

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

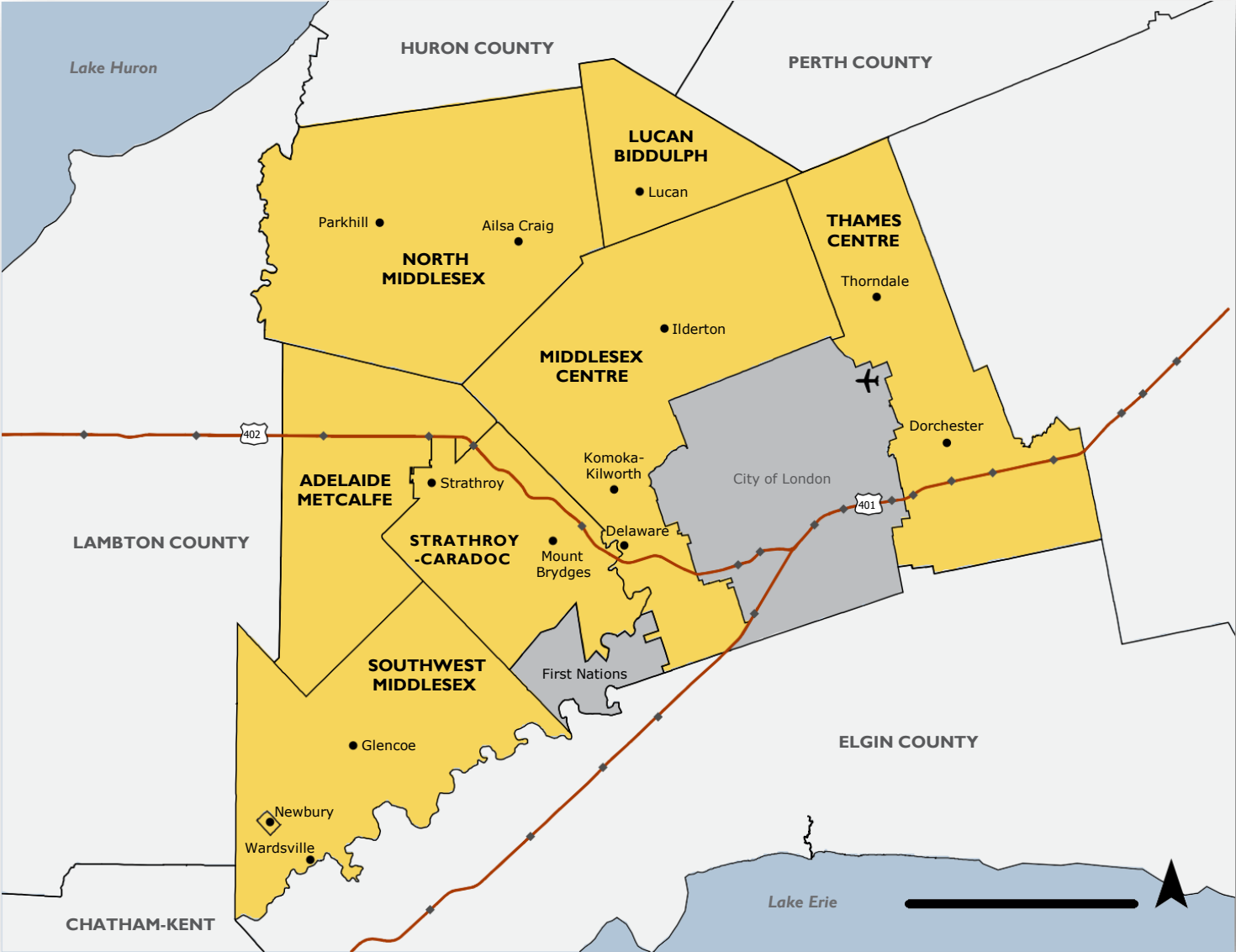
- Welcome to Middlesex County
- Definitions
- COVID-19
- Strategic Plan 2021-2023
- Budget Process
- Introduction from Warden
- Budget Committee Recommendations
- 2022 Middlesex County Budget
 - Summary
 - Budget Drivers
 - Departmental Budgets (Operating and Capital)
- Reserves and Reserve Funds





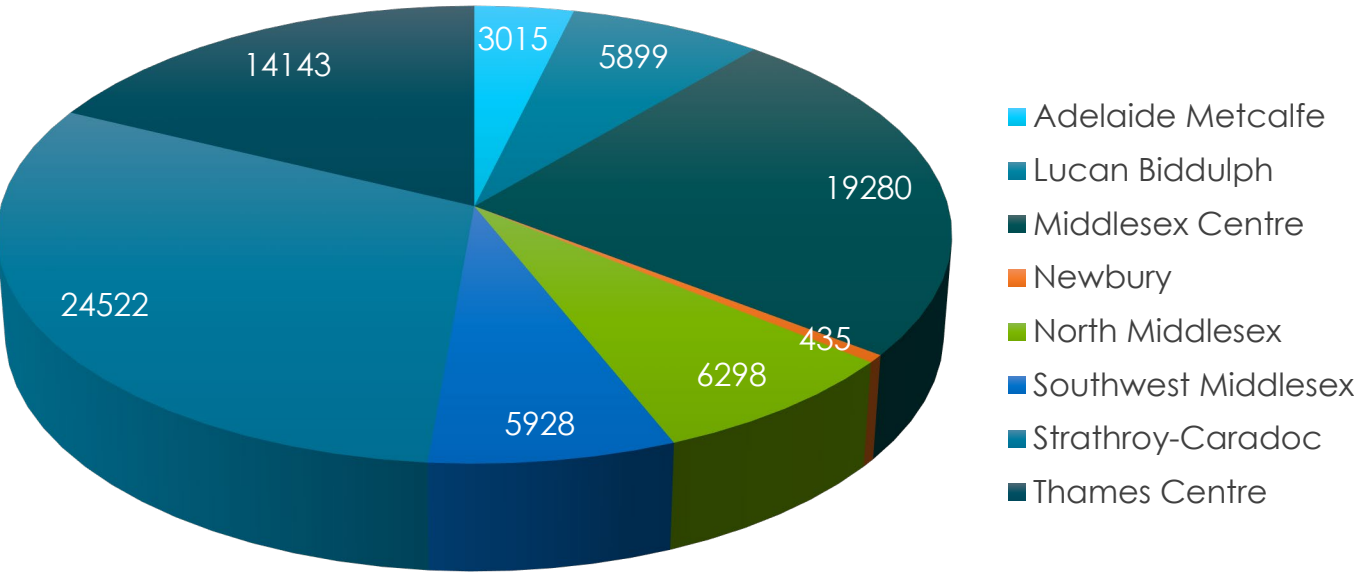
| Welcome to Middlesex County

County Map

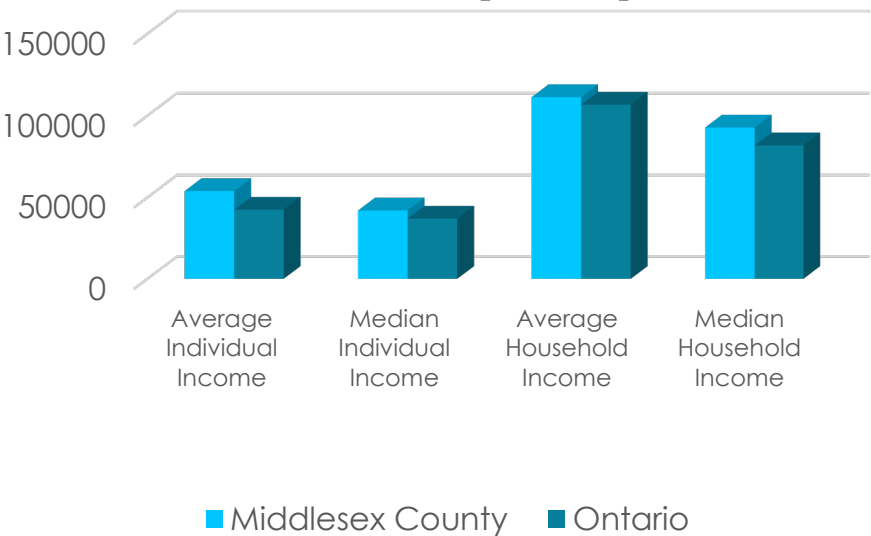


Demographics

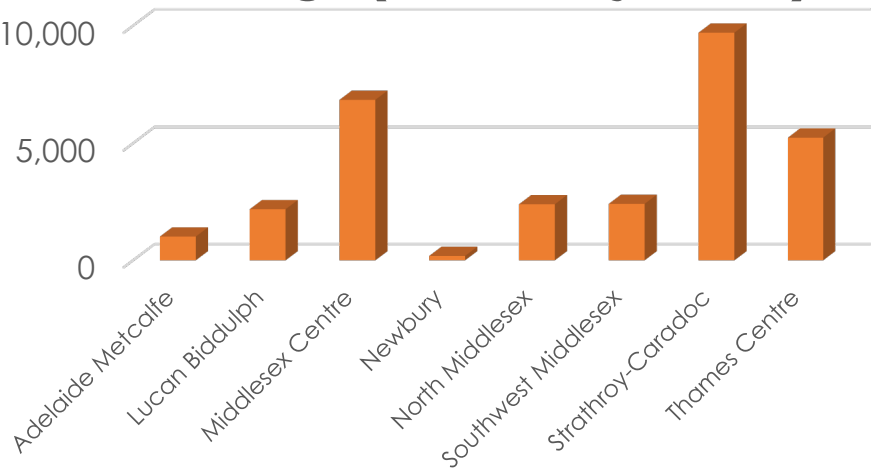
Population (2022 Projected)



Income (2019)



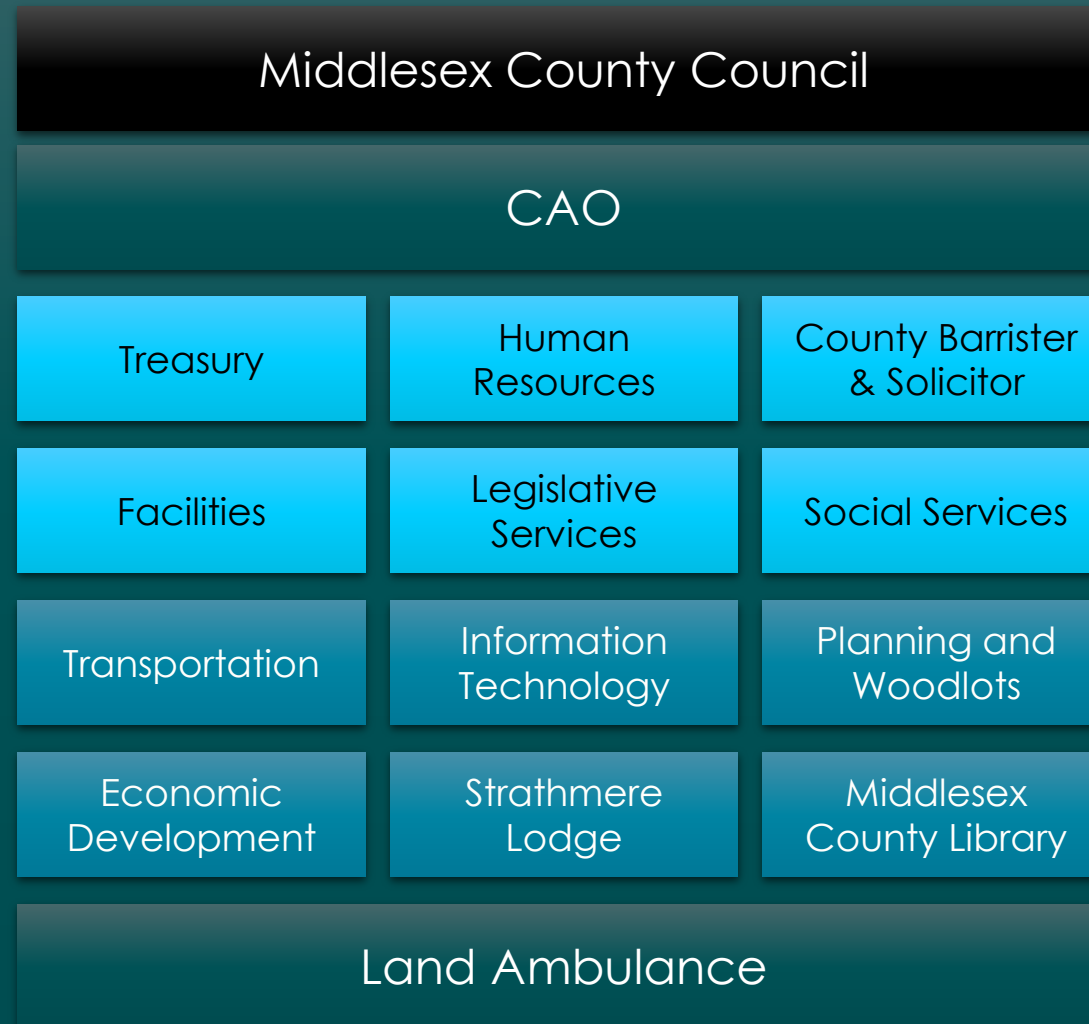
Dwellings (2022 Projected)



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

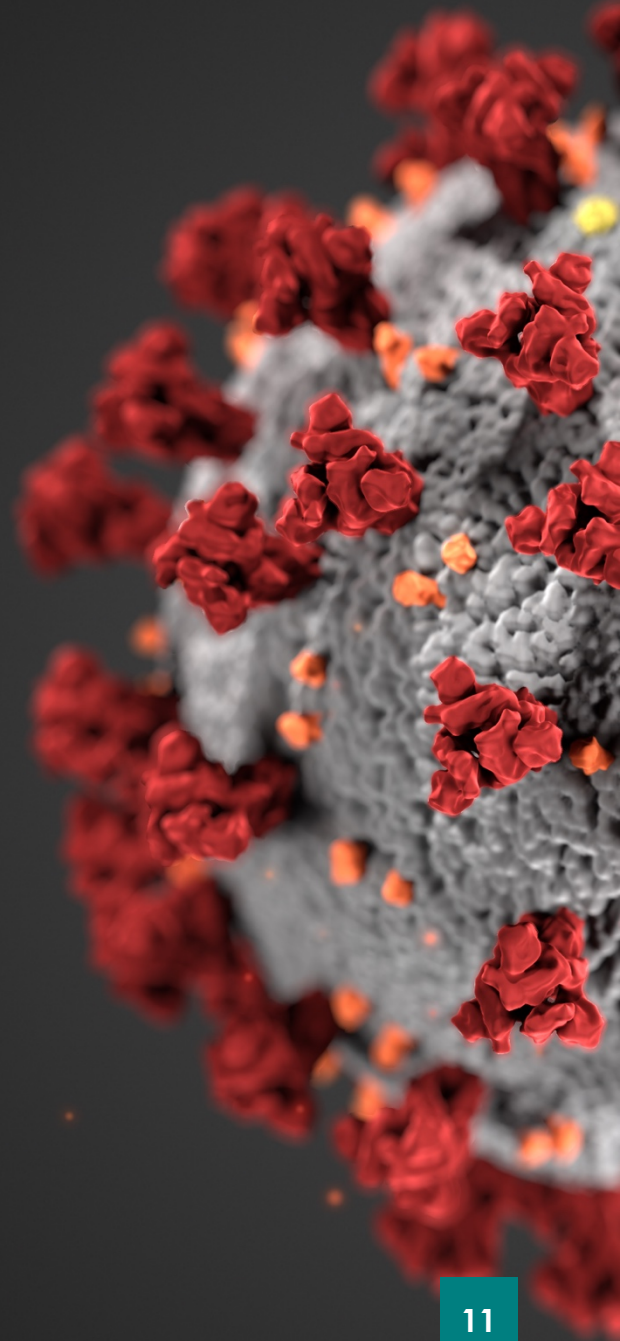
In 2016 a reassessment of all properties in Ontario took place. Any increased assessment will be phased in over four years (2017-2020), any decrease in assessment is allocated in the first year (2017).



COVID-19

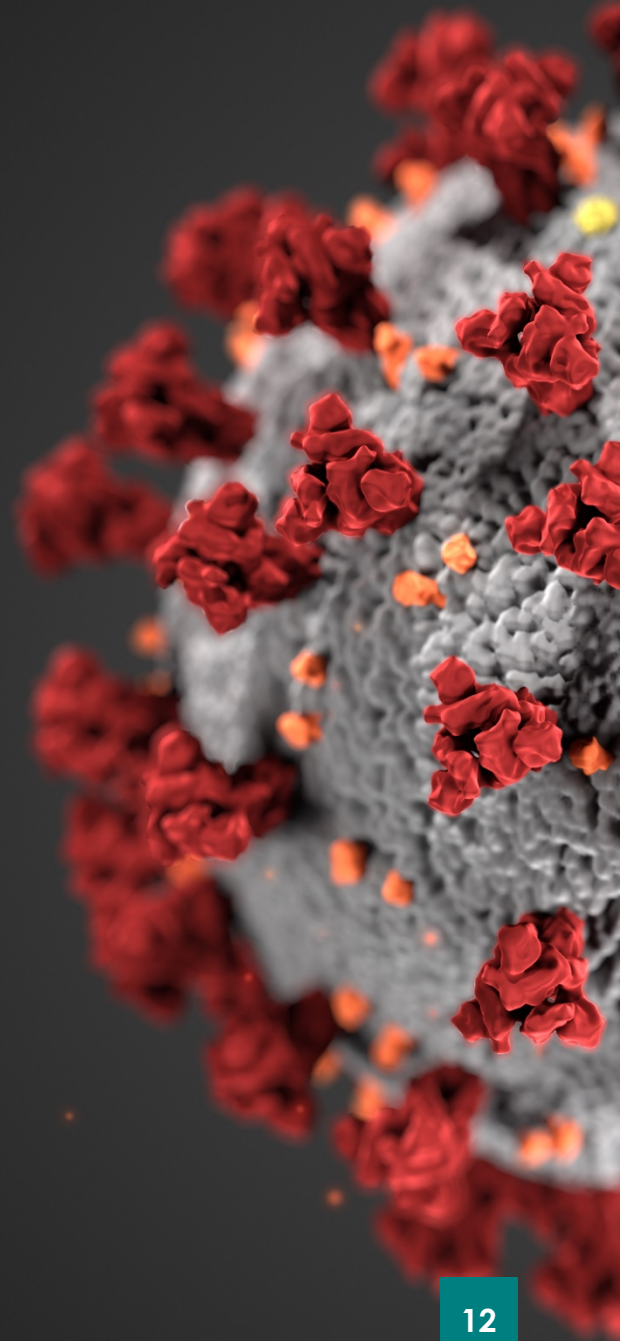
COVID-19

- 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.



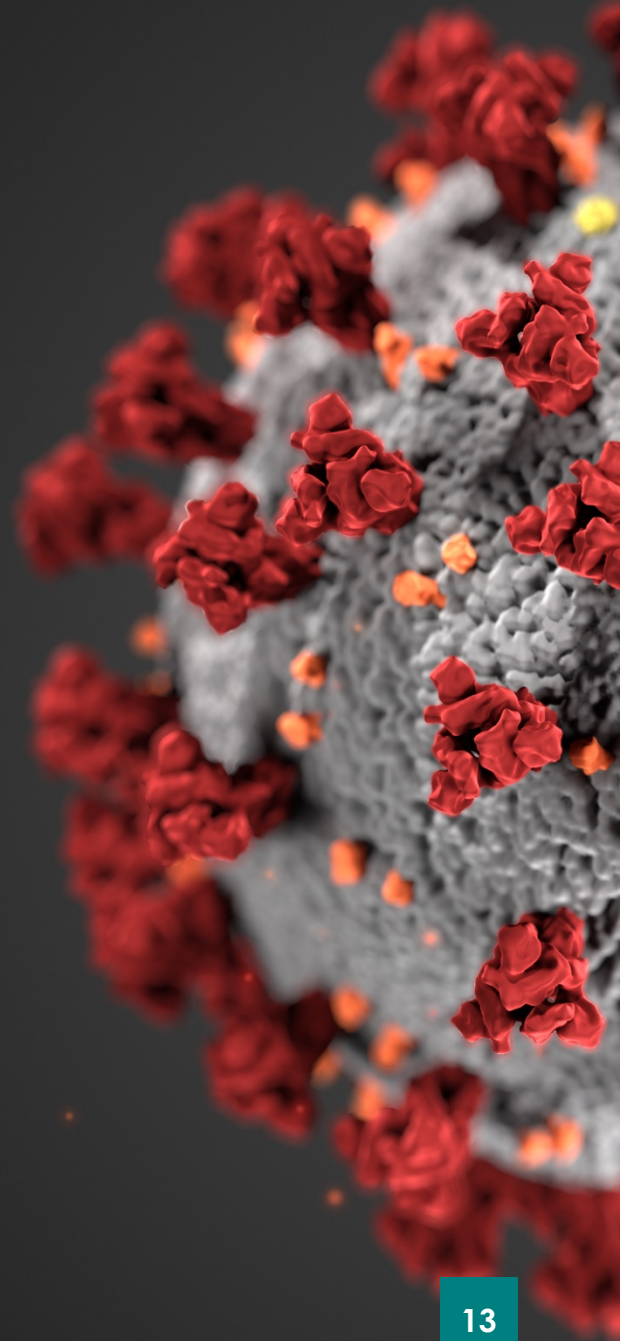
COVID-19 Funding

- 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

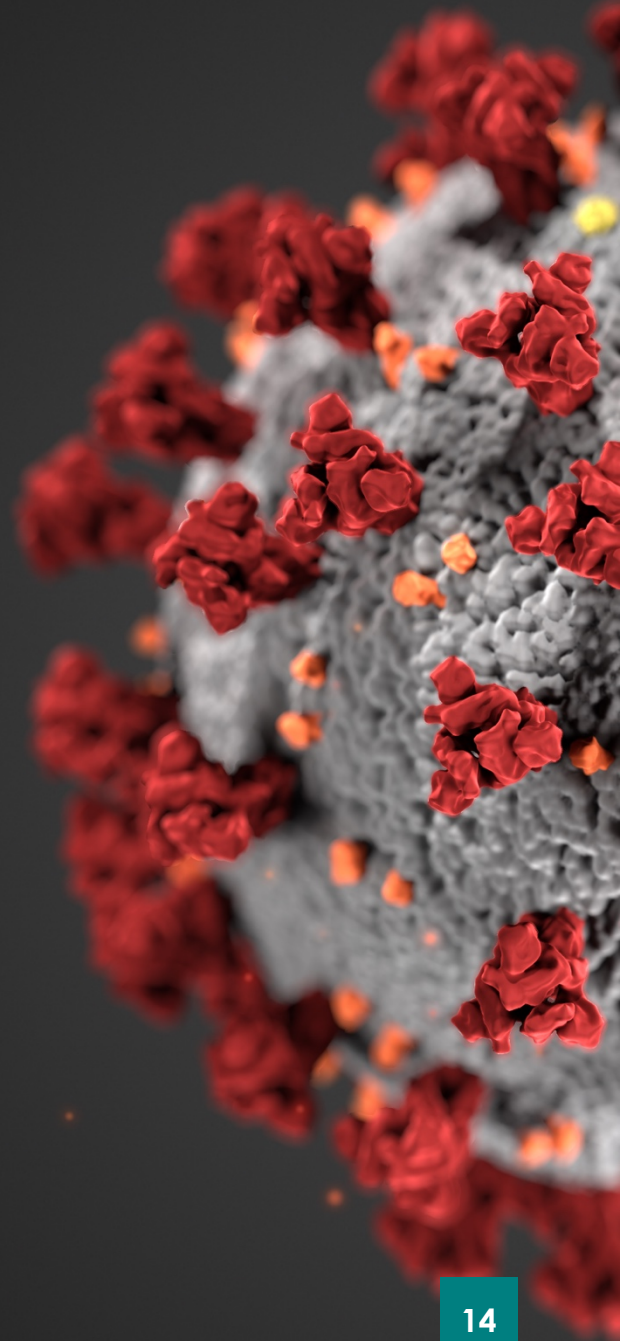


COVID-19 Funding

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





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,

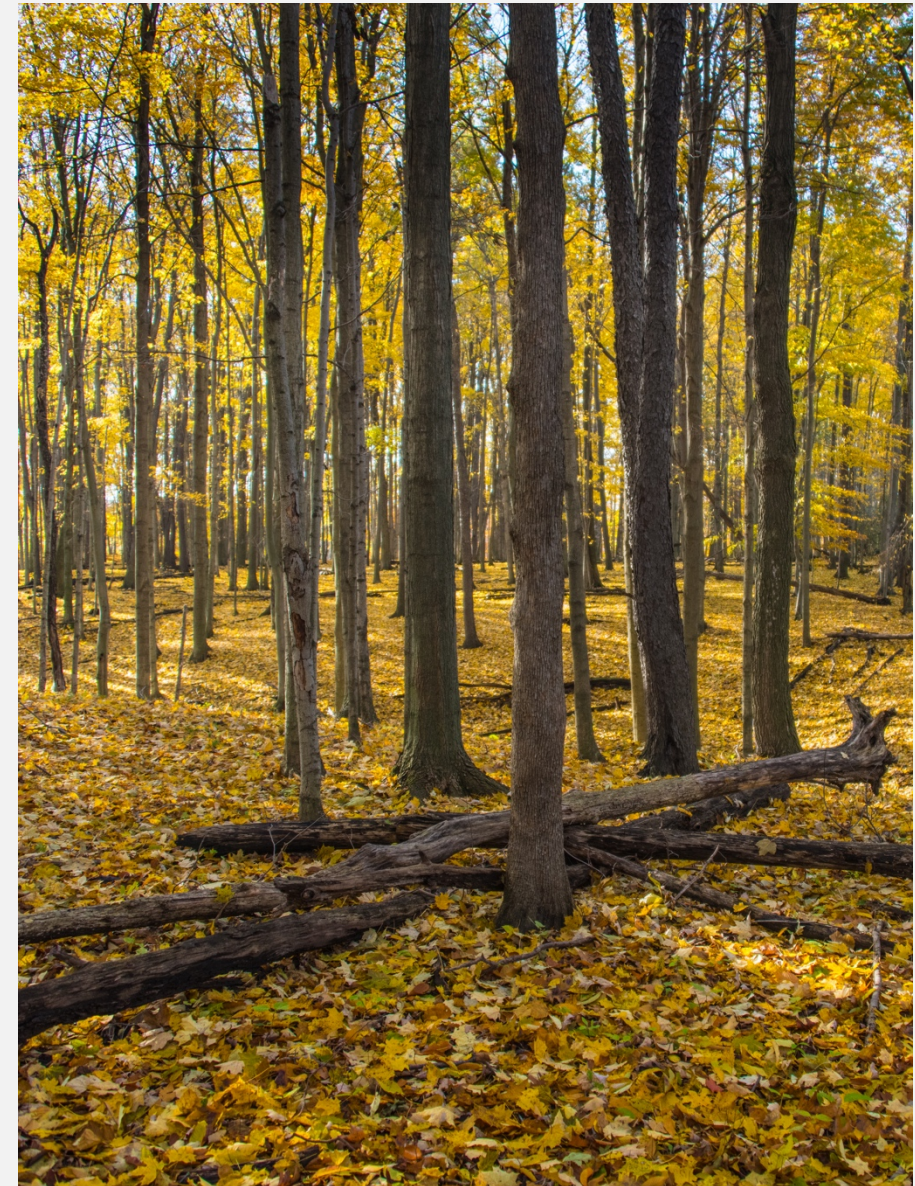
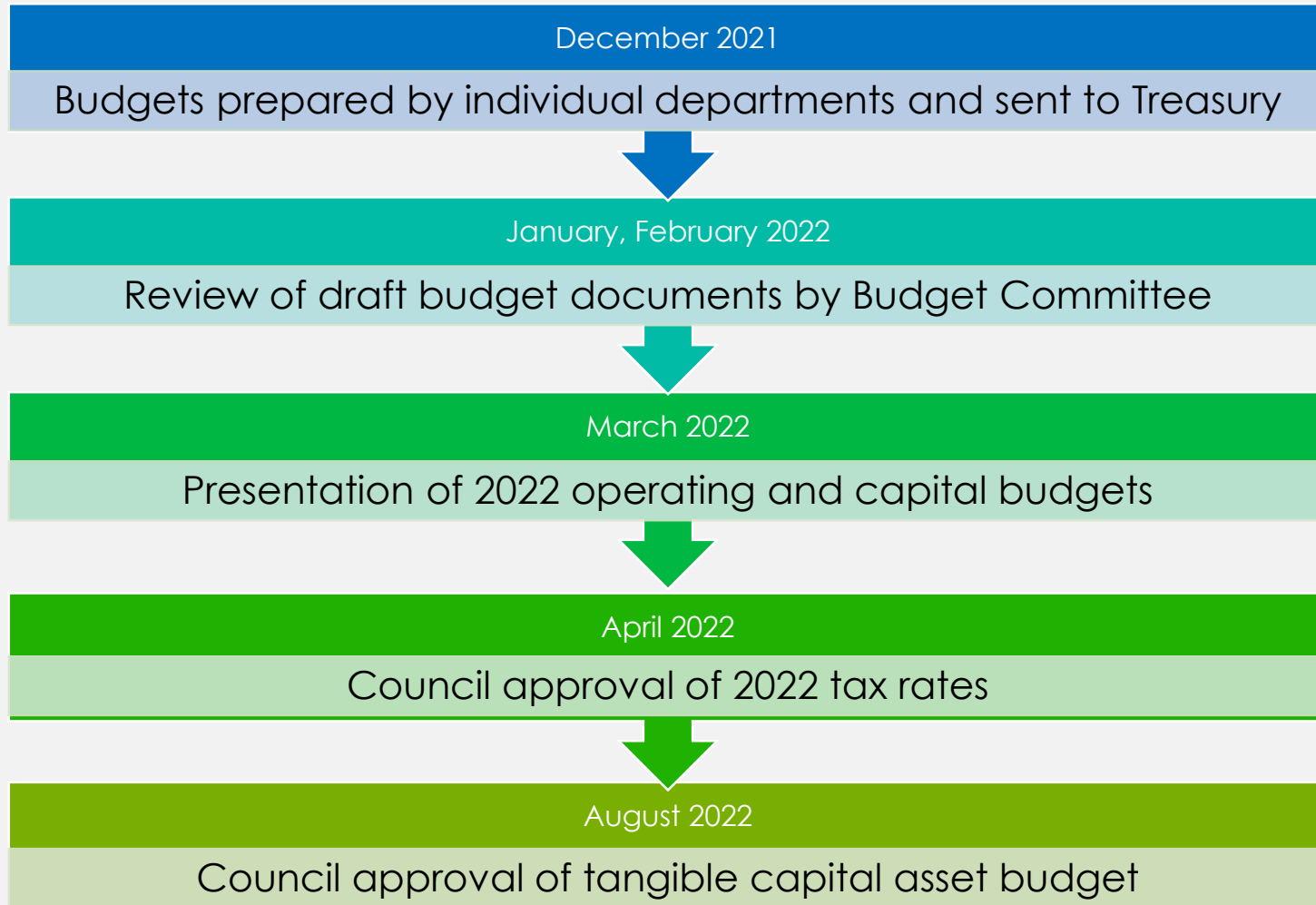
Alison Warwick
Warden Middlesex County
Mayor Thames Centre



The Budget Process

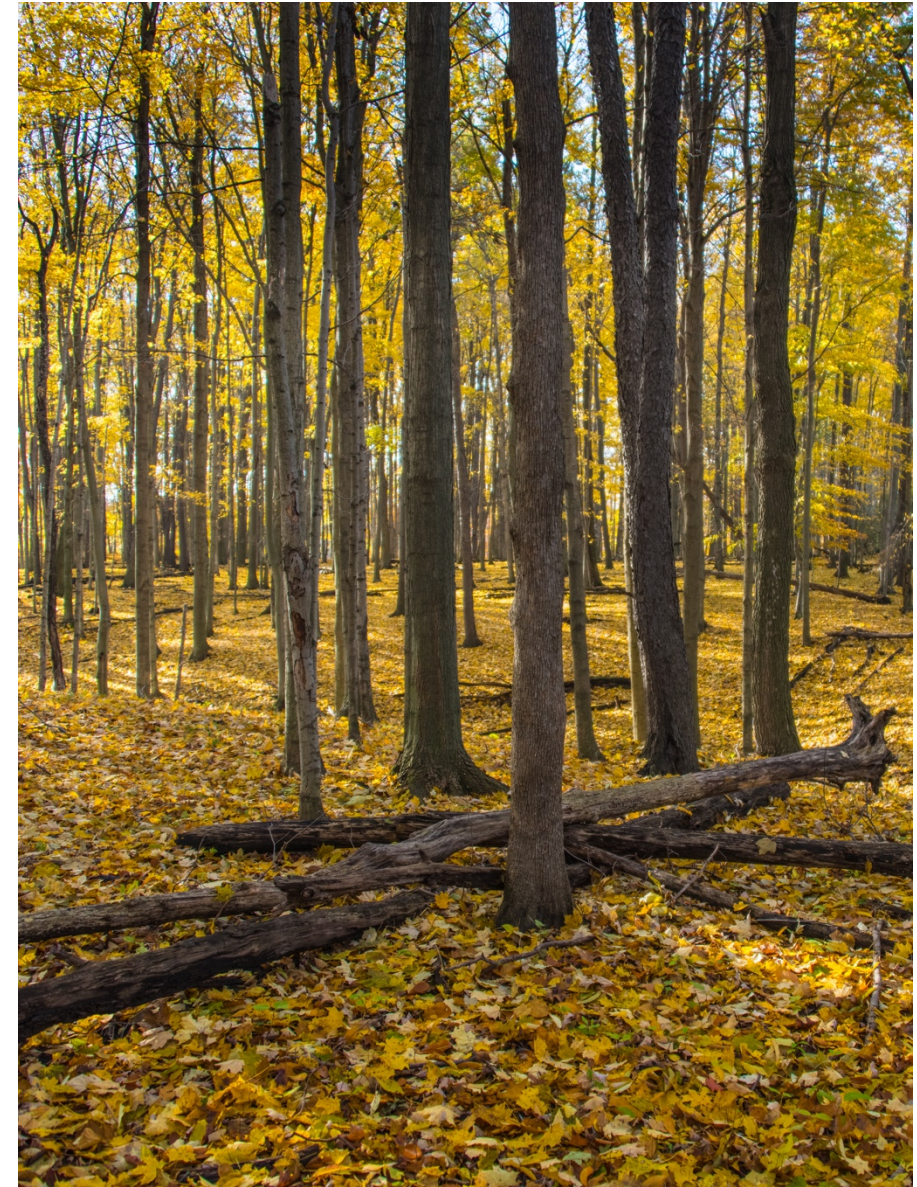
Highlights and Context

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.

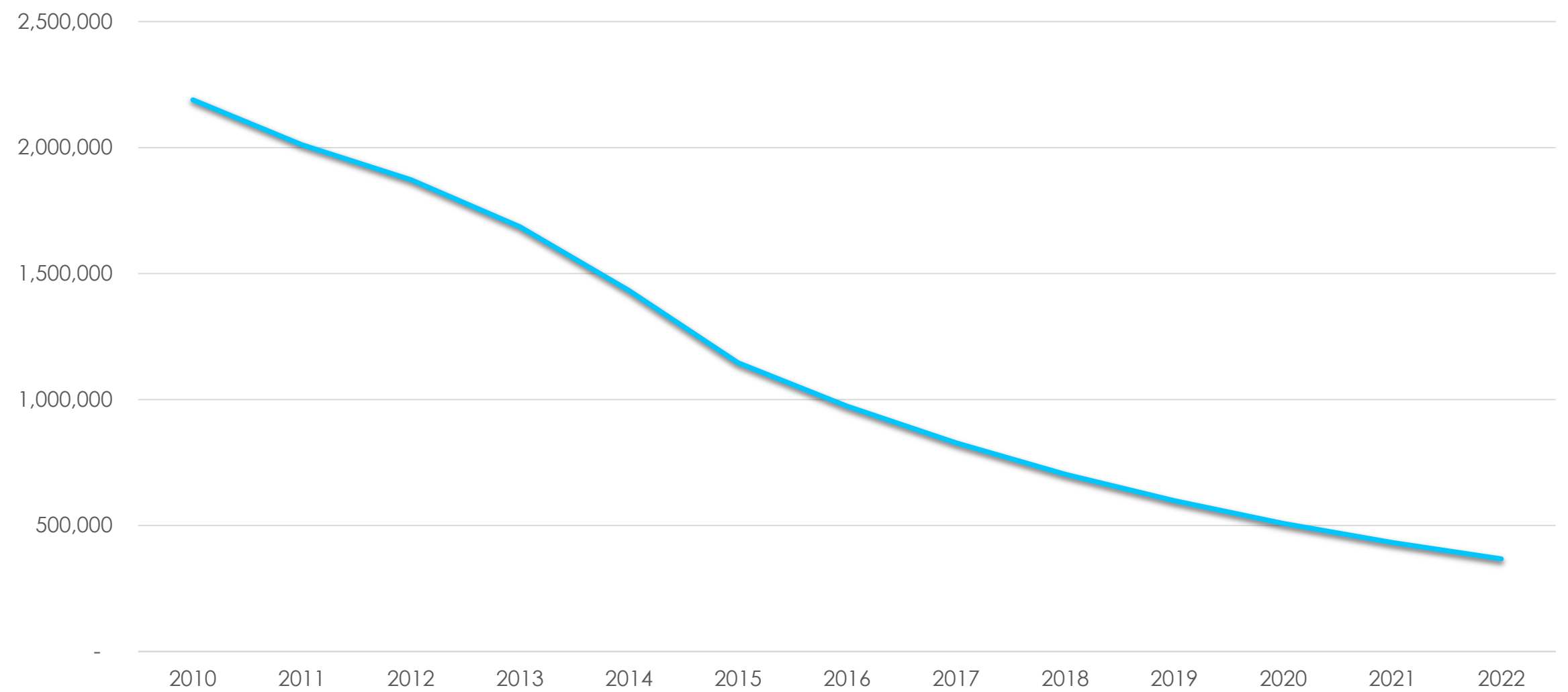
OMPF

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

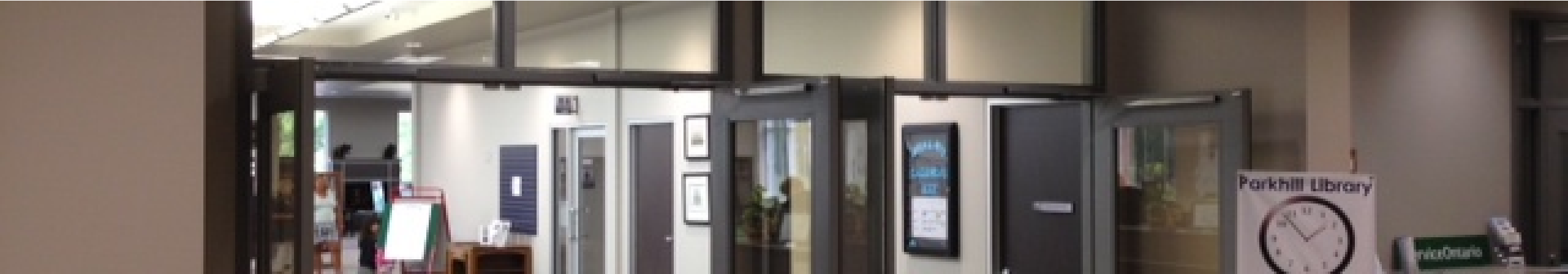
Budget Committee Recommendations



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

COMMITTEE / BOARD

Summary

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

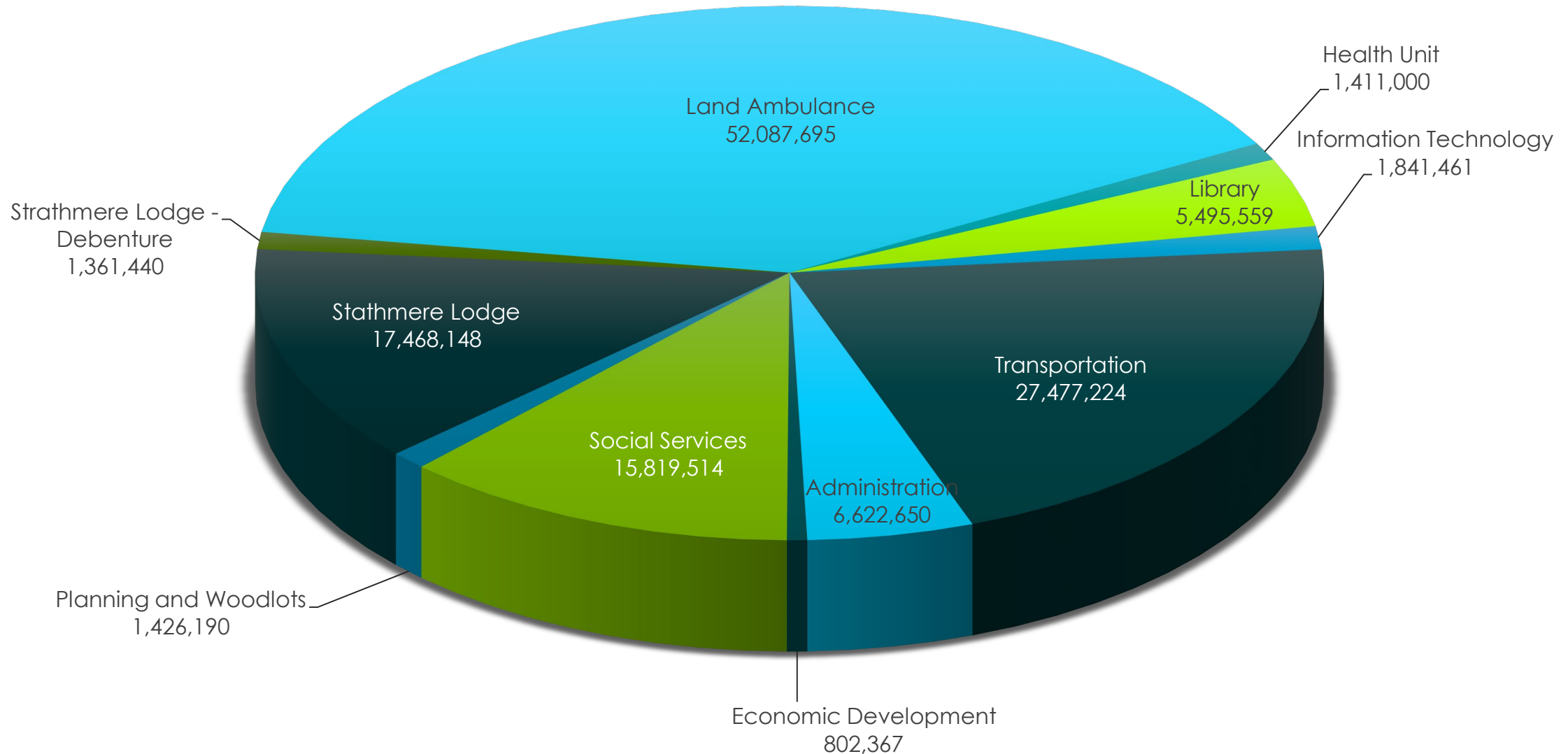
Total before growth

Growth and Reassessment Impact

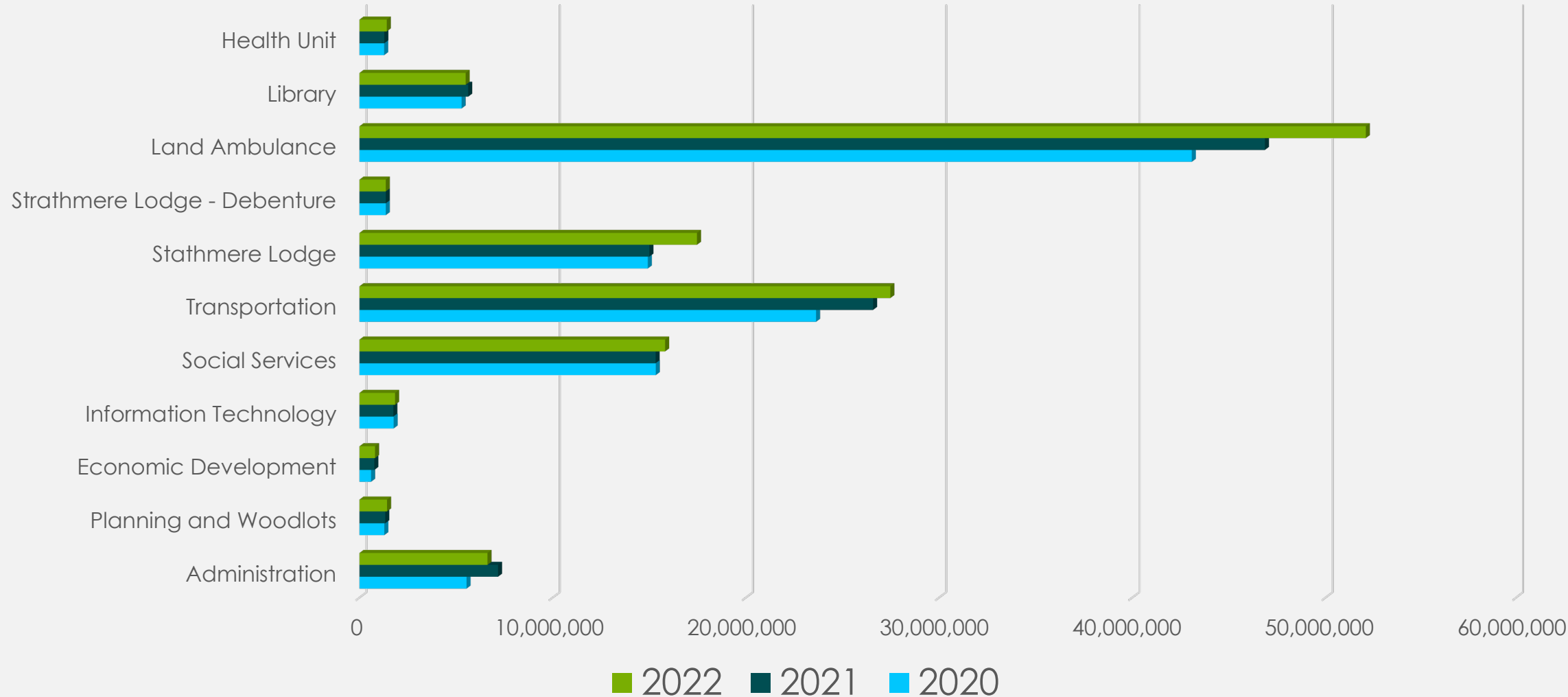
TOTAL

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

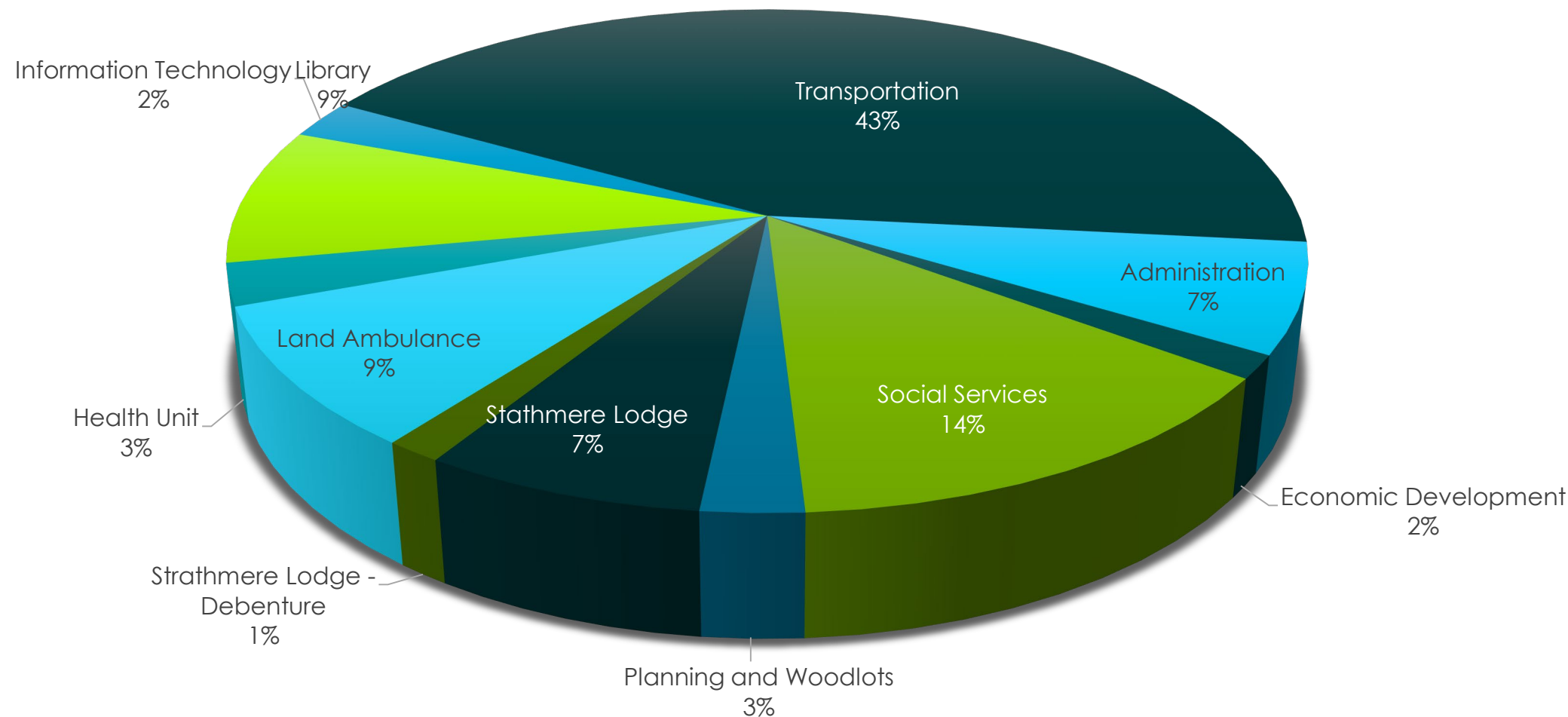


Total Expenditures by Department

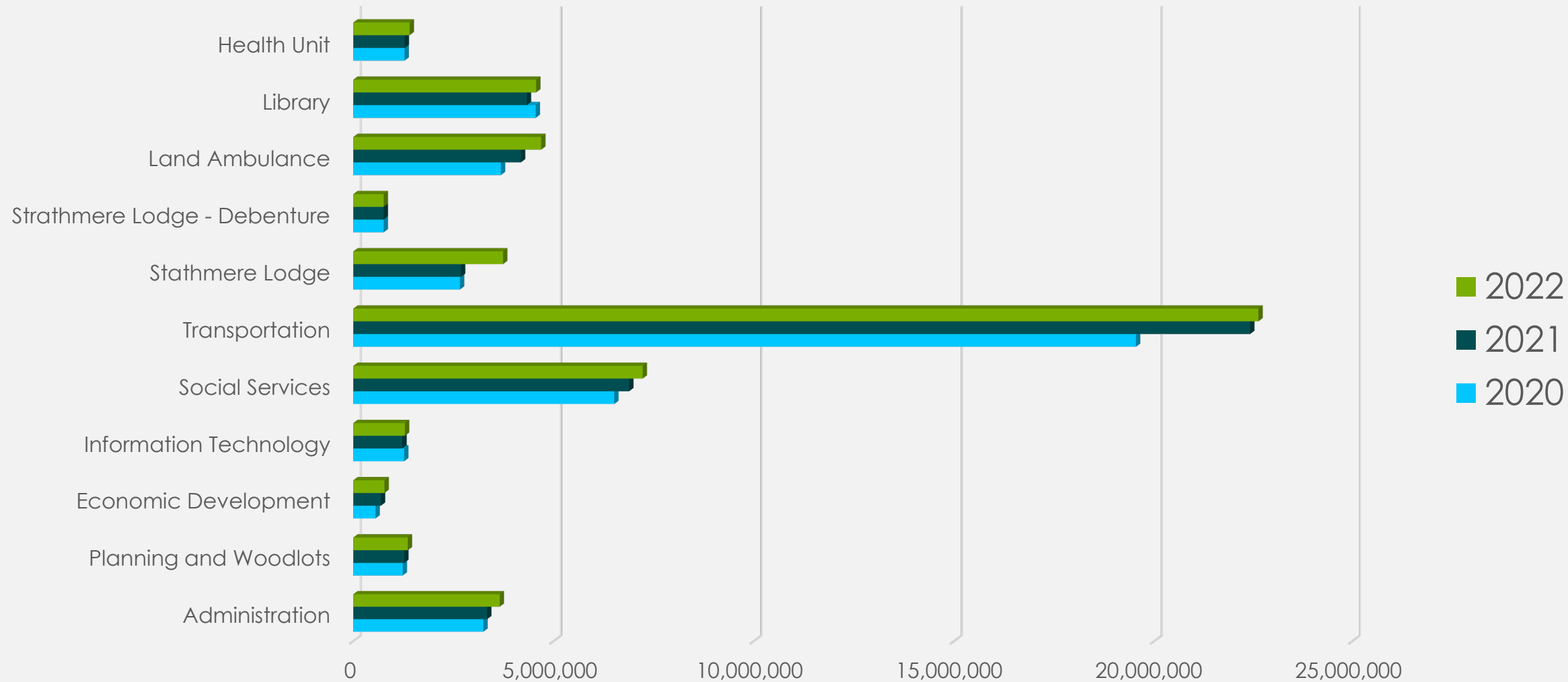


Net Taxation Requirement by Department

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.

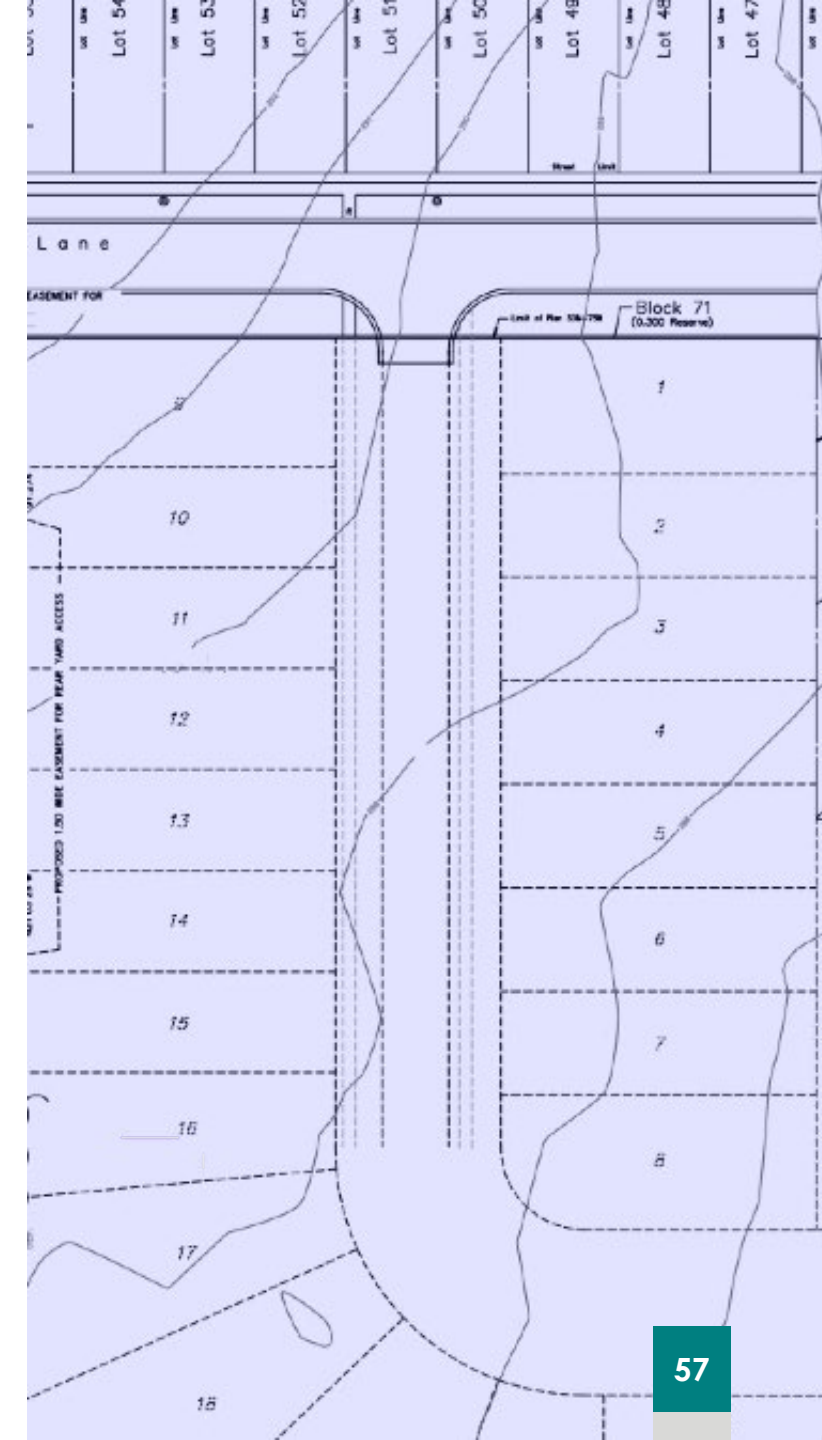
Mapping and GIS - The Department provides Geographic Information Services (GIS) for the County and aspects of GIS services for local municipalities and emergency services. This includes joint purchasing, the sharing of standardized data, centralized storage and access to web-based applications.

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

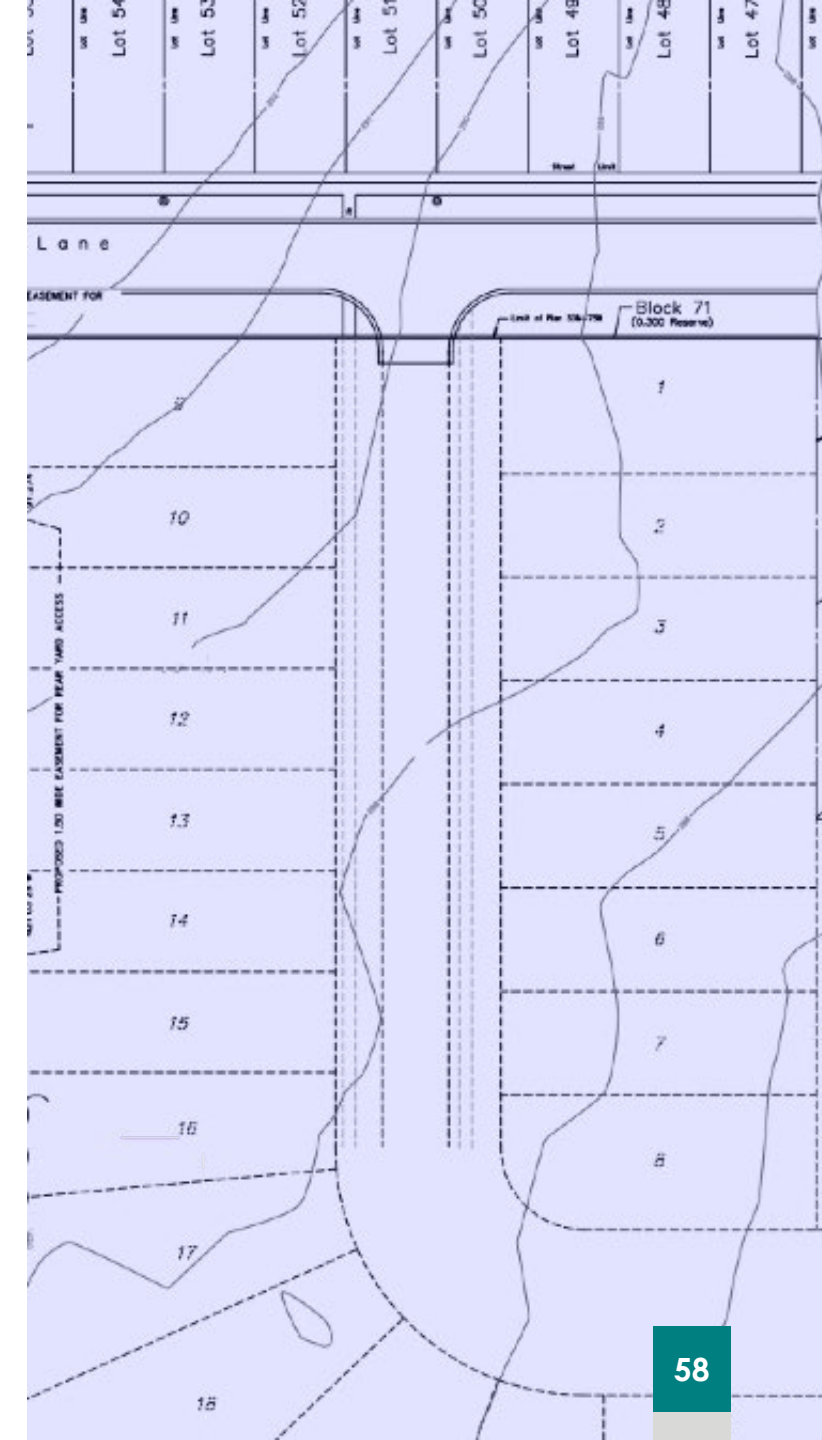
- Official Plan background work
- Provincial changes
- Strong development across the County and across all types of applications
- Enhanced information provision including interactive public zoning and planning application guides
- Staff capacity building



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

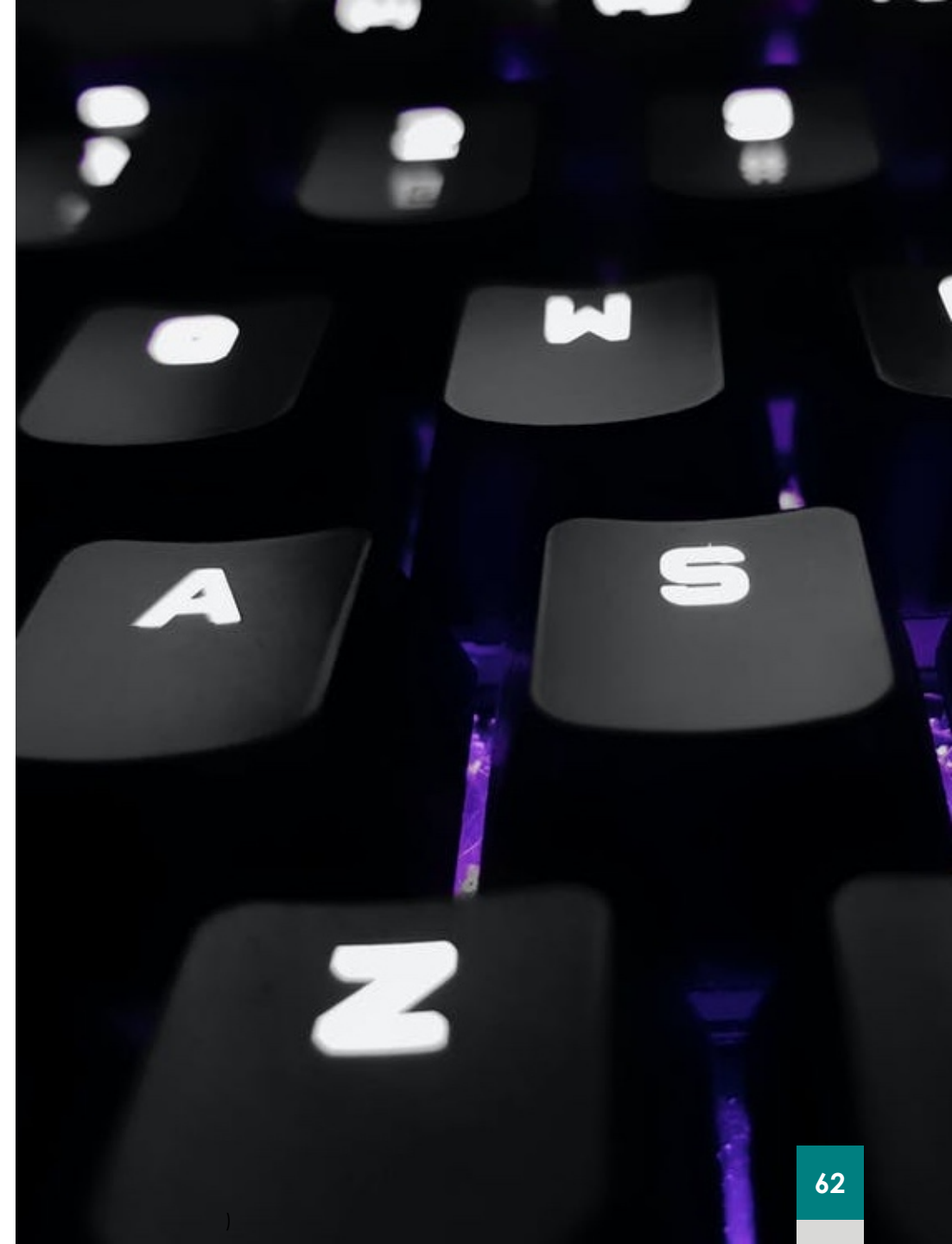
- The Economic Development and Tourism budget is directly aligned with the 2021-2025 Economic Development Strategic Plan which call for the Continuation/Enhancement of Tourism Marketing Support and for the Expansion of Foreign Direct Investment and Economic Development Services
- The 2022 budget continues 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

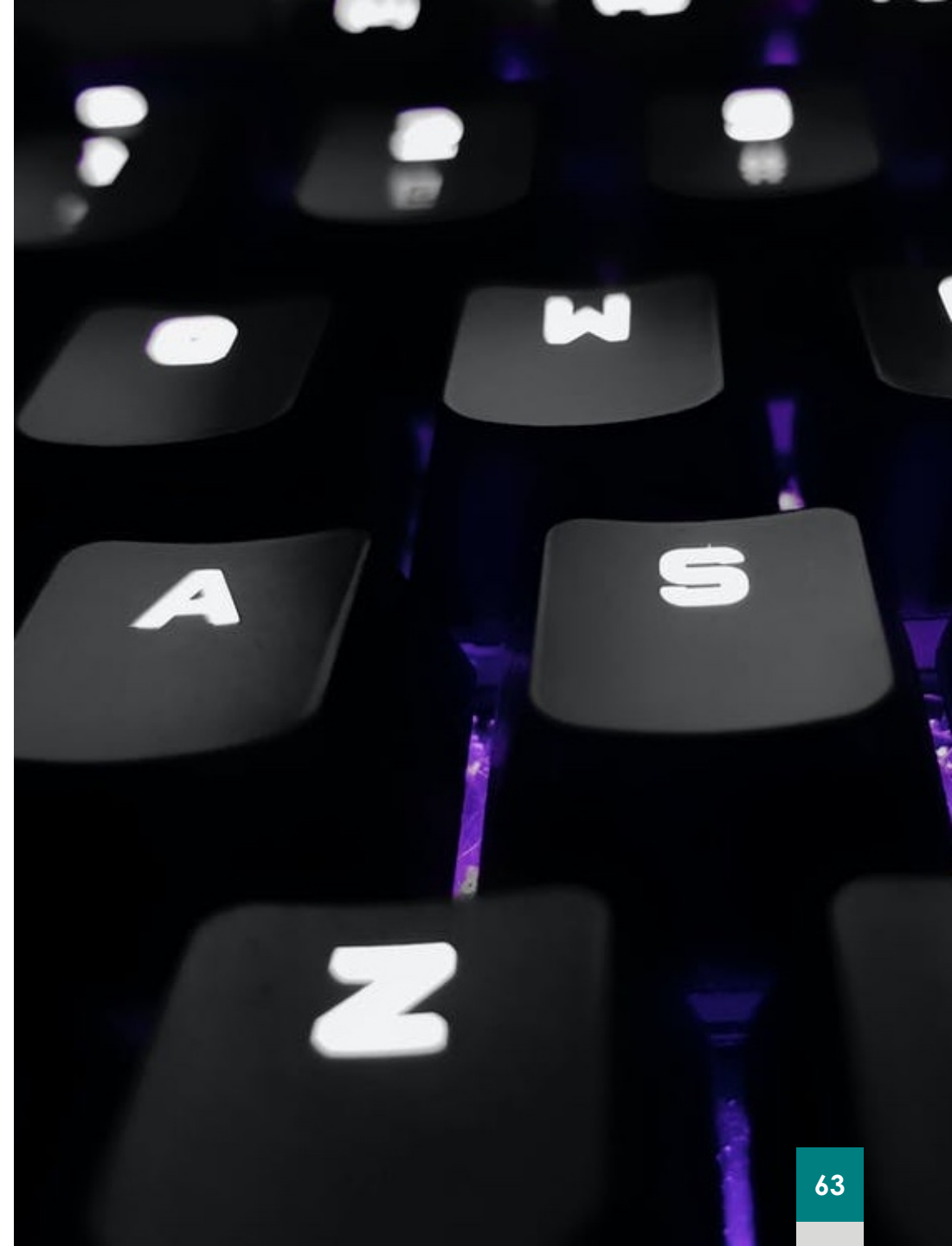
Information Technology Services (ITS) is responsible for the planning, management and support of the County's information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, service desk, data services, mobility, messaging and,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

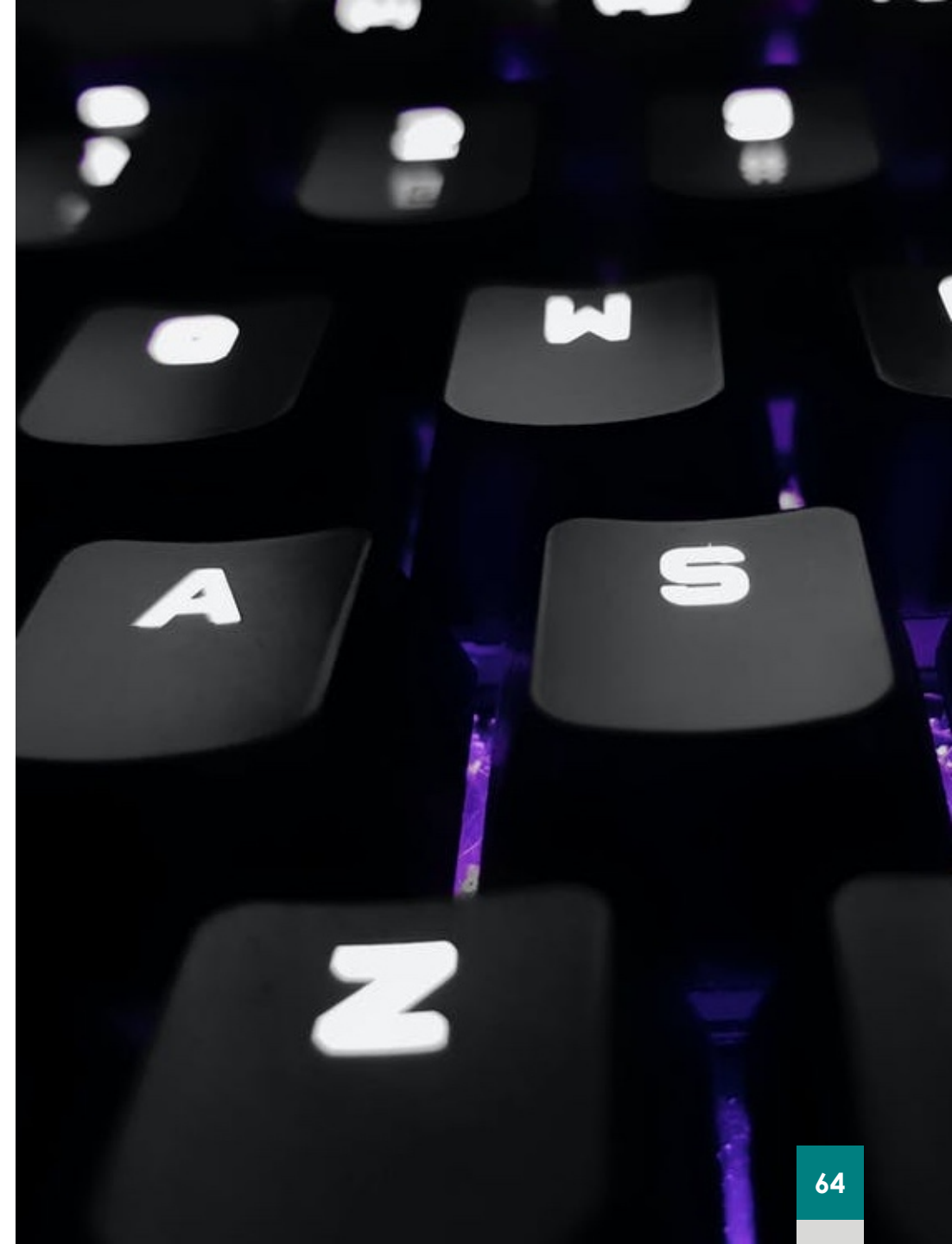
- Middlesex County – new website
- Investment in Cyber Security
- Network design updates
- Middlesex Server Infrastructure Project – replacement of server, backup and storage infrastructure
- Microsoft 365 Migration
- IT Consolidation / Datacentre Services – plans to migrate additional supported sites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

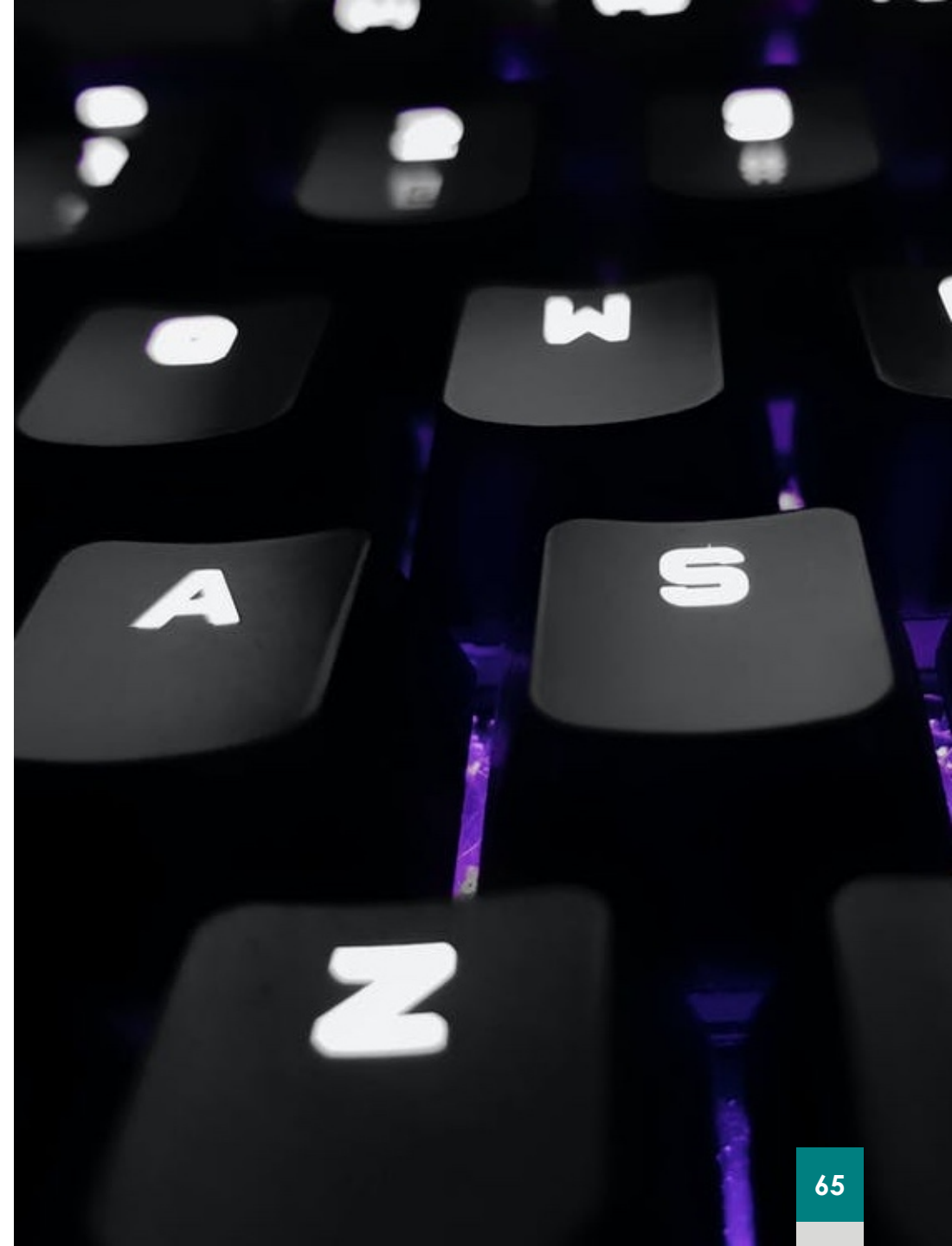
- Increased revenues from local municipalities to reflect their growing IT service requirements as a result of SOW process (local impact)
- One new position to support enhanced cyber security efforts and ensure success of network related projects and support going forward



ITS – 5.1% Increase 2022 Budget Highlights

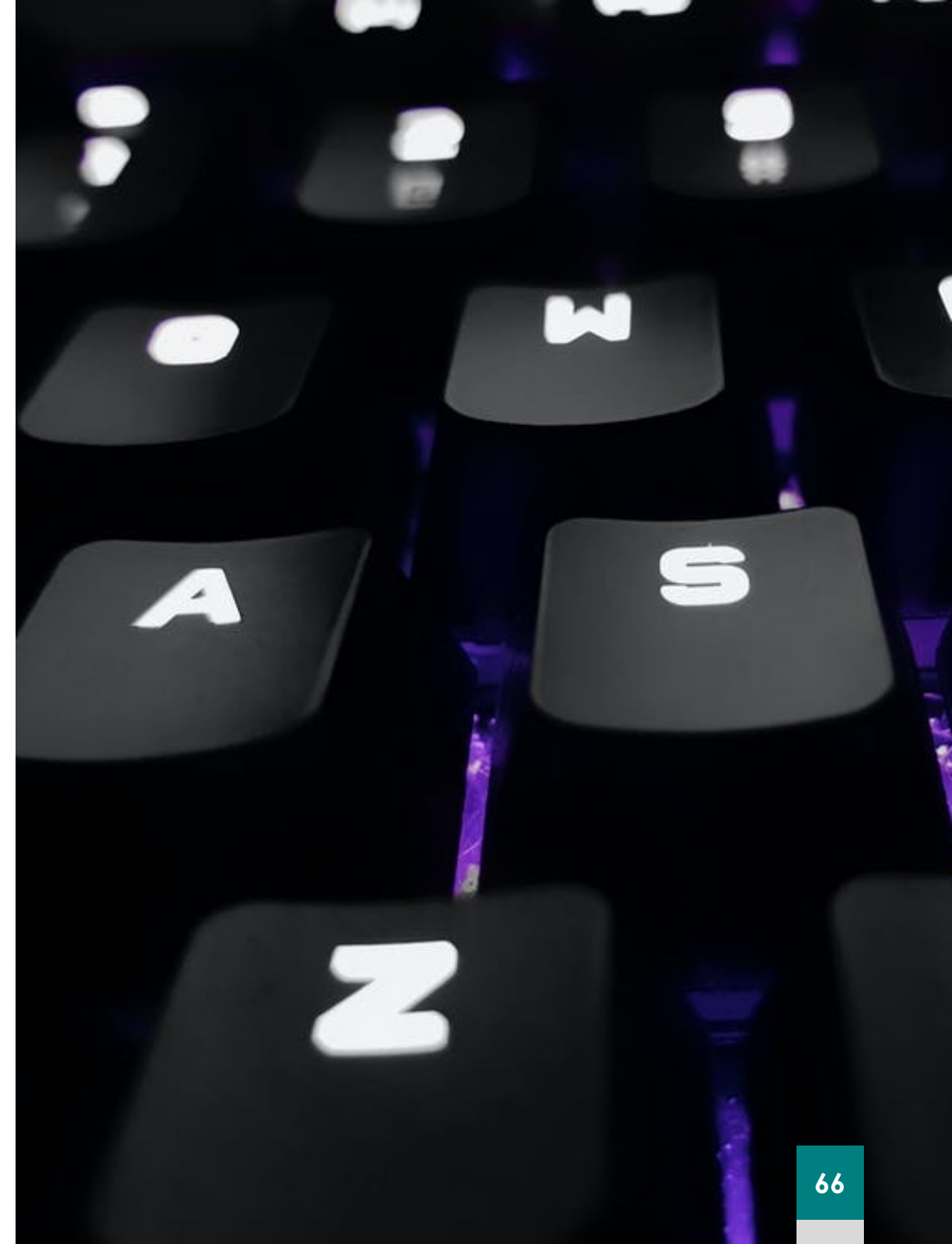
Increase in IT costs:

- 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:

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