	184,573	13.6
Economic Development	802,367	944,458	17.7	795,657	940,008	18.1	6,710	4,450	(33.7)	777,185	813,658	36,473	4.7
Information Technology	1,841,461	2,006,597	9.0	1,691,461	1,906,597	12.7	150,000	100,000	(33.3)	1,287,426	1,433,084	145,658	11.3
Social Services	15,819,514	16,744,825	5.8	15,805,914	16,733,825	5.9	13,600	11,000	(19.1)	7,224,894	7,602,217	377,323	5.2
Transportation	27,477,224	32,870,835	19.6	10,772,719	11,350,835	5.4	16,704,505	21,520,000	28.8	22,598,752	23,790,083	1,191,331	5.3
Strathmere Lodge	17,468,148	18,495,759	5.9	16,888,848	18,288,759	8.3	579,300	207,000	(64.3)	3,737,563	4,181,461	443,898	11.9
Strathmere Lodge - Debenture	1,361,440	1,140,880	(16.2)	1,361,440	1,140,880		-			757,000	536,440	(220,560)	(29.1)
MLEMS AUTHORITY													
Land Ambulance	52,087,695	61,385,276	17.8	49,582,906	58,127,195	17.2	2,504,789	3,258,081	30.1	4,690,537	5,746,126	1,055,589	22.5
LIBRARY BOARD													
Library	5,495,559	5,830,291	6.1	5,340,799	5,714,941	7.0	154,760	115,350	(25.5)	4,563,635	4,968,762	405,127	8.9
HEALTH UNIT													
	1,411,000	1,404,859	(0.4)	1,411,000	1,404,859	(0.4)	-	-		1,404,859	1,404,859	-	0.0
ONT. MUN. PARTNERSHIP FUND													
RESERVES													
Transfer from Res. - Tax Rate										(367,600)	(312,500)	55,100	15.0
Surplus - Winter Control (\$300,000) /Winter Control Reserve (\$200,000)										(3,733,519)	(2,268,163)	1,465,356	39.2
COVID-19										(200,000)	(500,000)	(300,000)	(150.0)
Surplus - Library										(513,000)	(245,138)	267,862	52.2
Total before growth	\$ 131,873,248	\$ 149,784,341	13.6	\$ 111,683,744	\$ 124,472,510	11.5	\$ 20,189,504	\$ 25,311,831	25.4	\$ 47,242,842	\$ 52,530,002	\$ 5,287,160	11.19
Growth and Reassessment Impact										1,212,342		-	
TOTAL	\$ 131,873,248	\$ 149,784,341	13.6	\$ 111,683,744	\$ 124,472,510	11.5	\$ 20,189,504	\$ 25,311,831	25.4	\$ 48,455,184	\$ 52,530,002	\$ 4,074,818	8.41

BUDGET COMMITTEE

The Budget Committee Members include the following:

- Warden Cathy Burghardt-Jesson
- Councillor Aina Deviet
- Councillor Brian Ropp
- Councillor Sue Clarke

The Budget Committee of Middlesex County Council met between February 9 and March 9, 2023. The budget that was presented to the budget committee was developed taking into account a number of financial and operational pressures including inflation, uncertainty around federal and provincial funding, recruitment challenges, rising interest rates, growth, and supply chain delays.

The draft budget that was presented to the Budget Committee had a tax rate increase of 22.12%. The committee and management worked together to reduce the tax rate to 8.41%.

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

1. Reductions to original Draft 2023 Department Budgets

DEPARTMENT	AMOUNT
Administration	\$425,249
Planning and Woodlots	\$193,081
Economic Development	\$191,079
Information Technology	\$50,000
Transportation	\$2,340,000
Strathmere Lodge	\$164,739
Library	\$224,065
TOTAL	\$3,588,213

2. Use of reserve funds and other sources of revenue

FUNDING SOURCE	AMOUNT
Tax Rate Stabilization Reserve Fund	\$2,268,163
Provincial One Time COVID 19 Funding	\$245,138
Library Surplus	\$40,000
Winter Maintenance Surplus	\$300,000
Winter Maintenance Reserve	\$200,000
TOTAL	\$3,053,301

BUDGET COMMITTEE

MINUTES

Thursday, March 9, 2023, 10:30 AM
Middlesex County Building
399 Ridout Street North, London

Members Present Warden Burghardt-Jesson
 Councillor DeViet
 Councillor Ropp
 Councillor Clarke

Also Present Bill Rayburn, CAO
 Marci Ivanic, Legislative Services Manager/Clerk
 Cindy Howard, GM Finance and Community Services

1. CALL TO ORDER

Warden Burghardt-Jesson called the meeting to order at 10:49am.

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

None.

3. MINUTES

- 3.a Minutes of the February 9, 2023 meeting of the Budget Committee
- 3.b Minutes of the February 13, 2023 meeting of the Budget Committee
- 3.c Minutes of the February 15, 2023 meeting of the Budget Committee
- 3.d Minutes of the February 16, 2023 meeting of the Budget Committee
- 3.e Minutes of the February 23, 2023 meeting of the Budget Committee
- 3.f Minutes of the March 3, 2023 meeting of the Budget Committee
- 3.g Closed Meeting Minutes of the March 3, 2023 meeting of the Budget Committee

Moved by Councillor Clarke
Seconded by Councillor DeViet

THAT the Minutes of the February 9, 13, 15, 16, 23, 2023 and March 3, 2023 meetings of the Budget Committee and the Closed Meeting Minutes of the March 3, 2023 Budget Committee meeting be approved as presented.

Carried

4. RECOMMENDATIONS

Verbal presentation of Draft 2023 Budget as amended by Cindy Howard, GM Finance and Community Services.

Moved by Councillor Ropp

Seconded by Councillor Clarke

THAT the Committee recommend an 8.41% increase to the tax rate and approve the following amendments to the Draft 2023 Budget as presented:

1. Reductions to original Draft 2023 Department Budgets

DEPARTMENT	AMOUNT
Administration	\$425,249
Planning and Woodlots	\$193,081
Economic Development	\$191,079
Information Technology	\$50,000
Transportation	\$2,340,000
Strathmere Lodge	\$164,739
Library	\$224,065
TOTAL	\$3,588,213

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Library Surplus	\$40,000
Winter Maintenance Surplus	\$300,000
Winter Control Reserve Fund	\$200,000
TOTAL	\$3,053,301

Carried

5. ADJOURNMENT

Moved by Councillor DeViet

Seconded by Councillor Ropp

THAT the meeting adjourn at 11:14 am.

Carried

Marcia Ivanic, County Clerk

Cathy Burghardt-Jesson, Warden

ADMINISTRATION

Introduction

Governance

- The 2023 budget provides for salaries and benefits for Council members and the Warden as well as various Council, Committee and Warden's expenses. This budget also includes membership fees for organizations such as AMO and FCM.
- Middlesex County Council is comprised of mayors and deputy mayors representing seven of the eight local municipalities within the county's borders including: the Municipality of Adelaide Metcalfe, the Municipality of Lucan Biddulph, the Municipality of Middlesex Centre, the Municipality of North Middlesex, the Municipality Southwest Middlesex, the Municipality of Strathroy-Caradoc, the Municipality of Thames Centre and the 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 Chief Administrative Officer (CAO)

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

Legislative Services Department/Clerk's Office

- Contact: Marci Ivanic, Legislative Services Manager/Clerk
- The Legislative Services Manager/Clerk oversees and manages the legislative process and related activities for Council and Committees of Council, including the preparation of agendas, minutes, reports and by-laws, is the custodian of all corporate records such as minutes and by-laws, oversees our legislative requirement for records management, and is responsible for coordinating compliance with AODA and privacy legislation.
- The Legislative Services department is also responsible for the communication of Council directives and actions, the management and dissemination of corporate communications including media releases, notices, service and information updates, the administration of the corporate website, and the provision of communication support to all County departments.

ADMINISTRATION

Human Resources

- Contact: Jessica Ngai, Director of 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

- Contact: Cindy Howard, Deputy CAO, Treasurer
- 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, and 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.
- Procurement services is responsible for the procurement including but not limited to developing and ensuring compliance with the purchasing policies, procedures, by-laws, standards and legislation; oversees the creation of tender and proposal process; and conducts negotiations with vendors and contractors.

Legal Department

- Contact: Wayne Meagher, Director of Legal Services
- 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, negotiates/drafts a wide variety of agreements, licenses, leases, by-laws, policies, memoranda, and other necessary corporate documents, represents municipalities at various levels of court, conducts municipal by-law prosecutions, etc.

ADMINISTRATION

2023 Budget Highlights

Revenue

- Supplementary Taxes and Tax Write Offs have been updated to reflect averages over the past 5 years. The final 2022 numbers will not be available until March.
- Interest income has been increased to reflect increase in interest rates compared to previous years.
- Revenue includes \$400,000 that was part of the Use of Proceeds allocation. In 2023 for one time only, an additional \$200,000 was allocated.

Expenditures

- Council and Warden remuneration was updated to reflect changes approved by Council in May 2022. The recommended increases reflect the duties, responsibilities, time commitment, skill, effort and demands of municipal public office, while balancing the County's history and commitment to fiscal responsibility.
- Council and Warden travel and convention expenses were increased to reflect increased mileage rate, actual costs and impacts of inflation. The conference allowance was increased to \$5,000 and registration to \$1,000. Expenses were increased to accommodate virtual and hybrid meetings.
- Governance Special Events was increased based on actuals and inflation and now includes costs for the Warden's Association.
- Insurance Costs have been updated to reflect actual expenditures and have taken into account expected increases in premiums upon renewal in July 2023.
- Operations includes property tax for 399 Ridout Street.
- Budget includes the union and non-union annual increases.
- Salary/Benefits Contingency has been increased to deal with possible salary adjustments as part of the County collective agreements and takes into account additional costs for events such as maternity leaves.
- The Human Resource Department includes:
 - Full year costs for the Human Resources and Employee Wellness Advisor (in 2022 this position was partly funded by COVID funding).
 - New Human Resource Position that will support the County including Long Term Care.
 - Costs for management training.

ADMINISTRATION

- The Treasury Department includes the full year salaries for the procurement manager position. The officer position is deferred for a year. These positions were approved as part of the 2022 budget 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. Centralized procurement support services would enhance the shared service portfolio that the County currently offers to local municipalities.
- The Legislative Services Department budget includes:
 - Full year cost of the Corporate Communications Assistant position (this was funded partly by COVID funding in 2022)

ADMINISTRATION

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 3,339,989	3,422,358	3,714,920	3,874,350	159,430	4.29%
SUPPLEMENTARY TAXES	700,000	800,000	800,000	900,000	100,000	12.50%
INTEREST INCOME-GENERAL	250,000	366,257	250,000	375,000	125,000	50.00%
RECOVERIES - AMBULANCE, ONT. WORKS	598,528	526,203	660,016	777,734	117,718	17.84%
RENT - FACILITIES	787,051	665,395	761,464	901,464	140,000	18.39%
COMM. TRANSPORTATION PROJECT	369,737	375,016	371,250	371,250	-	0.00%
COVID 19 PROGRAM	-	513,000	-	-	-	0.00%
TRANSFER FROM RESERVE	1,125,000	125,000	125,000	125,000	-	0.00%
TOTAL REVENUE	\$ 7,170,305	6,793,229	6,682,650	7,324,798	642,148	9.61%
EXPENDITURES						
GOVERNANCE						
MEMBERS OF COUNCIL						
REMUNERATION	\$ 323,379	355,546	352,225	365,729	13,504	3.83%
BENEFITS	19,639	21,677	19,880	23,444	3,564	17.93%
INSURANCE	4,447	2,080	2,500	2,500	-	0.00%
TRAVEL	21,500	8,700	28,700	30,590	1,890	6.59%
EXPENSES	25,450	29,954	30,000	64,250	34,250	114.17%
CONVENTIONS	70,659	54,569	70,392	78,392	8,000	11.36%
MEMBERSHIPS	67,142	68,325	68,113	79,320	11,207	16.45%
SPECIAL EVENTS	9,000	15,905	11,000	15,000	4,000	36.36%
TOTAL MEMBERS OF COUNCIL	\$ 541,216	556,756	582,810	659,225	76,415	13.11%
LIBRARY BOARD						
REMUNERATION	13,016	4,442	8,629	9,275	646	7.49%
BENEFITS	593	265	393	422	29	7.38%
CONVENTIONS - PER DIEMS	20,400	4,319	20,400	20,400	-	0.00%
TOTAL LIBRARY BOARD	\$ 34,009	9,026	29,422	30,097	675	2.29%
MIDDLESEX ACCESSIBILITY						
REMUNERATION	2,441	2,001	2,489	4,122	1,633	65.61%
BENEFITS	77	77	77	128	51	66.23%
TRAVEL/EXPENSES/CONVENTIONS	510	-	510	550	40	7.84%
TOTAL MIDDLESEX ACCESSIBILITY	\$ 3,028	2,078	3,076	4,800	1,724	56.05%
TOTAL GOVERNANCE	\$ 578,253	567,860	615,308	694,122	78,814	12.81%

ADMINISTRATION

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
ADMINISTRATION						
SALARIES	\$ 1,759,579	1,733,090	1,974,478	2,112,624	138,146	7.00%
BENEFITS	492,017	525,851	568,071	637,998	69,927	12.31%
SALARY/BENEFITS CONTINGENCY	20,000	2,095	85,000	130,000	45,000	52.94%
EDUCATION/TRAVEL - CAO	20,000	30,396	20,000	22,500	2,500	12.50%
EDUCATION/TRAVEL - CLERK	2,500	5,114	5,000	7,000	2,000	40.00%
EDUCATION/TRAVEL - HR	10,400	13,639	13,900	51,900	38,000	273.38%
EDUCATION/TRAVEL - HEALTH & SAFETY	9,200	5,719	9,250	11,250	2,000	21.62%
EDUCATION/TRAVEL - TREASURY	27,000	11,900	29,500	31,000	1,500	5.08%
EDUCATION/TRAVEL - SOLICITOR	25,400	15,458	25,400	25,400	-	0.00%
OPERATIONS	187,893	281,085	206,745	349,295	142,550	68.95%
AUDIT	39,750	41,750	41,750	41,750	-	0.00%
CONSULTING	122,600	111,445	135,800	135,800	-	0.00%
INSURANCE	48,300	72,278	90,550	80,000	(10,550)	-11.65%
INSURANCE DEDUCTIBLE PAYMENTS	125,000	125,000	125,000	125,000	-	0.00%
TAX WRITE-OFFS	400,000	400,000	400,000	500,000	100,000	25.00%
PROPERTY TAX CAPPING - SHORT FALL	1,000	1,000	1,000	-	(1,000)	-100.00%
TOTAL ADMINISTRATION	\$ 3,290,639	3,375,821	3,731,444	4,261,517	530,073	14.21%
TRANSFERS						
TRANSFER TO RESERVE	125,000	125,000	125,000	125,000	-	0.00%
TRANSFER TO CAPITAL	27,800	55,300	55,300	53,500	(1,800)	-3.25%
TOTAL TRANSFERS	\$ 152,800	180,300	180,300	178,500	(1,800)	-1.00%
TOTAL ADMINISTRATION	\$ 3,443,439	3,556,121	3,911,744	4,440,017	528,273	13.50%

FACILITIES

FACILITIES OPERATING

SALARIES	90,886	89,034	92,493	96,167	3,674	3.97%
BENEFITS	25,755	26,450	26,281	27,313	1,032	3.93%
TRUCK MAINT./ EXP.	7,800	7,337	7,350	7,350	-	0.00%
COUNTY BUILDING & GAOL - CLEANING	198,500	223,940	198,500	220,000	21,500	10.83%
COUNTY BUILDING & GAOL - INSURANCE	16,940	12,169	15,500	17,500	2,000	12.90%
COUNTY BUILDING & GAOL - UTILITIES	136,000	114,078	136,000	136,000	-	0.00%
TOTAL FACILITIES OPERATING	\$ 475,881	473,008	476,124	504,330	28,206	5.92%



2023

DRAFT BUDGET

ADMINISTRATION

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
TRANSFER TO CAPITAL - FACILITIES						
TRANSFER TO CAPITAL	1,000,000	-	-	-	-	0.00%
TOTAL FACILITIES	\$ 1,475,881	473,008	476,124	504,330	28,206	5.92%
MPAC - ASSESSMENT SERVICES						
MPAC - ASSESSMENT SERVICES	1,302,996	1,308,224	1,308,224	1,310,058	1,834	0.14%
COMMUNITY TRANSPORTATION						
COMM. TRANSPORTATION PROJECT	369,736	375,016	371,250	376,271	5,021	1.35%
COVID-19						
COVID-19 PROGRAM - ADMINISTRATION	-	513,000	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 7,170,305	6,793,229	6,682,650	7,324,798	642,148	9.61%

Description	2023 Budget
2023 ADMINISTRATION CAPITAL PROJECTS	
COUNCIL CONNECTIVITY & COMMUNICATIONS	28,000
COMPUTER HARDWARE (REPLACEMENT)	29,400
COMPUTER HARDWARE (NEW)	6,800
TOTAL CAPITAL PROJECTS	64,200

PLANNING

Introduction

Contact: Durk Vanderwerff, Director of Planning and Development

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

County Planning - the Department administers the County's Official Plan and the Provincially delegated Approval Authority role for plans of subdivision, plans of condominium and local municipal official plans and official plan amendments.

Local Planning - the Department works with local municipalities to provide local planning services including development review and special projects. An agreement is in place to define service levels and the planners have on-site office days and function largely as municipal staff.

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

Woodlands - the Department manages the County-owned Forest (1040 hectares), administers the Woodlands Conservation By-law (regulates the cutting of trees within woodlands under the Municipal Act) and administers the County and local municipal responsibilities under the Weed Control Act (noxious weeds growing in close proximity to agriculture).

PLANNING

2023 Budget Highlights

In alignment with the objectives of the Middlesex County Strategic Plan (strengthening our economy and promoting service excellence), the 2023 budget includes the Cloud Permit System license of \$75,000. This joint purchase on behalf of the County and local municipalities is an outcome of the Modernization Program to allow for the digital submission and processing of planning applications and was initiated with Provincial funding.

The seemingly continuous Provincial legislative, regulatory, and policy changes to land use planning (Bills 108, 109, 23) place additional responsibilities on the County and local municipalities at a time of significant development volume. Some of these changes, such as application timeline refunds and elimination of conservation authority natural heritage expertise, place further demands on staff.

Special Project funding is proposed in order to complete a couple of projects, including to amend the County Official Plan as a result of the direction of the Province and the recommendations of the Attainable Housing Review. The department has applied for a grant to receive funds to address the requirements of the Council motion related to the adopted Official Plan Amendment No. 3 update "THAT the issues of a 'County-wide Growth Management Study' and a 'Population, Housing, and Employment Forecast Update' be included by County Council as part of the 2023 budget process."

PLANNING AND WOODLOTS

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 1,270,396	1,326,010	1,360,190	1,544,763	184,573	13.57%
APPROVAL AUTHORITY FEES	60,000	72,100	65,000	90,000	25,000	38.46%
OTHER	1,000	46	1,000	1,000	-	0.00%
TOTAL REVENUE	\$ 1,331,396	1,398,156	1,426,190	1,635,763	209,573	14.69%
EXPENDITURES						
PLANNING						
SALARIES	\$ 816,114	843,608	874,819	981,285	106,466	12.17%
BENEFITS	199,573	239,098	232,050	274,651	42,601	18.36%
OPERATIONS	58,560	62,838	54,240	44,050	(10,190)	-18.79%
MIDDLESEX GEOGRAPHY NETWORK	83,305	76,908	88,380	165,450	77,070	87.20%
LEGAL SERVICES	2,000	10,614	2,000	2,500	500	25.00%
SPECIAL PROJECTS	35,000	40,000	40,000	27,000	(13,000)	-32.50%
COVID-19 PROGRAM	-	483	-	-	-	0.00%
TOTAL PLANNING	\$ 1,194,552	1,273,549	1,291,489	1,494,936	203,447	15.75%
WOODLANDS						
SALARIES	89,692	86,697	91,486	96,155	4,669	5.10%
BENEFITS	31,411	25,945	27,474	28,459	985	3.59%
OPERATIONS	15,741	11,964	15,741	16,213	472	3.00%
TOTAL WOODLANDS	\$ 136,844	124,607	134,701	140,827	6,126	4.55%
TOTAL EXPENDITURES	\$ 1,331,396	1,398,156	1,426,190	1,635,763	209,573	14.69%

Description	2023 Budget
2023 PLANNING AND WOODLOTS CAPITAL PROJECTS	
COMPUTER HARDWARE (REPLACEMENT)	4,750
SPECIAL PROJECTS	27,000
TOTAL CAPITAL PROJECTS	31,750

ECONOMIC DEVELOPMENT

Introduction

Contact: Cara Finn, Director of Economic Development

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, and 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

2023 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 2023 budget continues to emphasize Business Retention and new Investment Attraction. Alliance with regional investment attraction agencies is a key component; as well as supporting local municipalities with their development efforts including Industrial Land Analysis and Community Improvement Plan implementation
- The department will be hosting an in-person Tourism Symposium and Sector Tours (i.e. Agri-Business) in 2023. Such initiatives were put on hold for 2020-2022 due to COVID-19 but form an important part of our Business Retention and Expansion programs



ECONOMIC DEVELOPMENT

- Several Provincial and Federal grant applications have been made and/or confirmed in order to advance the initiatives of the Economic Development Department in 2023:
 - A grant of Rural Economic Development Funding from OMAFRA has been successfully acquired to advance the Workforce Development Partnership initiatives that form a significant part of our Strategic Plan extending from 2022 through to March 31, 2023. Initiatives taking place under this program include a downtown revitalization best practice sharing exercise, a workforce development workshop with Fanshawe College, an International Women's Day special presentation, and a successional planning training series for small businesses
 - An additional grant of Rural Economic Development Funding from OMAFRA has been successfully acquired to implement a special project aimed at advancing cooperative education and work-integrated learning opportunities in partnership with Middlesex employers and secondary and post-secondary institutions through to December 31, 2023
 - Partnership funding has been successfully acquired from the following organizations to support the next "From Our Hands to Your Table" campaign in 2023: Middlesex Federation of Agriculture, Lambton Federation of Agriculture, Tourism Sarnia-Lambton, Sarnia-Lambton Economic Partnership
 - CanExport Funding from Global Affairs Canada has been successfully secured to support the department's Foreign Direct Investment (FDI) efforts, including both Lead Generation and Travel in 2023. We have also been successful in securing CanExport Funding for the FDI efforts of the Ontario Food Cluster in 2023.

ECONOMIC DEVELOPMENT

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 687,876	760,279	777,185	813,658	36,473	4.69%
GRANTS	80,017	128,516	25,182	130,800	105,618	419.42%
TOTAL REVENUE	\$ 767,893	888,795	802,367	944,458	142,091	17.71%
EXPENDITURES						
SALARIES	\$ 263,813	282,354	310,974	308,639	(2,335)	-0.75%
BENEFITS	72,633	80,171	84,791	93,447	8,656	10.21%
OPERATIONS	38,542	81,159	53,022	52,262	(760)	-1.43%
ECONOMIC DEVELOPMENT SERVICES	239,728	192,380	245,580	327,729	82,149	33.45%
TOURISM SERVICES	94,000	85,457	108,000	102,000	(6,000)	-5.56%
CANADIAN EXPERIENCES FUND	-	-	-	-	-	0.00%
TOURISM RELIEF & RECOVERY FUND	19,177	99,445	-	-	-	0.00%
OMAFRA FUNDING (RED)	40,000	67,224	-	60,381	60,381	0.00%
#N/A	-	-	-	-	-	0.00%
COVID-19 - ECONOMIC DEVELOPMENT	-	605	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 767,893	888,795	802,367	944,458	142,091	17.71%

Description	2023 Budget
2023 ECONOMIC DEVELOPMENT CAPITAL PROJECTS	
COMPUTER HARDWARE (REPLACEMENT)	450
COMPUTER HARDWARE (NEW)	4,000
TOTAL CAPITAL PROJECTS	4,450

INFORMATION SYSTEMS

Overview

Contact: Chris Bailey, Director of Information Technology Services

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 Community Futures Middlesex.

With 2023 brings new opportunities and challenges for the ITS team. With the development of the Middlesex ITS Strategic Plan, there are several new projects the team is working towards achieving. Many of the priority projects are directly related to cybersecurity and ensuring ITS continues to mitigate risk and prepare for cyber-related incidents. Some of these projects include implementing multi-factor authentication, provision of a shared security 24x7x365 monitoring service, enhancing ITS policies, and continuing to implement and improve network hardening.

Cyber security, licensing model changes, and supply chain delays are some of the significant challenges for 2023. The ITS department continues to enhance our cyber program, supply chain issues are causing delays on projects and deployments and licensing changes are impacting operational budgets.

INFORMATION SYSTEMS

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.

Recoveries and Other Revenues

- Social Services recoveries remained fairly consistent as 2022
- Increased recovery from Land Ambulance to account for service delivery requirements
- Increased revenues from local municipalities to reflect their growing IT service requirements and server hosting agreements

INFORMATION SYSTEMS

Operating and Network

- Travel and training remain the same as 2022
- Office Supplies decreased to account for work-from-home procedures and decreased need
- Training remains status quo, keeping the ITS team updated with technologies is integral to the stability and security of IT systems
- Software Support and Licensing increased due to licensing model changes (yearly as opposed to buy once and use continually) and cyber security software
- COVID-19 program costs removed and added to on-going operational budgets where required
- Overall increase in Network Expenditures
 - Hardware Maintenance decreased slightly
 - Internet Connectivity increased
 - With the continued hybrid working environment and move to cloud technologies, requirements for available bandwidth have increased
 - Network Support and Cyber Security
 - Cyber Program - Security Information and Event Management (SIEM) service (24x7x365 monitoring for security events and incident response)
 - Core Firewall security and maintenance renewal
 - Increase in licensing renewal fees for backup software

Salary and Benefits

- Includes salary and benefits to reflect potential changes in service provision as recommended by the Middlesex ITS Strategic Plan
- Includes union and non-union annual increases

INFORMATION SYSTEMS

Capital Program

- Computer Hardware
 - Hardware Replacement Plan
 - New Computer Hardware
- Software to enhance automation in system provisioning
- Transfer to PSAB Capital Asset Replacement Plan

PSAB Related Projects for 2023

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

- There are no PSAB slated projects for 2023. The ITS Department is working to complete a number of PSAB replacement projects from the 2022 budget



2023

DRAFT BUDGET

INFORMATION SYSTEMS

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 1,225,282	1,206,595	1,287,426	1,433,084	145,658	11.31%
RECOVERIES	374,428	392,891	392,891	400,410	7,519	1.91%
OTHER REVENUES	149,673	171,092	161,144	173,103	11,959	7.42%
TOTAL REVENUE	\$ 1,749,383	1,770,578	1,841,461	2,006,597	165,136	8.97%
EXPENDITURES						
SALARIES	\$ 914,034	999,540	987,701	1,098,759	111,058	11.24%
BENEFITS	264,851	294,149	291,785	322,138	30,353	10.40%
OPERATIONS	47,000	30,780	49,000	48,000	(1,000)	-2.04%
NETWORK MAINTENANCE	343,446	279,072	329,975	437,700	107,725	32.65%
TRANSFER TO CAPITAL	150,000	150,000	150,000	100,000	(50,000)	-33.33%
COVID-19 PROGRAM	30,052	17,037	33,000	-	(33,000)	-100.00%
TOTAL EXPENDITURES	\$ 1,749,383	1,770,578	1,841,461	2,006,597	165,136	8.97%

Description	2023 Budget
2023 INFORMATION SYSTEMS CAPITAL PROJECTS	
COMPUTER HARDWARE (REPLACEMENT)	19,300
COMPUTER HARDWARE (NEW)	15,400
SYSTEM PROVISIONING AUTOMATION	10,000
TRANSFER TO PSAB CAPITAL ASSET REPLACEMENT	55,300
TOTAL CAPITAL PROJECTS	100,000

SOCIAL SERVICES

Introduction

Key Contacts:

Cindy Howard, Deputy CAO, General Manager Finance and Community Services

Joe Winsor, Manager Social and Children's Services

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.

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, Home Child Care Enhancement Grants and Canada Wide Early Learning and Child Care program.
 - General Operating Grants: Provides financial assistance for the operation of licensed child care services to eligible operators who have a Child Care 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

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.

Homelessness Prevention Program (HPP):

- HPP is a provincially funded initiative to provide housing and homelessness prevention assistance and support services to vulnerable populations to prevent chronic homelessness and support recipients to remain stably housed over time.

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.

SOCIAL SERVICES

2023 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 was decreased in 2023 by \$88,940 as a result of changes made to caseload assumptions.
- The Ontario Works Caseload size is expected to increase in 2023. The caseload in January 2023 was 378. On January 23, 2023, the Province provided an updated caseload forecast which included a monthly caseload of 14.1% in 2022-23. These provincial planning projections are subject to change due to economy, pandemic and federal policy changes, decisions and other extenuating circumstances. The program costs are based on a caseload size of 388.
- 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 is provided by the CMSM based on the Service Agreement. The funding has been adjusted to reflect the agreement. Employment related expenses are 100% provincially funded.
- The province's plan is to fundamentally change the delivery of Ontario Works through Employment Services Transformation. Our region is expecting an announcement regarding the Service Manager in February 2023. The Provincial funding for Ontario Works including Employment Funding remains stable in 2023 but it is expected to change significantly in 2024 but the details are not known at this time.
- EarlyON funding allocation was increased to \$394,872 (\$377,605 in 2022 and \$350,000 in 2021).
- 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. Additional cost of administration funding was provided (starting in 2022) for two new positions to support the growing portfolio and the Canada Wide Early Learning and Child Care program.

SOCIAL SERVICES

- In 2022 the Canada Wide Early Learning and Child Care (CWELCC) program was introduced. This program is 100% funded (provincial and federal funding).
- The Province is currently updating the Child Care and Early Years funding formula.

Social Housing:

The budget has increased by \$391,285 in 2023 compared to 2022.

The 2023 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).

There were no material changes to the Housing budget as a result of the City of London 2023 Budget Update process. The primary drivers of the overall Housing budget continue to be the investments approved in the 2020-2023 Multi-Year Budget, most notably in London-Middlesex Community Housing (LMCH) to address their infrastructure challenges across their whole portfolio.

SOCIAL SERVICES

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 6,887,351	6,635,595	7,224,894	7,602,217	377,323	5.22%
GOV. CONTRIBUTION - PROV./CITY & OW	8,438,502	12,462,112	8,594,620	9,142,608	547,988	6.38%
TOTAL REVENUE	\$ 15,325,853	19,097,707	15,819,514	16,744,825	925,311	5.85%

EXPENDITURES

ONTARIO WORKS & EMPLOYMENT ADMINISTRATION

SALARIES	\$ 1,028,285	942,029	942,029	941,848	(181)	-0.02%
LOCAL SYSTEM SUPPORT SALARIES	56,650	56,650	56,650	58,009	1,359	2.40%
BENEFITS	307,892	279,755	279,755	278,501	(1,254)	-0.45%
LOCAL SYSTEM SUPPORT EQUIPMENT	45,452	50,186	43,904	48,052	4,148	9.45%
TRAVEL	15,000	4,128	10,000	15,000	5,000	50.00%
TRAINING AND EDUCATION	15,000	8,604	15,000	20,000	5,000	33.33%
MEMBERSHIPS	2,500	2,642	2,500	2,500	-	0.00%
GENERAL OFFICE EXPENSE	35,000	32,906	30,000	33,846	3,846	12.82%
TECHNOLOGY	3,000	5,878	16,000	15,000	(1,000)	-6.25%
ACCOMODATION	81,500	81,500	81,500	81,500	-	0.00%
PROFESSIONAL ADVISORS	2,500	432	2,500	2,500	-	0.00%
PURCHASED SERVICE	50,000	41,645	50,000	53,000	3,000	6.00%
PARTICIPATION EXPENSES	30,000	26,383	30,000	30,000	-	0.00%
INTAKE	28,000	-	28,000	28,000	-	0.00%
PROGRAM COSTS	3,647,343	2,947,931	3,593,051	3,504,111	(88,940)	-2.48%
TOTAL O.W. & EMPLOYMENT ADMIN	\$ 5,348,122	4,480,669	5,180,889	5,111,867	(69,022)	-1.33%

CHILDREN'S SERVICES

ADMINISTRATION - SALARIES	135,000	137,786	137,786	268,008	130,222	94.51%
ADMINISTRATION - BENEFITS	36,352	36,442	36,442	60,423	23,981	65.81%
PROGRAM - FEE SUBSIDY	3,448,779	7,250,406	3,697,574	4,131,594	434,020	11.74%
PROGRAM - SUMMER REC. CHILD CARE	15,000	10,683	15,000	15,000	-	0.00%
PROGRAM - SPECIAL NEEDS	264,087	264,087	264,087	264,087	-	0.00%
MIDDLESEX SUPPORTS	124,000	117,537	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	\$ 4,079,450	7,873,173	4,331,121	4,919,344	588,223	13.58%



2023

DRAFT BUDGET

SOCIAL SERVICES

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
SOCIAL HOUSING						
SOCIAL HOUSING - SOCIAL HOUSING	5,722,885	5,799,181	6,137,595	6,528,880	391,285	6.38%
OTHER PROGRAM COSTS						
OTHER PROGRAM COSTS	175,396	125,532	169,909	184,734	14,825	8.73%
COVID-19 PROGRAM						
COVID-19 PROGRAM	-	819,152	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 15,325,853	19,097,707	15,819,514	16,744,825	925,311	5.85%

TRANSPORTATION

County Highways 2023 Budget Summary

2023 Operating Budget

County levy increased overall by 5.27% (or approximately \$1,191,000) as per increases as indicated below:

Significant increase in capital and operational costs due to the massive impact of inflation on material costs, notably fuel and asphalt (see notes below)

Slight increase to Federal Gas Tax funding (\$2,367,914), however the formula component of the Ontario Community Infrastructure Fund has decreased to \$1,112,838 for a reduction of 15%.

Significant insurance premium increases in 2023 affecting operating budget.

2022 winter maintenance surplus (\$300,000) and draw from winter maintenance reserves (\$200,000) recommend to be used in 2023.

Per kilometer annual maintenance costs estimated \$10,200 (winter maintenance costs \$7,000)

2023 Capital Budget

Transfer to capital reserves for roads projects increased to \$15,120,000 which includes capital projects as recommended in the Middlesex County Cycling Strategy.

Transfer to capital reserves for bridge and special projects increased to \$5,220,000.

Transfer to equipment capital as per asset management policies increased to \$980,000 in accordance with approved five-year machinery replacement program.

Transfer to facilities capital as per asset management policies of \$200,000.

Wind Farm Compensation Reserves in the amount of \$800,000 proposed to be used to fund infrastructure renewal on County Road 7 (Elginfield Road) adjacent to electricity transmission lines.

Approximately 91.2 lane km scheduled for reconstruction/rehab in 2023. Major road reconstruction with County forces scheduled for Pike Road and Mullifarry Drive in

Adelaide Metcalfe. Continued partnerships with Lucan Biddulph, Thames Centre and North Middlesex for urban renewal projects in Lucan, Dorchester and Parkhill.

Detailed design and preliminary construction and utility relocation for the Glendon/Vanneck/Coldstream/Jeffries roundabout continues in 2023 with tendering of the project expected this summer.



2023 BUDGET

TRANSPORTATION

Major bridge projects include Black's Bridge, Bothwell Bridge, Narin Bridge, Waubuno Creek Bridge and Pike Road Bridge. Smaller culvert and bridge rehabilitations to be completed by County forces. Continued investment to fund the replacement of the Thorndale Bridge sometime over the next 5 to 7 years.

New traffic signals anticipated at the intersection of Littlewoods Drive and Carriage Road and Metcalfe Street and Head Street.

2023 Fire Dispatch/Emergency Management/911

Budgeting for expected return to normal activity levels of pre COVID pandemic functions.

2023 Environmental Services

No change as per agreement with the City of London for household special waste. No special projects are anticipated in 2023.

County Highways Budget Considerations

1% of total highways budget ≈ \$320,000

Guiding Principles Operating Budget

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

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



2023 BUDGET

TRANSPORTATION

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 proposed 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 bridge replacement and rehabilitation program is designed with good asset management and life cycle event programming. Our bridge infrastructure is aging and demand for structure replacements are increasing as more bridges are reaching the end of their expected service life.

County of Middlesex continues to support local infrastructure renewal projects along County roads and have taken the position as to not be a barrier to the progression of these important capital programs, however this does create additional pressure on the County's capital budget.

TRANSPORTATION

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 22,392,912	21,714,802	22,598,752	23,790,083	1,191,331	5.27%
TRANSFER FROM RESERVES	-	-	-	4,300,000	4,300,000	100.00%
CITY OF LONDON	1,250,000	1,616,658	1,250,000	1,250,000	-	0.00%
GRAVEL ROYALTY	50,000	116,830	50,000	50,000	-	0.00%
FEDERAL GAS TAX	2,269,251	2,269,251	2,269,251	2,367,914	98,663	4.35%
OCIF	620,316	1,309,221	1,309,221	1,112,838	(196,383)	-15.00%
TOTAL REVENUE	\$ 26,582,479	27,026,762	27,477,224	32,870,835	5,393,611	19.63%
EXPENDITURES						
OPERATING COSTS						
ROAD MAINTENANCE	\$ 8,003,600	7,270,564	8,285,000	8,514,500	229,500	2.77%
BRIDGE & CULVERT MAINTENANCE	250,000	148,408	260,000	286,000	26,000	10.00%
OVERHEAD	2,105,678	2,806,454	2,438,647	2,699,531	260,884	10.70%
EQUIPMENT & HOUSING OPERATIONS	(830,464)	(374,400)	(804,928)	(761,196)	43,732	-5.43%
ENVIROMENTAL SERVICES	25,000	-	25,000	25,000	-	0.00%
EMERGENCY PLANNING, FIRE & 911	520,000	471,231	569,000	587,000	18,000	3.16%
TOTAL OPERATING COSTS	\$ 10,073,814	10,322,257	10,772,719	11,350,835	578,116	5.37%
TRANSFERS						
TRANSFER TO ROADS CAPITAL	11,058,665	11,224,505	11,224,505	15,120,000	3,895,495	34.71%
TRANSFER TO EQUIPMENT CAPITAL	800,000	830,000	830,000	980,000	150,000	18.07%
TRANSFER TO FACILITIES CAPITAL	150,000	150,000	150,000	200,000	50,000	33.33%
TRANSFER TO BRIDGE CAPITAL	4,500,000	4,500,000	4,500,000	5,220,000	720,000	16.00%
TOTAL TRANSFERS	\$ 16,508,665	16,704,505	16,704,505	21,520,000	4,815,495	28.83%
TOTAL EXPENDITURES	\$ 26,582,479	27,026,762	27,477,224	32,870,835	5,393,611	19.63%

TRANSPORTATION

Description		2023 Budget
2023 TRANSPORTATION CAPITAL PROJECTS		
COMPUTER HARDWARE/SOFTWARE:		
COMPUTER HARDWARE (REPLACEMENT)		4,700
COMPUTER HARDWARE (NEW)		20,000
SOFTWARE LICENSING		54,000
TOTAL COMPUTER HARDWARE/SOFTWARE		78,700
CONSTRUCTION:		
	LANE KM	
MULLIFARRY (CR 33) CR 81 TO CR 45	3.6	1,000,000
PIKE (CR 45) CR 33 TO CR 39	4.8	1,600,000
REHABILITATION:		
	LANE KM	
ELGINFIELD (CR 7) CR 81 TO LAMBTON	22	3,300,000
WESTCHESTER BRNE (CR 74) CR 29 TO ELGIN	18.4	1,500,000
THORNDAL RD (CR 28) FAIRVIEW TO OXFORD	11	1,600,000
MCGILLIVRAY DR (CR 24) CR 21 TO HWY 4	15.4	1,700,000
CENTRE RD (CR 81) CR 22 TO CR 12	16	2,250,000
PARTNERSHIPS:		
PARKHILL MAIN ST (\$1,000,000 PREVIOUSLY ALLOCATED)		-
LUCAN (CR 13 & CR 47)		1,095,000
HAMILTON RD DORCHESTER		575,000
GLENDON DR ROUNDABOUT (\$3,500,000 PREVIOUSLY ALLOCATED)		500,000
TOTAL ROADS	91.2	15,120,000
BRIDGES/SPECIAL PROJECTS:		
BLACKS BRIDGE (\$2,100,000 PREVIOUSLY ALLOCATED)		2,300,000
THORNDAL BRIDGE (\$2,500,000 PREVIOUSLY ALLOCATED)		250,000
WAUBUNO BRIDGE		500,000
PIKE RD BRIDGE (\$850,000 PREVIOUSLY ALLOCATED)		200,000
NAIRN ROAD BRIDGE REPLACEMENT (\$800,000 PREVIOUSLY ALLOCATED)		400,000
GORE ROAD BRIDGE REPAIR		200,000
NAIRN ROAD BRIDGE REPAIR		140,000
ELGIN ROAD BRIDGE REPAIR		230,000
TRAFFIC SIGNALS CR 35 & CR 13		300,000
TRAFFIC SIGNALS HEAD ST & CR 39		300,000
FUTURE ENGINEERING		100,000
MUNICIPAL DRAINS		300,000
TOTAL BRIDGES/SPECIAL PROJECTS		5,220,000
TOTAL CAPITAL PROJECTS		20,340,000

STRATHMERE LODGE

Contact: Brent Kerwin, Administrator Strathmere Lodge

Strathmere Lodge, a not-for-profit, long-term-care home is owned by the County of Middlesex. Rebuilt in 2006, this facility sits on a five-acre site on the outskirts of Strathroy. The home provides care to 160 residents in accordance with Ontario legislation and standards established and monitored by the Ministry of Long Term Care.

Strathmere Lodge is committed to providing competent and compassionate resident-centred and self-directed care to individuals in need of our services in an atmosphere of respect for the dignity, spiritual and cultural values of each resident. We strive for excellence in the provision of quality of life and care for our residents ensuring that their holistic (emotional, physical and social) needs are met. We value our employees and volunteers and are committed to a healthy, safe, productive and enjoyable work environment.

2023 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 a minimum of \$626,333 in additional Nursing funding in 2023, which will be used to increase Personal Support Worker (PSW) staffing hours by 7.0 FTEs (following a 2022 increase of 11.2 FTEs).

Expenditures

The increase in County subsidy for 2023 is largely attributable to: inflationary pressures; collective agreement wage increases; and an unfunded staffing increase of 0.7 FTE Laundry Aide hours, necessary given that the increase in Direct Care funding noted above has led to an increase in Laundry demands (e.g., laundering of bed linens, towels, face clothes, personal resident clothing), as the increase in PSW hours enhances the provision of personal care to the residents.

Capital Requirements

Capital cost requirements for Strathmere Lodge for 2023 include Point Click Care (Health Record) software and rational (dietary).

Point Click Care is an electronic health record software that has become the industry standard in the long-term care home sector, allowing for integration with other health care-related software, such as clinical decision making software, and medication safety software.

County Contribution

As a result of the above, we have budgeted for a **\$443,898 (11.88%) increase** in the County's 2023 contribution amount.



STRATHMERE LODGE

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 2,688,368	3,497,771	3,737,563	4,181,461	443,898	11.88%
PROVINCE OF ONTARIO	7,739,832	10,699,923	9,188,136	9,964,410	776,274	8.45%
RESIDENTS	4,404,627	4,016,756	4,254,906	4,231,982	(22,924)	-0.54%
OTHER	39,234	69,184	39,719	37,906	(1,813)	-4.56%
TRANSFER FROM RESERVE - WSIB	30,000	30,000	30,000	30,000	-	0.00%
TRANSFER FROM RESERVE - CAPITAL	103,160	217,824	217,824	50,000	(167,824)	-77.05%
TOTAL REVENUE	\$ 15,005,221	18,531,458	17,468,148	18,495,759	1,027,611	5.88%
EXPENDITURES						
SALARIES	\$ 9,701,032	11,446,093	11,256,029	12,315,338	1,059,309	9.41%
BENEFITS	2,560,428	2,622,320	2,998,471	3,299,692	301,221	10.05%
SUPPLIES	229,130	263,990	261,425	285,561	24,136	9.23%
FACILITY REPLACEMENTS	54,150	96,148	31,870	35,370	3,500	10.98%
FACILITY MAINTENANCE	252,830	241,996	288,050	277,245	(10,805)	-3.75%
OTHER REPLACEMENTS	106,210	135,677	108,500	111,000	2,500	2.30%
PURCHASED SERVICES	588,477	608,169	678,728	630,174	(48,554)	-7.15%
RAW FOOD	576,207	644,630	605,017	675,946	70,929	11.72%
UTILITIES	366,500	399,052	380,000	400,000	20,000	5.26%
INSURANCE	44,720	63,785	60,826	62,444	1,618	2.66%
AUDIT	4,500	6,500	4,500	4,800	300	6.67%
LEGAL & CONSULTING	20,000	14,466	20,000	20,000	-	0.00%
TREASURY CHARGE	104,800	106,586	106,582	108,329	1,747	1.64%
OFFICE EXPENSES	36,940	41,396	38,100	39,340	1,240	3.25%
EDUCATION, TRAVEL & CONVENTIONS	56,137	17,872	50,750	23,520	(27,230)	-53.66%
CAPITAL	303,160	579,300	579,300	207,000	(372,300)	-64.27%
COVID-19 PROGRAM	-	1,243,480	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 15,005,221	18,531,458	17,468,148	18,495,759	1,027,611	5.88%



2023

DRAFT BUDGET

STRATHMERE LODGE

Description	2023 Budget
2023 Strathmere Lodge Capital Projects	
SWITCH TO POINT CLICK CARE (HEALTH RECORD) SOFTWARE (INCL.TRAINING)	160,000
RATIONAL (DIETARY)	47,000
TOTAL CAPITAL PROJECTS	207,000

STRATHMERE LODGE DEBENTURE

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 757,000	757,000	757,000	536,440	(220,560)	-29.14%
PROVINCE OF ONTARIO	604,440	604,440	604,440	604,440	-	0.00%
TOTAL REVENUE	\$ 1,361,440	1,361,440	1,361,440	1,140,880	(220,560)	-16.20%
EXPENDITURES						
PRINCIPAL	\$ 890,000	890,000	890,000	890,000	-	0.00%
INTEREST	196,297	155,001	155,001	113,705	(41,296)	-26.64%
TSF. TO RESERVE - TAX RATE	275,143	316,439	316,439	137,175	(179,264)	-56.65%
TOTAL EXPENDITURES	\$ 1,361,440	1,361,440	1,361,440	1,140,880	(220,560)	-16.20%

LAND AMBULANCE

Overview

Contact: Neal Roberts, Chief, Middlesex-London Paramedic Service

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 & System Oversight, one (1) Commander of Logistics, twelve (12) Operational Superintendents, one (1) Education Superintendent, one (1) Superintendent of Community Paramedicine, one (1) Superintendent of Logistics, one (1) Superintendent of Service Compliance and four (4) Deputy Superintendents. Operations are conducted from thirteen ambulance stations located throughout the County and the City.

The front-line of the organization includes over 366 full-time and part-time primary care and advanced care paramedics and over 20 logistics support staff.

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.

LAND AMBULANCE

Middlesex-London Paramedic Service has three outward facing edges:

1. 911 response operations – at peak, 33 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 funded 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 111,000 calls for service in 2022 (inclusive of code 8 emergency stand-by calls).
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. Community Paramedicine programming receives no municipal funding, and is subject to alternative funding streams, most recently, the now reformed Southwest Local Hospital Integration Network (SWLHIN), which is attached to the now Ontario Health.
3. Community Education/Public Access Defibrillation Program (PAD) – this program, delivered by one employee, oversees the delivery of education to the public (CPR, First Aid and PAD) as well as managing over 320 public access defibrillators throughout the community. This program is funding through cost recovery charges to community groups, who request our services.

2023 Budget Summary:

The proposed 2023 budget is \$61,385,275.26, an increase of 17.85% from the approved 2022-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 over 85% of calls originating within the City of London boundaries.

LAND AMBULANCE

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 (2) new (24) hour system enhancements added in 2023. The proposed enhancement will add 16 full-time paramedic positions in 2023.
- New Operations Superintendent positions added in 2023.
- System support costs have risen to reflect projected demand in 2023.
- Increase in payroll costs to correlate estimated staffing levels and collective agreement obligations.
- Included in the proposed 2023 budget are ongoing proactive investments in mental health programs for employees. This includes EFAP services, a consulting psychologist, mental wellness programs and a dedicated Peer Support Team.
- Additional costs for consumable supplies commensurate to projected call volume increases and inflation.
- Additional costs for vehicle operations commensurate to the projected fleet size in 2023.
- Training increases in 2023 reflect the additional full-time and part-time staffing levels and Special Operations training.
- Corporate support services charges to reflect staffing growth, demand levels and organizational complexities.

LAND AMBULANCE

- Vehicle and equipment life cycle replacement costs:
 - Purchase of ambulances/response vehicles, inclusive of new unit stretchers, stair chairs and computer laptops.
 - Purchase of new Emergency Response Vehicles (ERV)
 - Vehicle in-line system conversion/AVL
 - System hardware replacement
- The proposed 2023 budget includes additional funds for liability and fleet insurance premiums.
- The proposed 2023 budget includes rent and station maintenance expenditures commensurate with station lease obligations and planned station replacements.

Drivers of the 2023 Draft Budget

- The 2023 draft budget for Middlesex London Paramedic Service focuses on the need to support the recovery of current systemic pressures.
- What Middlesex-London is experiencing and the pressures facing the system is being experienced provincially, nationally, and worldwide.
- The need for additional investments is a result of increased call volume coming out of the COVID 19 Pandemic, growth, significant hospital delays, and supply chain demand beyond our service's control.
- Increased mental health and wellness support for MLPS frontline workers and staff is a critical element of the proposal.
- The original 4-year draft budget (submitted to the City of London) estimate did not anticipate conditions and pressures that we are currently facing.

LAND AMBULANCE

System Pressures in 2023:

Middlesex London Paramedic Service continues to face numerous financial and operating pressures in 2023. Specifically,

- Provincial funding uncertainty
- One year funding lag from the Ministry of Health
- Community Paramedicine funding uncertainty
- Call volume and complexity of calls
- Offload delays (offload delays in 2022 have increased 158.70% over those in 2021)
- Paramedic staffing levels
- Inflation and supply chain challenges
- Ombudsman report
- Sanctioned and Unsanctioned events
- Population growth

Thank you for your time and the opportunity to present the proposed 2023 budget for Middlesex-London Paramedic Service.



LAND AMBULANCE

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 4,184,659	4,856,012	4,690,537	5,746,126	1,055,589	22.50%
PROVINCE OF ONTARIO - LAND AMBULANCE	21,540,778	23,782,534	23,392,964	26,043,848	2,650,884	11.33%
CITY OF LONDON - LAND AMBULANCE	21,138,691	24,714,081	24,004,194	29,595,302	5,591,108	23.29%
TRANSFERS FROM RESERVES	-	-	-	-	-	0.00%
COVID-19 PROGRAM - LAND AMBULANCE	-	-	-	-	-	0.00%
TOTAL REVENUE	\$ 46,864,128	53,352,627	52,087,695	61,385,276	9,297,581	17.85%
EXPENDITURES						
SERVICES						
PAYMENT TO MLPS	44,790,938	50,847,838	49,582,906	58,127,195	8,544,289	17.23%
VEHICLES, EQUIPMENT & MEDICAL SUPPLIES						
TRANSFER TO VEHICLE & EQUIPMENT	2,383,191	2,504,789	2,504,789	3,258,081	753,292	30.07%
TOTAL EXPENDITURES	\$ 47,174,129	53,352,627	52,087,695	61,385,276	9,297,581	17.85%

LIBRARY



Introduction

Contact: Lindsay Brock, Director of Library Services/CEO

Middlesex County Library is a system of 15 libraries that provide free access to quality materials and resources to all residents of Middlesex County. Our libraries are staffed by over 70 dedicated, friendly, and helpful community members. The library's mandate is to provide a vibrant community space that encourages people to gain knowledge, build relationships, be creative and enhance their lives.

2023 Budget Highlights

- The proposed budget will support the ongoing delivery of Library, EarlyON and Community Navigator services and programs, as well as the execution of capital projects that will provide a greater level of support to library branches and staff.
- The library ended the 2022 budget year in a surplus, primarily the result of two situations: fulfillment challenges with the library's primary collection vendor; and an increased occurrence of staff absences and attrition. This surplus has been applied to the 2023 budget to support the proposed 2023 projects.
- The impact of inflation on the library budget can be seen in the library lease payments - rental payments to the local municipalities will increase by 6.8%, based on the Consumer Price Index.
- The draft salaries budget reflects a 3.5% increase to wages, as well as regular grid step movements.

LIBRARY

- The capital budget includes the scheduled replacement of 33 computer workstations (staff and public), 15 monitors, 4 printer/scanner/copier units, 11 barcode scanners, 11 ipads, 1 television, 7 branch projectors, 2 microfilm viewer/scanner units, 23 wifi checkpoint units, and other technology related to network improvements. As well, the capital budget includes funds to maintain the wifi hotspot lending program (\$10,000), 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 2023 Library budget will support the ongoing development and evolution of collections, services and programs, providing the necessary resources to execute the library's strategic plan and position the library for continued success.

LIBRARY

Description	2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
REVENUE						
COUNTY OF MIDDLESEX	\$ 4,331,633	4,563,635	4,563,635	4,968,762	405,127	8.88%
PROV. OF ONT. - OPERATING	134,047	134,047	134,047	134,047	-	0.00%
EARLYON CHILD AND FAMILY CENTRES	350,000	377,301	350,000	377,605	27,605	7.89%
SOCIAL SERVICES	106,500	147,978	123,877	123,877	-	0.00%
DONATIONS / FUNDRAISING	6,000	9,166	6,000	5,000	(1,000)	-16.67%
FINES & LOST BOOKS	4,000	4,936	10,000	8,000	(2,000)	-20.00%
OTHER REVENUES	5,000	5,913	8,000	8,000	-	0.00%
MODERNIZATION FUNDING	355,000	46,301	-	-	-	0.00%
TRANSFER FROM RESERVE FUND	-	-	-	75,000	75,000	100.00%
SURPLUS PRIOR YEAR	335,000	300,000	300,000	130,000	(170,000)	-56.67%
TOTAL REVENUE	\$ 5,627,180	5,589,277	5,495,559	5,830,291	334,732	6.09%

EXPENDITURES

SALARIES	\$ 2,419,890	2,674,147	2,785,879	2,982,186	196,307	7.05%
BENEFITS	560,434	595,859	612,839	703,352	90,513	14.77%
OPERATIONS	267,700	233,769	257,700	251,100	(6,600)	-2.56%
COLLECTIONS	471,000	419,364	471,000	461,000	(10,000)	-2.12%
BRANCH DEVELOPMENT	60,000	47,906	60,000	60,000	-	0.00%
BRANCHES - RENT	700,290	712,147	714,990	762,961	47,971	6.71%
AUTOMATION	129,091	156,097	129,091	157,237	28,146	21.80%
TRANSFER TO CAPITAL	709,650	154,760	154,760	115,350	(39,410)	-25.47%
LIBRARY OFFICE MAINTENANCE	9,125	9,300	9,300	9,500	200	2.15%
EARLYON CHILD AND FAMILY CENTRES	300,000	400,506	300,000	327,605	27,605	9.20%
COVID-19 PROGRAM	-	11,752	-	-	-	0.00%
COVID-19 PROGRAM - EARLY-ON	-	-	-	-	-	0.00%
TOTAL EXPENDITURES	\$ 5,627,180	5,415,607	5,495,559	5,830,291	334,732	6.09%

2022 SURPLUS / (DEFICIT) **\$ 173,670**

Description	2023 Budget
2023 Library Capital Projects	
WIFI HOTSPOT LENDING PROGRAM	10,000
BRANCH PROGRAMMING TECHNOLOGY	10,000
COMPUTER HARDWARE (REPLACEMENT)	95,350
TOTAL CAPITAL PROJECTS	115,350



2023

DRAFT BUDGET

MIDDLESEX-LONDON HEALTH UNIT

Description		2021 Budget	2022 Projected	2022 Budget	2023 Budget	Change (\$)	Var (%)
DRAFT BUDGET							
MIDDLESEX COUNTY CONTRIBUTION	\$	1,277,057	1,404,859	1,404,859	1,404,859	-	0.00%
TOTAL	\$	1,277,057	1,404,859	1,404,859	1,404,859	-	0.00%

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>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>2027</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	\$ 1,072	\$ 2,443	\$ 3,092	\$ 7,645	\$ 9,186	\$ 9,171	\$ 7,040	\$ 7,077	\$ 12,079	\$ 12,079
Transfer to Reserve										
Transfer to Reserve - Surplus	688	585	471	2,686	3,403					
Sale of property			4,000					5,000		
Transfer to Operating	-108	-128	-151	-1,420	-3,734	-2,268				
Transfer to Capital										
Transfer from Strathmere Lodge - Senior Services	640									
Strathmere Lodge - Debenture	151	192	233	275	316	137	37	2		
Balance	\$ 2,443	\$ 3,092	\$ 7,645	\$ 9,186	\$ 9,171	\$ 7,040	\$ 7,077	\$ 12,079	\$ 12,079	\$ 12,079
Net change	\$ 1,371	\$ 649	\$ 4,553	\$ 1,541	\$ -15	\$ -2,131	\$ 37	\$ 5,002	\$ -	\$ -

COUNTY OF MIDDLESEX
Reserves & Reserve Funds
Budget 2023

	2021 Actual	2022 Projected	2023 Projected
Reserves			
Working Capital	\$ 730,607	\$ 730,607	\$ 730,607
Insurance	320,150	320,150	320,150
Tax Rate Stabilization	9,185,612	9,171,129	7,040,141
Workers' Compensation	735,959	794,732	764,732
Winter Control	1,663,870	1,663,870	1,463,870
Ambulance - Equip. & Facilities - 50%/50%	76,089	102,489	128,889
Ambulance - Equip. & Facilities - 100%	347,030	347,030	347,030
Ambulance - Severance - 50%/50%	117,647	72,647	72,647
Ambulance - Severance - 100%	161,170	161,170	161,170
Ambulance - Cross Border Billings - 50%/50%	485,068	460,068	435,068
Ambulance - Operations - 50%/50%	15,343	15,343	15,343
Ambulance - Operations - 100%	586,234	586,234	586,234
Ambulance - ACR Chart Fees - 100%	38,873	45,683	51,683
Ambulance - Research Grant - 100%	55,261	56,179	58,179
Ambulance - PTSD Grant - 100%	193,645	93,645	193,645
Ambulance - CP - 100%	-	142,356	162,356
Woodlands	172,032	217,626	189,626
Tree Bank	36,498	11,498	11,698
Totals	\$ 14,921,088	\$ 14,992,456	\$ 12,733,067

Reserve Funds

Capital Works	\$ 16,329,481	\$ 16,715,168	\$ 17,110,497
County - Facilities	-	-	-
County - Revenue Replacement Investment	7,651,000	7,442,275	7,028,331.88
Future Road Construction	8,866,213	9,237,413.76	6,968,349.10
Transportation Vehicles & Equipment	3,117,283	4,690,409	4,807,669
Bridges	5,035,339	5,222,723	4,328,291
Sand & Salt Domes	64,109	86,212	119,117
Garages	300,882	441,655	626,946
Wind Farm Decommission - Fees	703,807	806,108	90,966
Lodge - Gifts & Donations	42,158	36,345	38,279
Lodge - Chapel Fund	2,945	2,929	3,514
Lodge - Equipments & Facilities	351,823	137,349	89,532
IT Equipments	354,540	407,503	474,373
Strathroy Library Reserve Fund	68,430	70,140.81	71,894.33
Library Technology Replacement	150,563	154,326.57	81,309.74
Friends of Strathroy Library	-	33,767.53	34,611.72
Murray Elliott Reserve Fund	69,608	71,348.19	73,131.89
Totals	\$ 43,108,180	\$ 45,555,672	\$ 41,946,814

Deferred Revenue- Obligatory Res.Fund

Federal Gas Tax	\$ 6,534,397	\$ 6,697,757	\$ 6,865,201
Totals	\$ 6,534,397	\$ 6,697,757	\$ 6,865,201