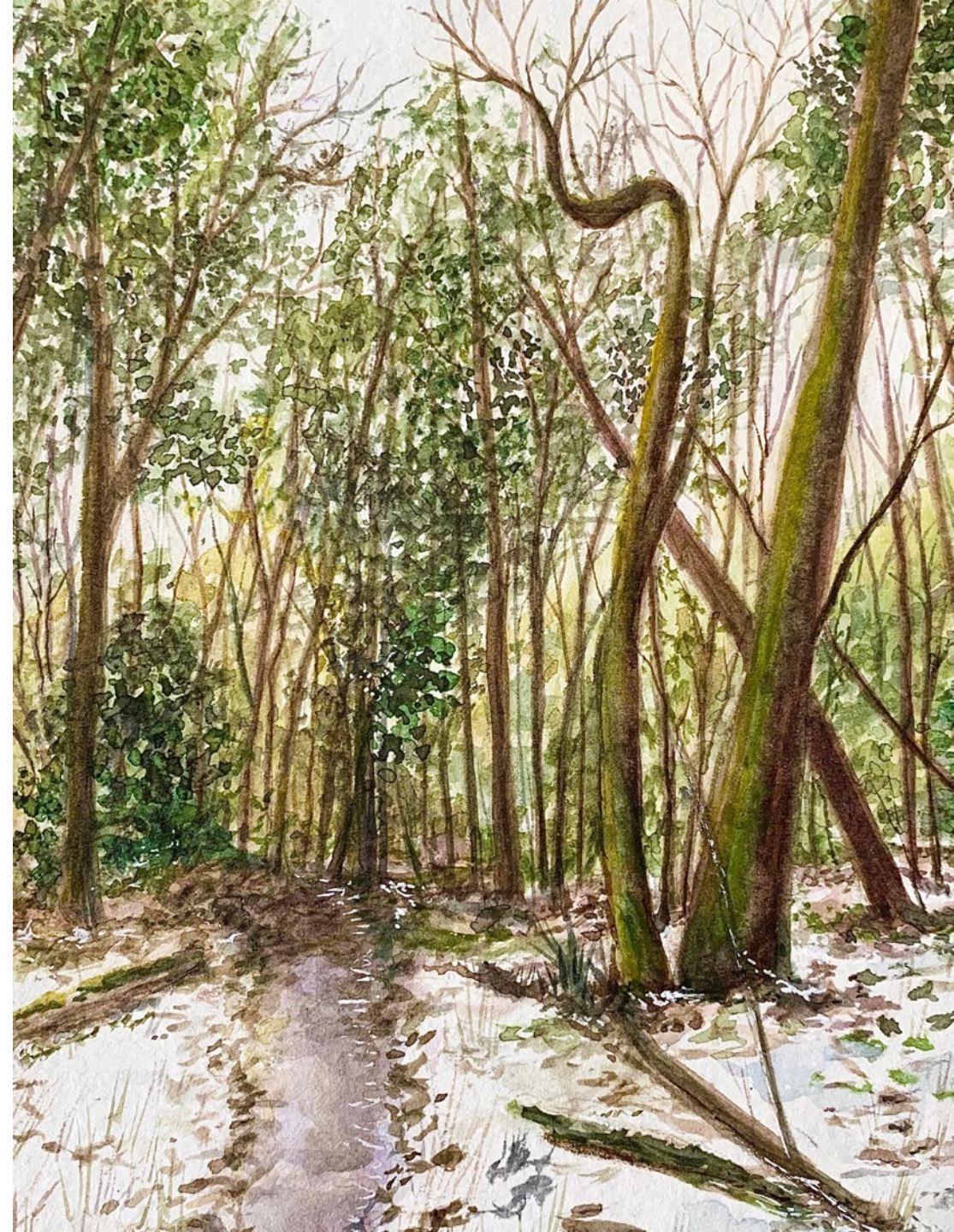




2023 Budget

*Artist: Paul Napigkit



2023 Budget Agenda

- Welcome to Middlesex County
- Definitions
- COVID-19
- Strategic Plan 2021-2024
- Budget Process
- Introduction from Warden
- Budget Committee Recommendations
- 2023 Middlesex County Budget
 - Summary
 - Budget Drivers
 - Departmental Budgets (Operating and Capital)
- Reserves and Reserve Funds

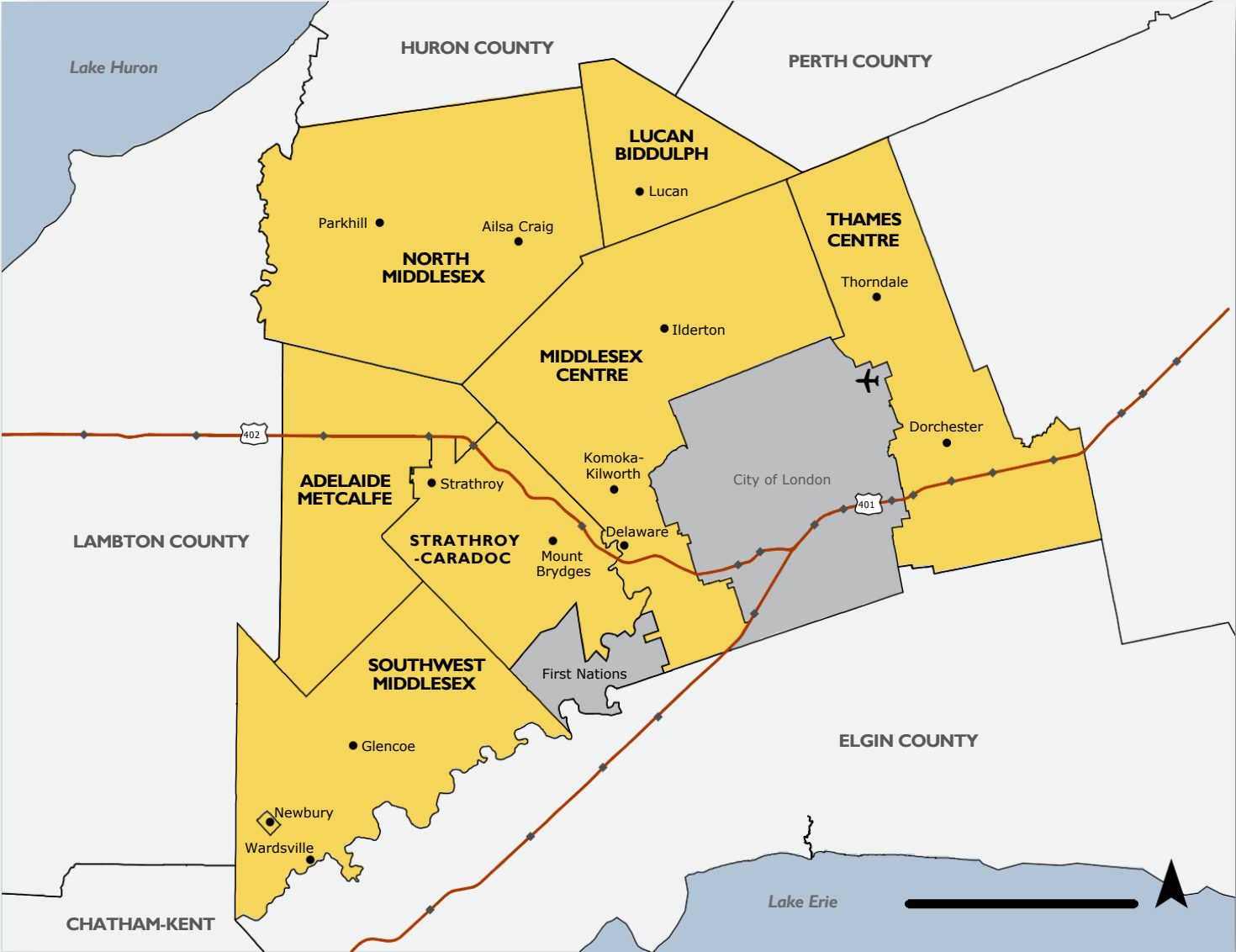
*Artist: Paul Napigkit





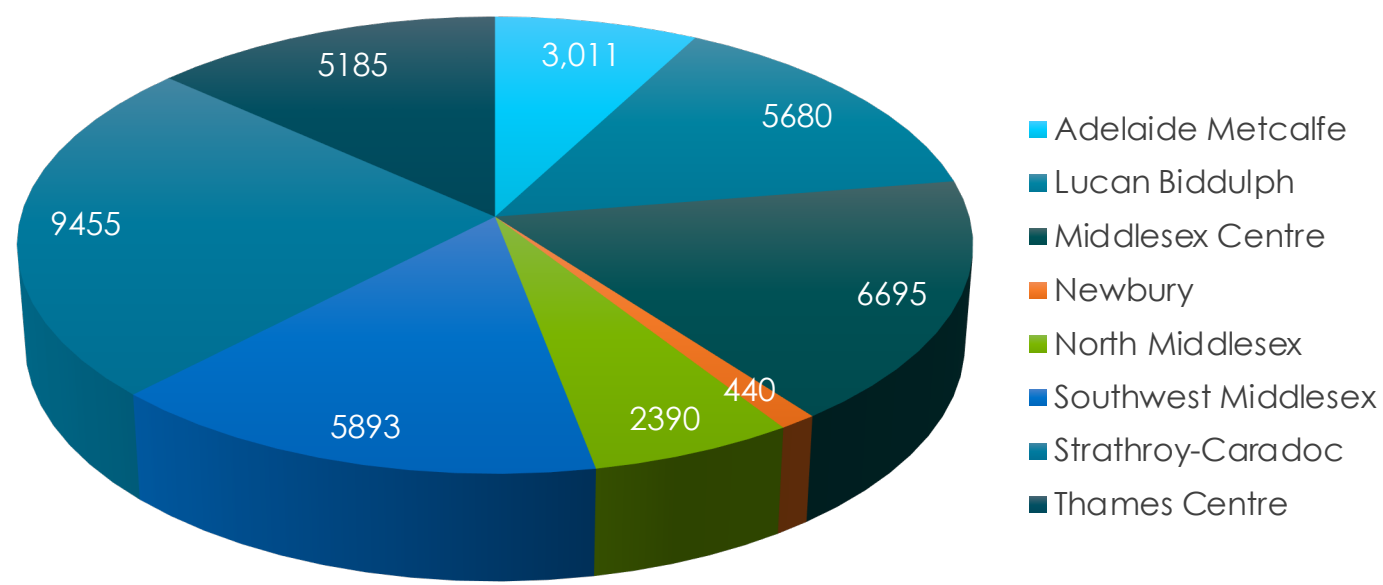
| Welcome to Middlesex County

County Map

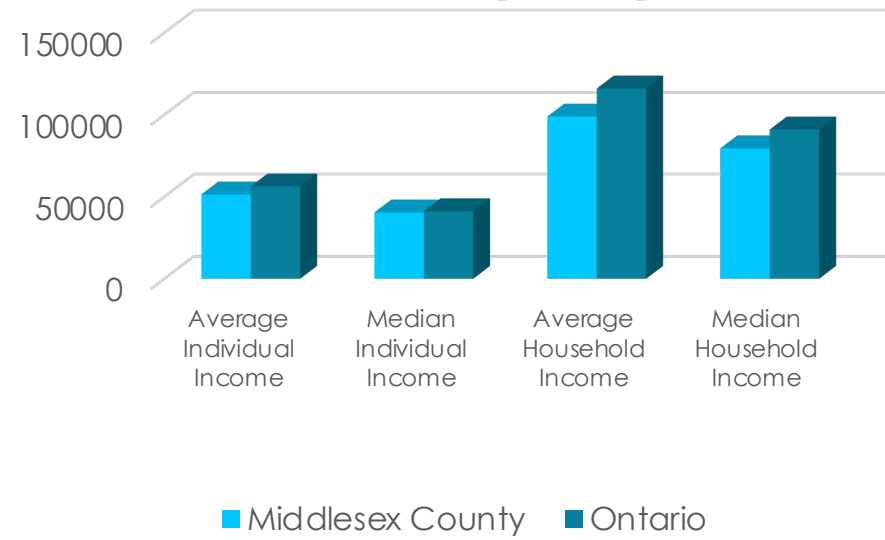


Demographics

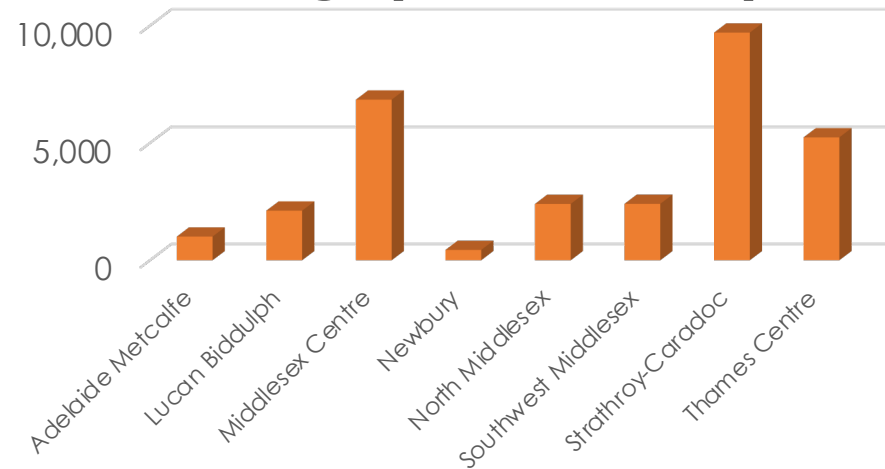
Population (2021 Census)



Income (2020)



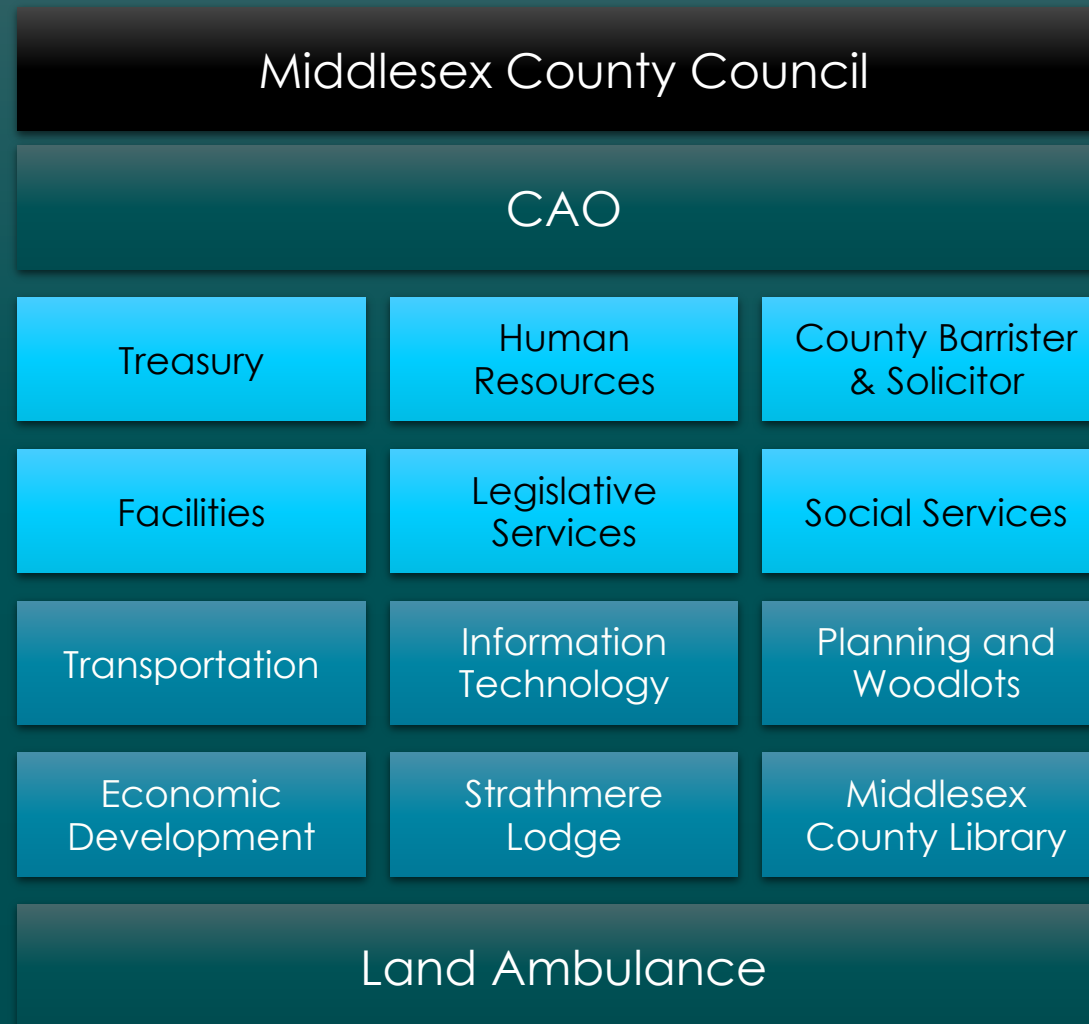
Dwellings (2021 Census)



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

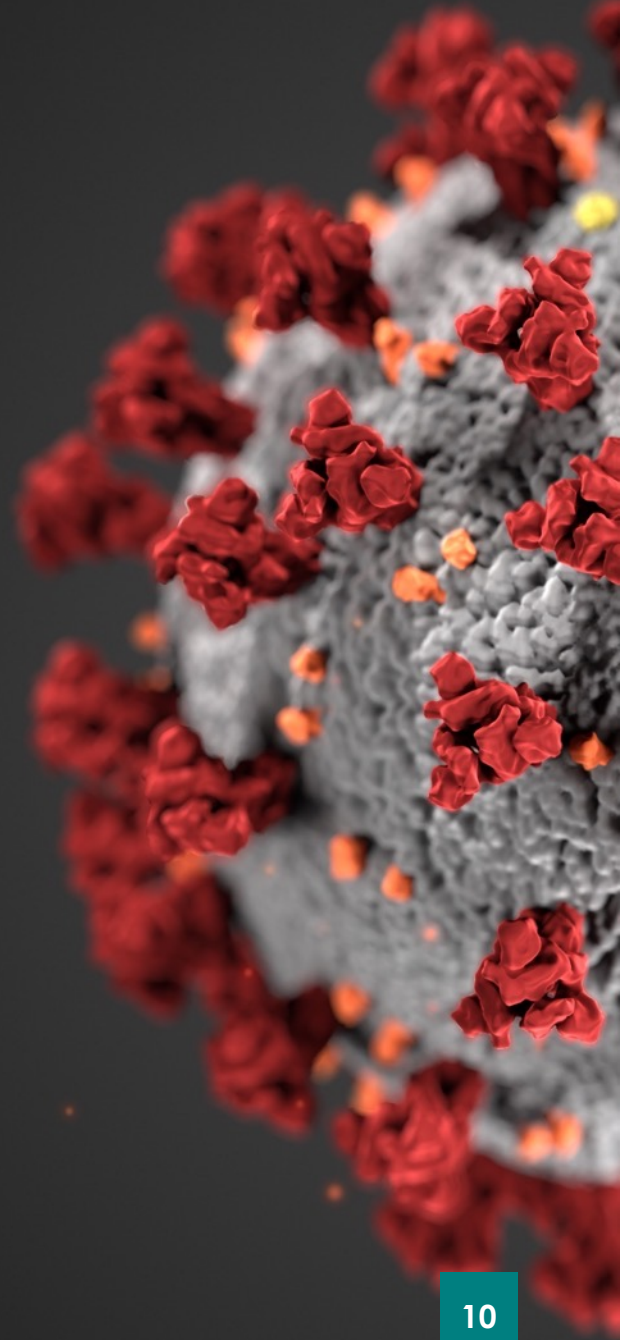
Real growth is an estimate provided by Municipal Property Assessment Corporation (MPAC) of the new construction and development in the community that is available to help pay the cost of the levy.

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).

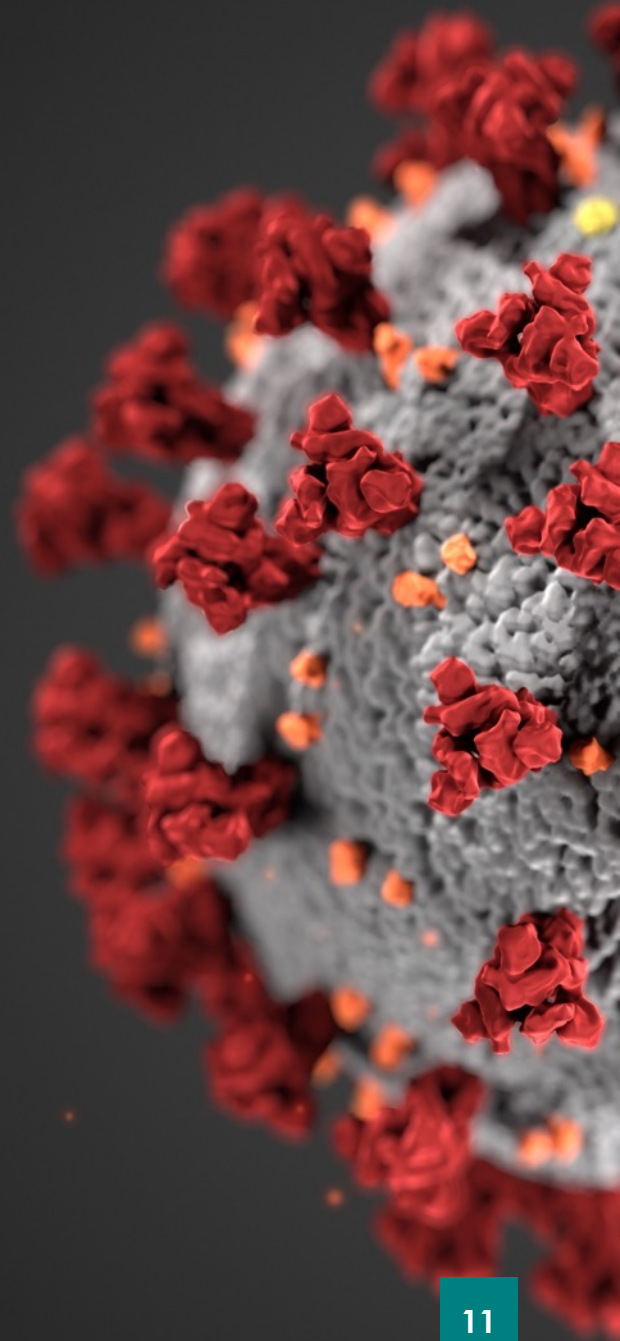
COVID-19

- 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 received funding from Upper Levels of Government for COVID-19



COVID-19 Funding

- Funding in some situations had to be spent in the year, reconciliations were required and funds clawed back as required (For example: Land Ambulance and Long Term Care)
- Additional funding still being issued in 2023 for Long Term Care and Land Ambulance
- Funding such as Safe Restart Funding required 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
- The remaining funding has been allocated in 2023



COVID-19 Municipal Operating Funding (Provincial/Safe Restart)

Details	Amount
SRA Phase 1 Allocation	\$1,782,700
SRA Phase 2 Allocation 2021 Funding	\$357,000
2021 Provincial COVID-19 Recovery Funding for Municipalities	\$760,371
Total Funding	\$2,900,071
2020 Allocation	\$880,609
2021 Allocation	\$1,261,324
2022 Allocation	\$513,000
2023 Allocation	\$245,138
Total Allocated	\$2,900,071

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.



2021 - 2024
STRATEGIC PLAN

Strategic Plan

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

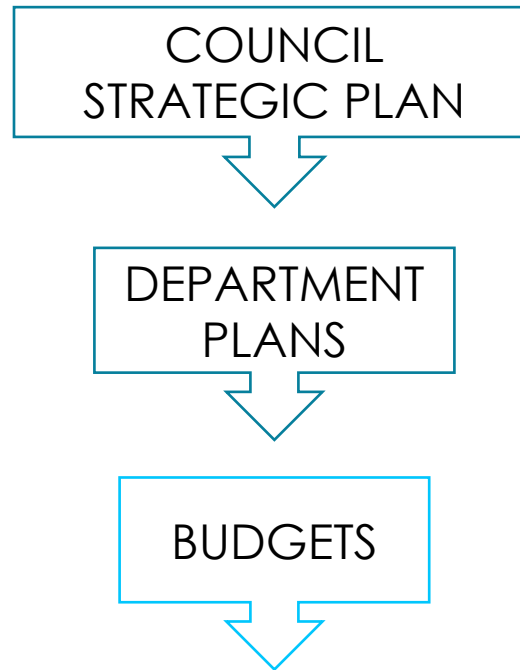
It acknowledges and recognizes the importance of:

- partnership with local municipalities,
- relevance to both urban and rural residents,
- diversity and inclusion, and flexibility.

The 2023 budget aligns with the County Strategic Document



Alignment of the Budget with the Strategic Plan





The Budget Process

Highlights and Context

Office of the Warden



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

March 14, 2023

RE: Draft Middlesex County Budget for 2023

The draft Middlesex County Budget for 2023 continues to align and build on the County's Strategic Plan adopted in 2021.

The proposed budget reflects the County's commitment to investing in the core services that our residents rely on, while at the same time mitigating the financial impacts on our tax base.

Like most municipalities in Ontario, we are experiencing significant budget pressures, including inflation, recruitment challenges, rising interest rates, population growth and supply chain delays.

In 2022, we made the decision not to increase taxes due to the impacts of COVID-19 on the community. In 2023, we have been faced with some difficult choices. In order to keep delivering the quality of services our residents need and deserve, our tax rates have to increase.

The initial draft budget presented to the Budget Committee had a tax rate increase of 22.12%. The Budget Committee was able to reduce the tax rate increase to 8.41%.

These reductions were made by deferring discretionary initiatives, drawing on other sources of revenue, such as our tax rate stabilization fund, and, most importantly, without cutting programs or services to our residents.

The draft 2023 budget continues to include investments in:

1. Personal support workers and electronic health record software at Strathmere Lodge;
2. System enhancements and additional staffing at Middlesex-London Paramedic Service (MLPS) to respond to offload delays and population growth;
3. Roads and bridges including winter road maintenance and cycling lanes; and
4. Investments in Social housing.

In 2023, the Canada Wide Early Learning Child Care (CWELCC) programs will continue to benefit our families and children by the reductions in child care fees and efforts in workforce compensation.

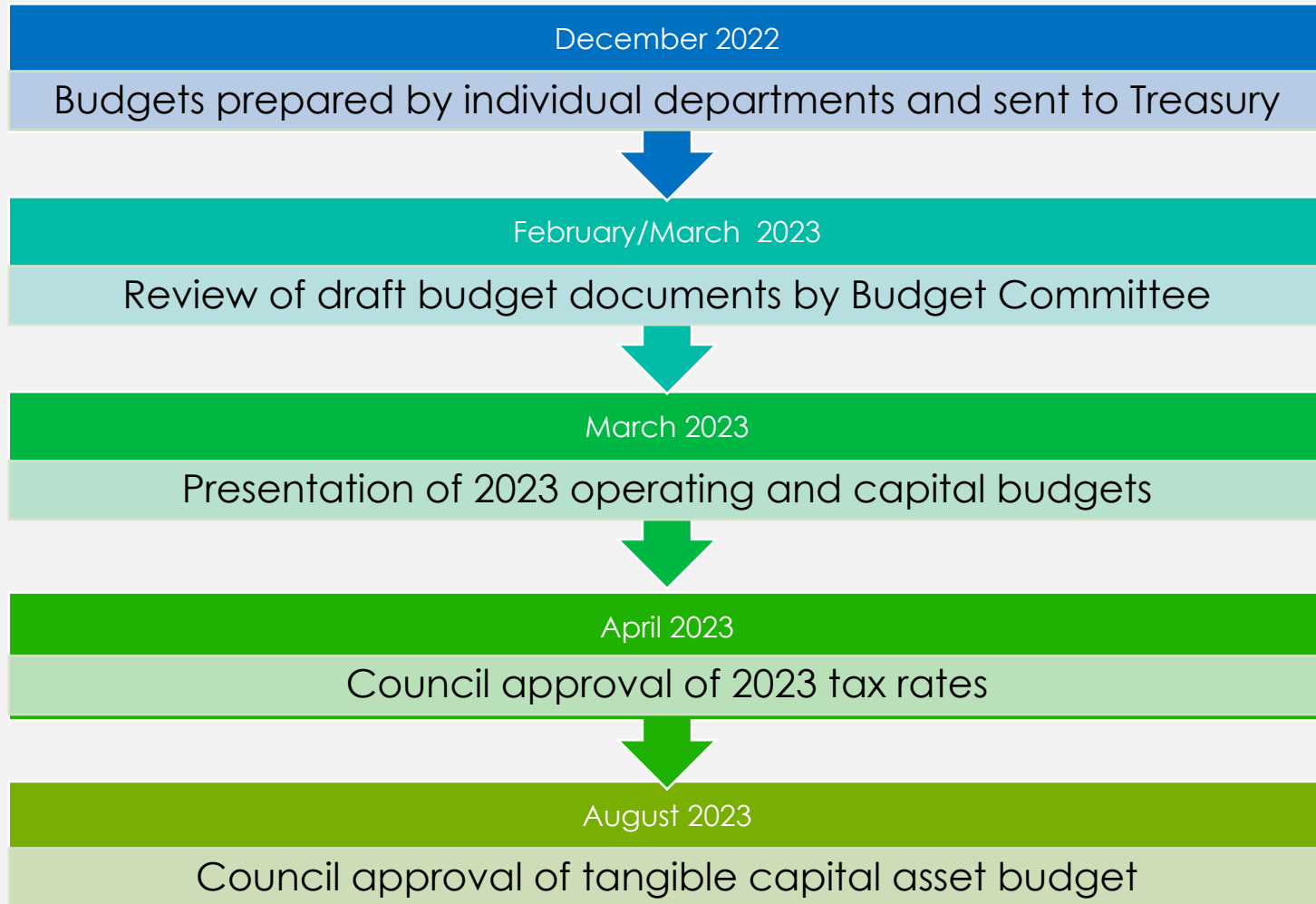
The draft budget continues to support social service programs that assist our most vulnerable (food security, mental health and well-being), our businesses, families and our children. As challenging as this budget process has been, the Budget Committee believes this budget supports a strong, vibrant and healthy Middlesex County.

Yours truly,

A handwritten signature in black ink, appearing to read "C. Burghardt-Jesson".

Cathy Burghardt-Jesson
Middlesex County Warden

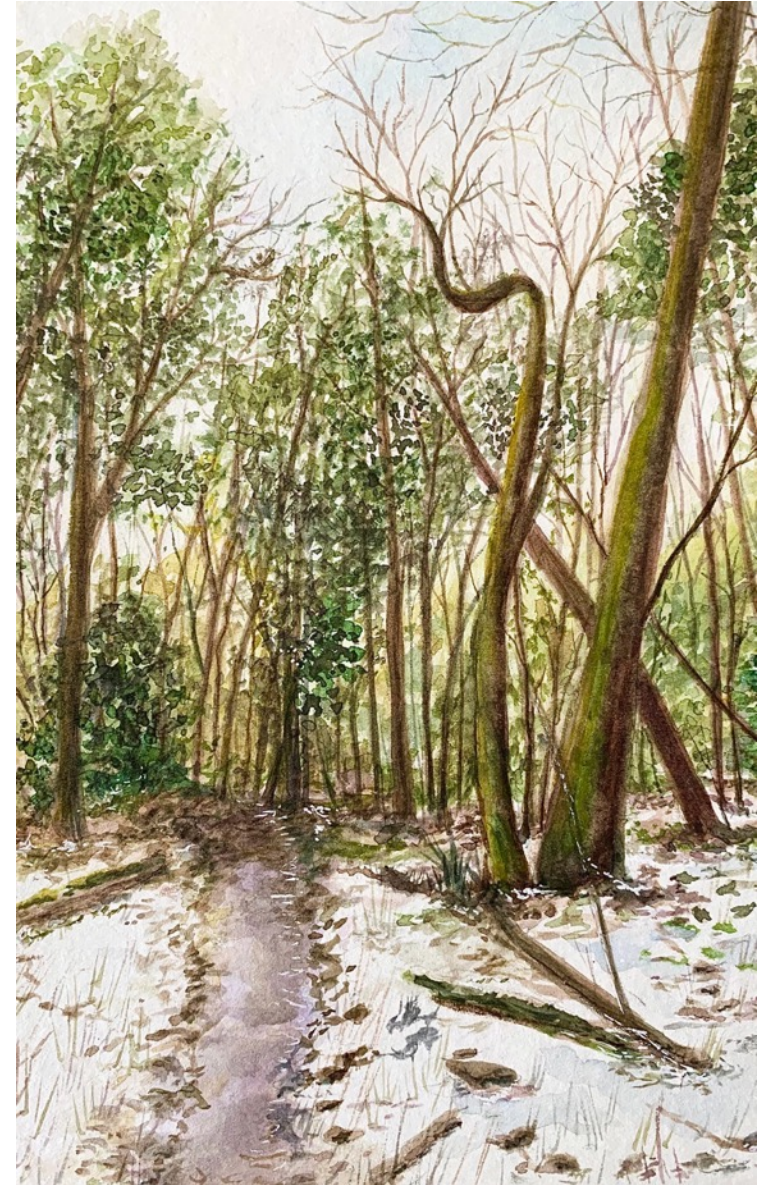
The Budget Timeline



*Artist: Paul Napigkit

Budgeting Philosophy

- Eliminate non-essential budget increases
- Consider more efficient and effective processes
- Align with the priorities in the Council Strategic Plan
- Continue to fund the PSAB process and sound asset management practices



*Artist: Paul Napigkit

2023 Proposed Budget Investments – Strategic Plan Cultivating Community Vitality

- Increased Long Term Care Staffing to increase the direct hours of care provided to residents
- Investments in Social Housing
- Addition of 2 new 24 hour system enhancements Middlesex London Paramedic Services (MLPS)
- Addition of resources in Children Services to support the rollout of Canada Wide Early Learning and Child Care Plan (CWELCC)



2023 Proposed Budget Investments – Strategic Plan Connecting Through Infrastructure

- Commitment to the upkeep and replacement of County bridge assets as per sound asset management practice
- Capital Investment in County Cycling Strategy and Infrastructure
- Increased intersection traffic capacity through new traffic signals
- Approximately 91.2 lane km scheduled for reconstruction and/or rehabilitation in 2023
- Continued investment in Glendon/Vanneck/Coldstream/Jeffries roundabout



2023 Proposed Budget Investments – Strategic Plan Strengthening Our Economy

- Continue to implement the Economic Development Strategic Plan
- Advance our Cooperative education/work integrated learning project
- Tourism Symposium and Sector Tours (i.e. Agri-Business)



2023 Proposed Budget Investments – Strategic Plan Promoting Service Excellence

- Implement new electronic health record software that will allow for integration with other health care related software such as clinical decision making and medication safety
- Land ambulance (MLPS)– investments in ongoing proactive investments in mental health programs for employees
- Community Transportation – continue to work with businesses, community partners and neighbouring Community Transportation partners on sustainability plan
- Continued access and utilization of grants and other funding programs provided through other government agencies



History and Context



Assumptions

Consistent with previous years, assumptions used by staff to build the 2023 budget remain subject to change because Provincial Ministries have not confirmed 2023 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 2023 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 2023 property tax year will be the same as the 2022 tax year, unless there have been changes to your property.

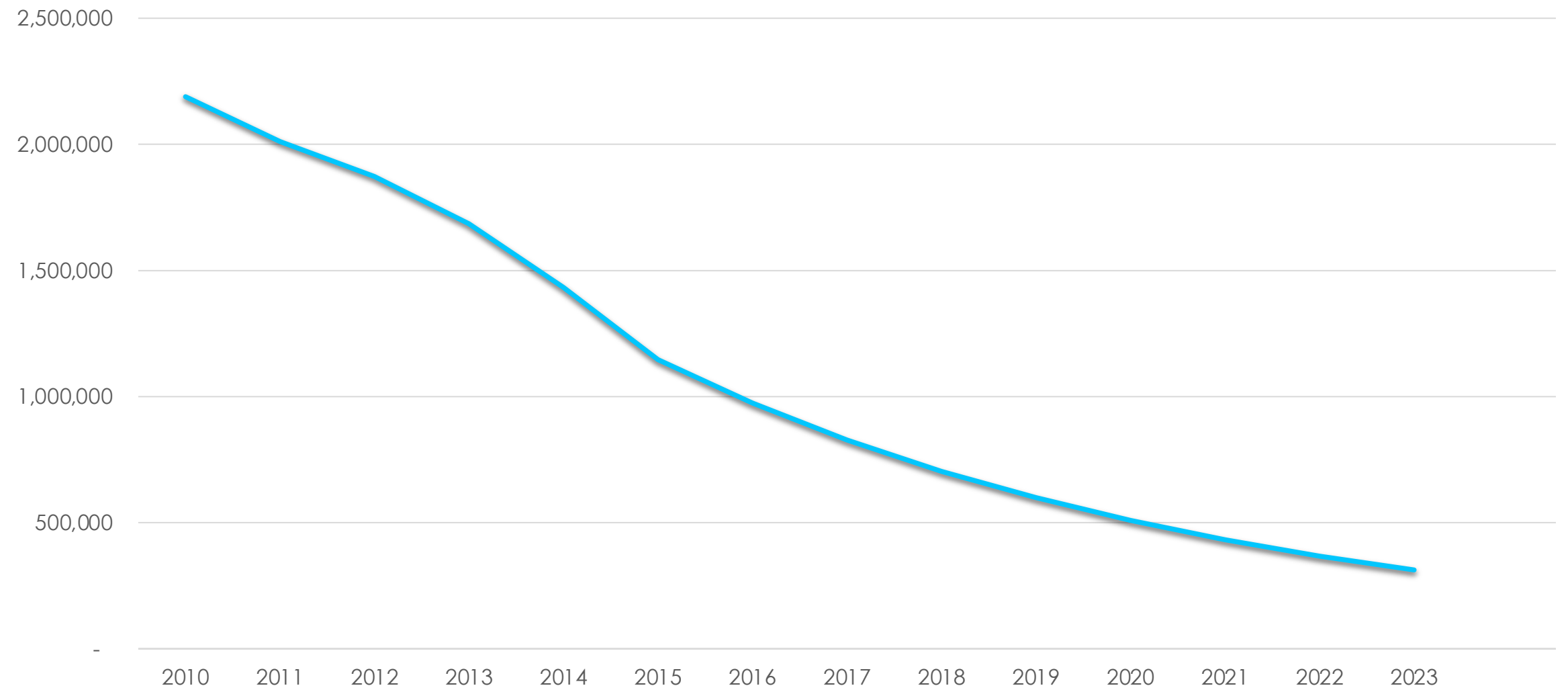
OMPF

2023 - \$312,500 amount is lower than previous years (2022- \$367,600 and 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. Revisions to Department Budgets (Reduction of \$3,588,213)

- Administration
- Planning and Woodlots
- Economic Development
- Information Technology
- Transportation
- Strathmere Lodge
- Library

Budget Committee Recommendations



2. Provincial COVID-19 (\$245,138)

- County of Middlesex received COVID-19 funding from Province of Ontario
- Funding was applied in 2020, 2021, 2022 and remaining in 2023
- County operations are still impacted by COVID-19. Therefore, COVID-19 funding will be applied to offset the new position in Human Resources, Information Technology Services (ITS) and Strathmere Lodge (Laundry)
- Funding will also partially offset the electronic health software for Long Term Care Home (Strathmere Lodge)

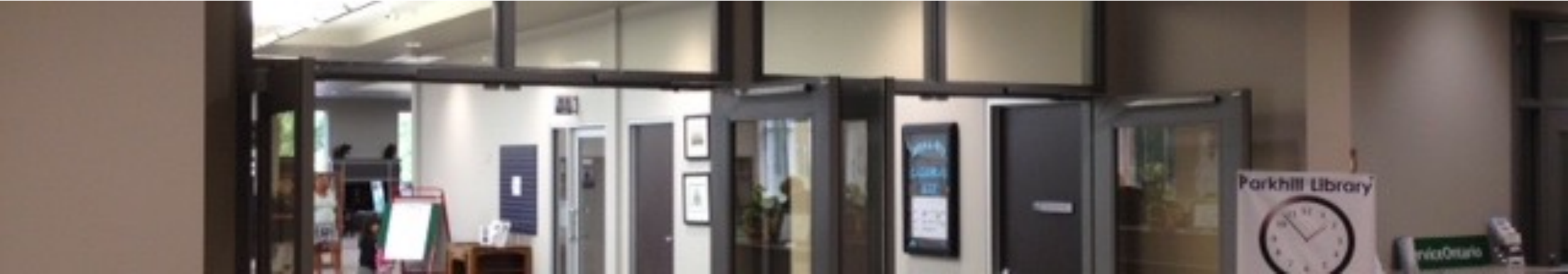
Budget Committee Recommendations



3. Transportation (Winter Control - \$500,000)

- \$300,000 of the winter control 2022 surplus applied to the 2023 budget.
- \$200,000 of the winter control reserve fund applied to the 2023 budget.
- This direction was approved for one time only

Budget Committee Recommendations



4. Library Surplus - \$40,000

- \$40,000 of the Library Services Surplus be applied to the 2023 County Budget.
- This direction was approved for one time only

Budget Committee Recommendations



5. Tax Rate Stabilization (withdrawal of \$2,268,163 from reserve)

- The tax rate stabilization is intended to offset tax increases
- Past practice has been to apply the budget surplus to tax rate stabilization



2023 Middlesex County Budget

Operating and Capital

*Artist: Paul Napigkit

2023 Budget

The proposed 2023 Operating and Capital Budgets are attached for Council's Consideration.

- 2023 Net Taxation Requirement = \$52,530,002
- 2023 Net Levy (tax) Increase = 8.41%



2023 Budget

Proposed 2023 Residential Tax Increase -

Per \$100,000

\$33.45



2023 Budget Drivers

- Uncertainty around policy changes and funding
- Population growth
- Ongoing pressures in labour market (retention and attraction of staff)
- Budgets include the union collective agreement impacts including grid and benefit increases
- Non-union annual increase of 3.5% and grid and benefit increases
- Inflationary increases (Average CPI rate over 2022 was 6.8% (Statistics Canada))
 - Library lease payments
 - Land Ambulance leases
 - Vehicle Fuel
 - Insurance Costs
 - Construction materials



Future Budget Impacts

- Transportation 5 Year County Infrastructure Capital Plan 2021-2025
- Provincial Funding Frameworks and Program Changes
 - Social Services
 - Child Care and Early Years
 - Ontario Works/Employment
- Social Housing City of London 4-Year Budget (final year)



Budget Recap

COUNTY OF MIDDLESEX 2023 BUDGET

AGENDA

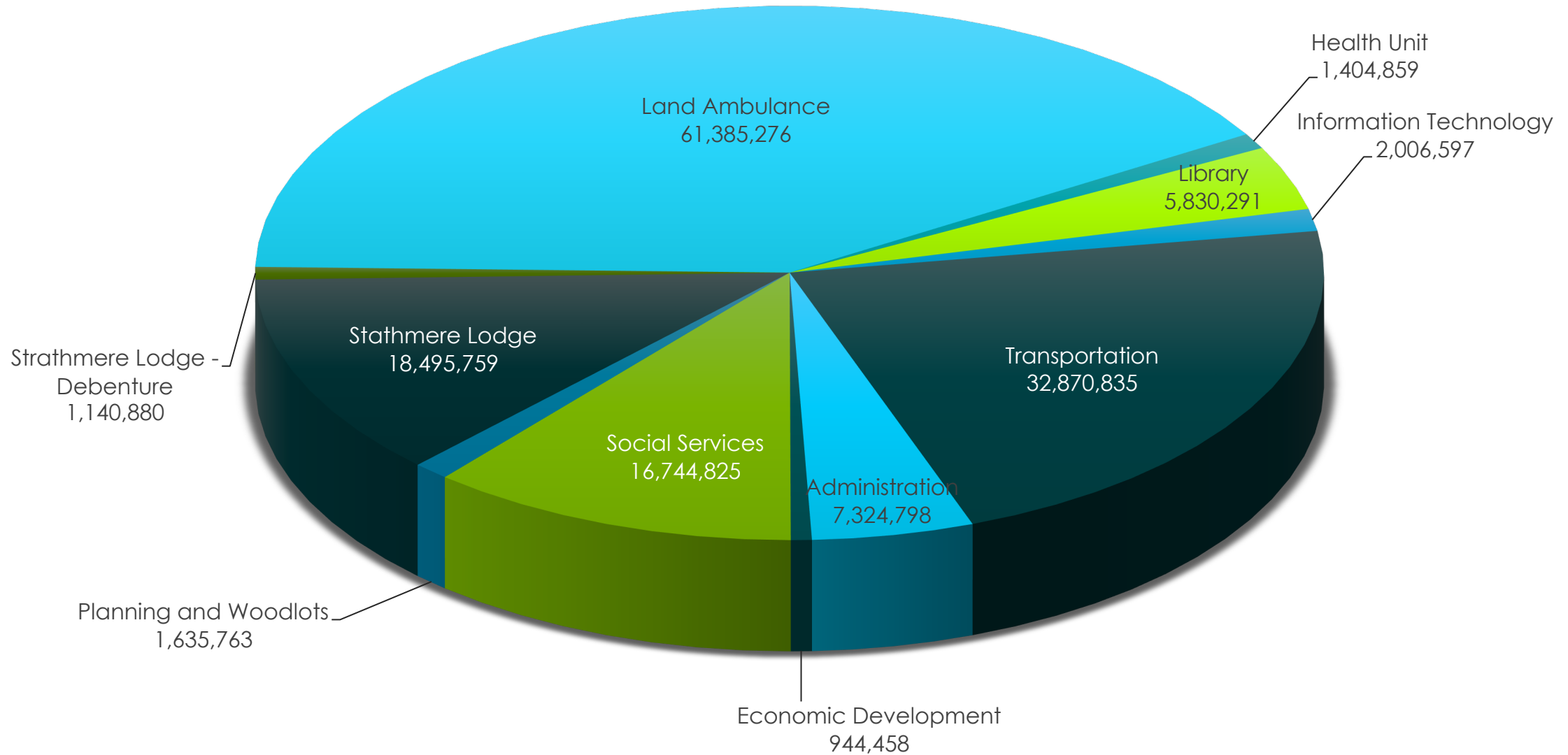
Summary

COMMITTEE / BOARD

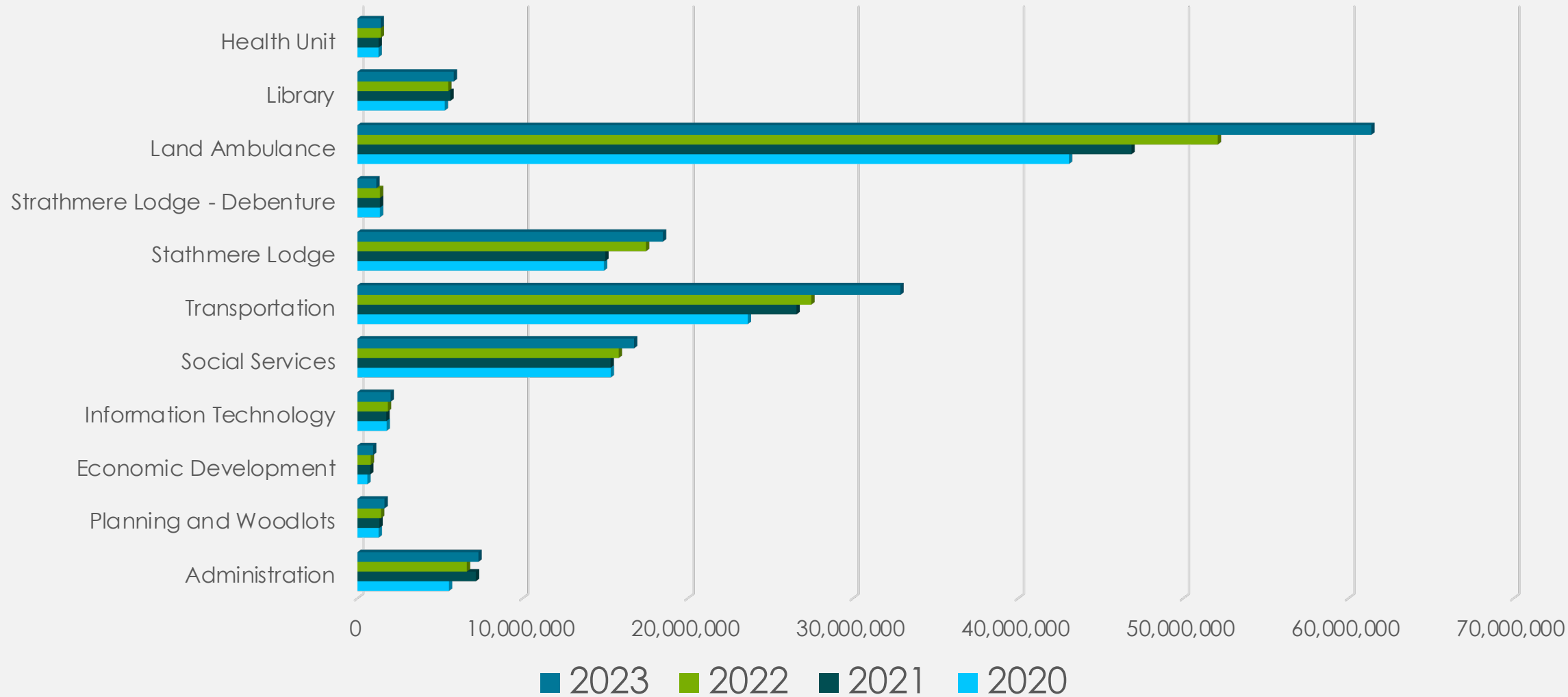
COMMITTEE OF THE WHOLE

	TOTAL EXPENDITURES BUDGET			OPERATING BUDGET EXPENDITURES			CAPITAL/CAPITAL RESERVE			NET TAXATION REQUIREMENT			
	2022	2023	%	2022	2023	%	2022	2023	%	2022	2023	\$ change	%
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

Total Expenditures by Department

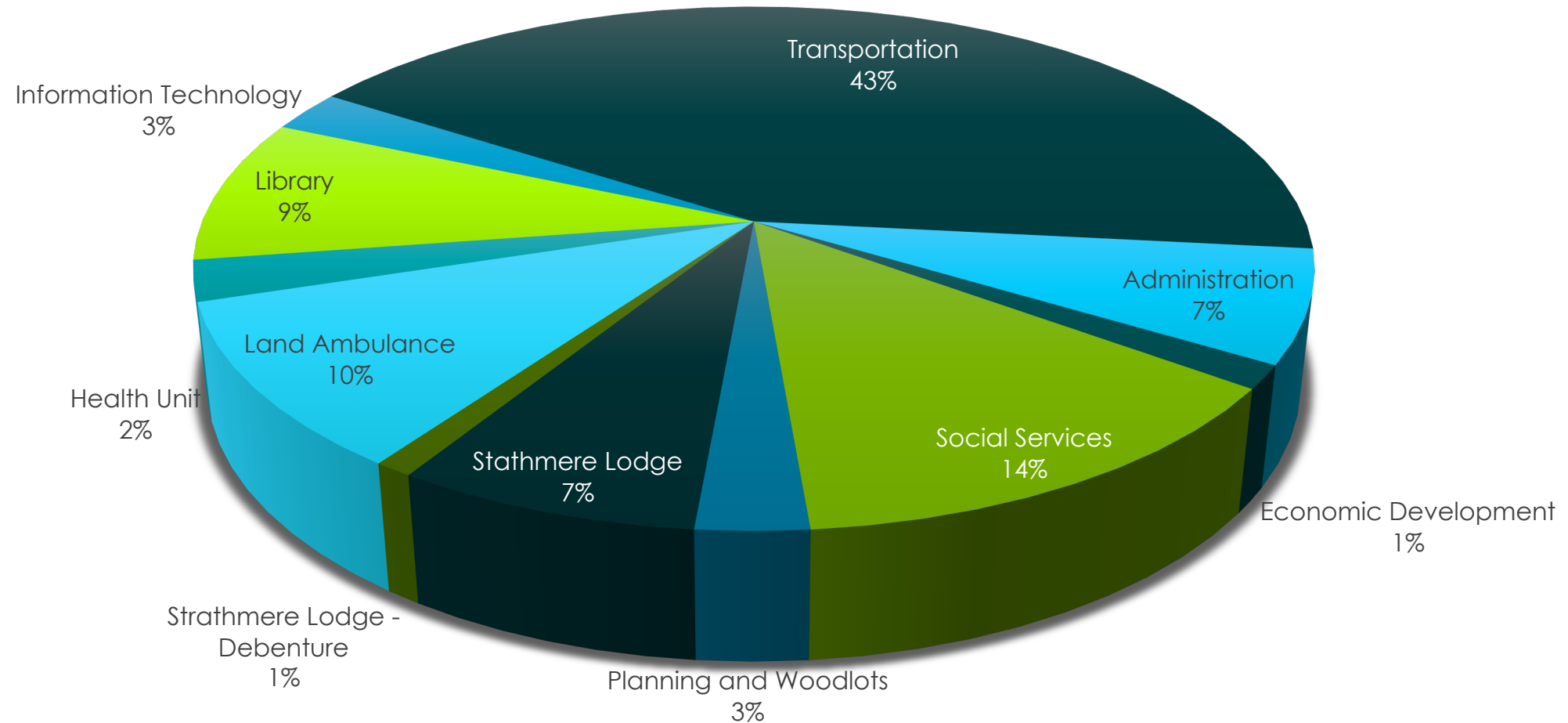


Total Expenditures by Department

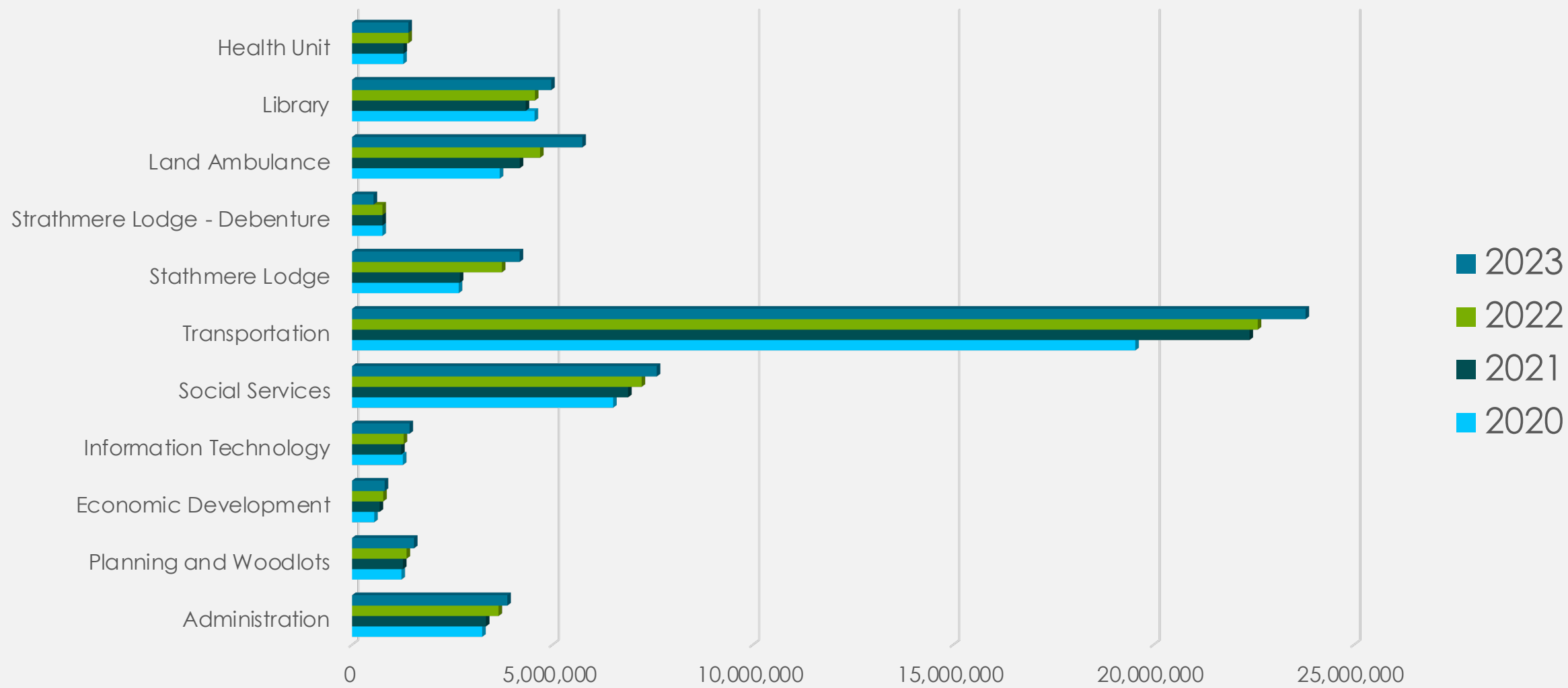


Net Taxation Requirement by Department

2023



Net Taxation Requirements by Department



2023 Capital Budget Summary



Department	Capital Budget
Administration	\$64,200
Planning	\$31,750
Economic Development	\$4,450
Information Technology Services	\$100,000
Social Services	\$11,000
Transportation	\$21,520,000
Strathmere Lodge	\$207,000
Land Ambulance	\$3,258,081
Library	\$115,350
Total	\$25,311,831

Departmental Budgets

2023 Budget Committee



Administration Department Overview

The administration budget includes:

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



Administration – 4.3% Increase

2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$6,682,650	\$7,324,798	\$3,714,920	\$3,874,350

- Revenue includes \$600,000 that was part of the Use of Proceeds allocation (an additional \$200,000 was added in 2023 for one year only – Use of Proceeds - \$400,000 annually)
- Increase in interest rate revenue of \$125,000



Administration – 4.3% Increase 2023 Budget Highlights

- Administration budget includes property taxes for 399 Ridout Street
- Increase in Governance costs:
 - Increase conference allowance to \$5,000 and registration costs to \$1,000 to reflect actual costs and impacts of inflation
 - Increase in Special Events to reflect actual costs and impacts of inflation and now includes the Warden's Association



Administration – 4.3% Increase

2023 Budget Highlights

- Investments in Strategic Priorities and Staffing:
 - The Human Resource Department includes a new Human Resource Position that will support the County and Strathmere Lodge.
 - The Human Resource Department includes senior team management training
 - Increase in Salary/Benefits contingency to deal with costs that may includes a number of human resource issues including possible salary adjustments that are required as part of the collective agreements and/or legislation



Administration

2023 Capital Budget Highlights

Description	2023 Budget
Transfer to Capital	\$64,200
Total	\$64,200

Replacement of computer hardware based on hardware lifecycle guidelines

Capital expenditures as a result of virtual and hybrid work environment



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.

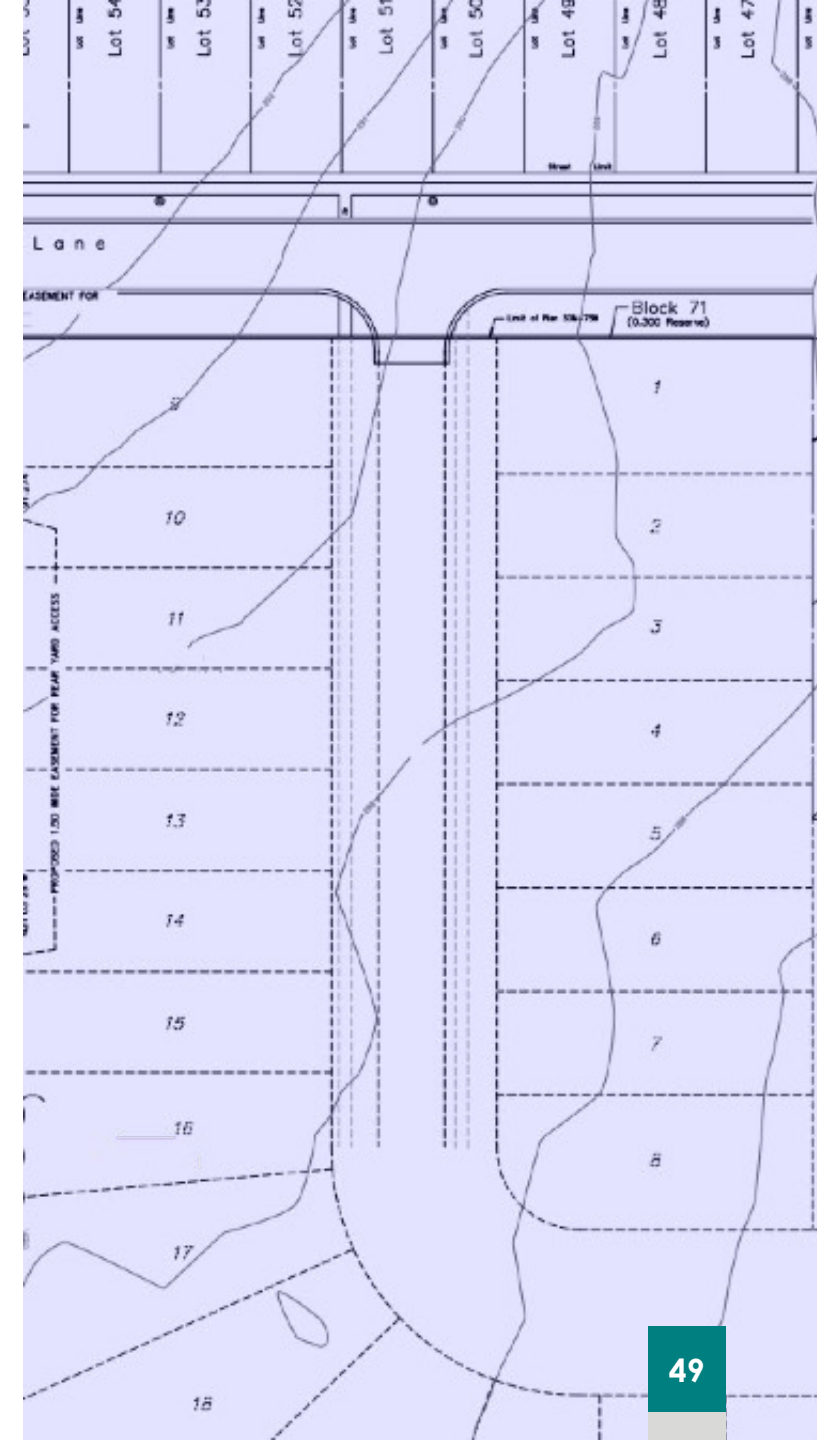
Woodlands - The Department manages the County-owned Forest, administers the Woodlands Conservation By-law and administers the County and local municipal responsibilities under the Weed Control Act.

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 – 13.6% Increase 2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$1,426,190	\$1,635,763	\$ 1,360,190	\$1,544,763

- Proposed increase to planning application fees.
- Special Project funding to finalize recommendations regarding the County Official Plan update.
- Licensing fees for GIS/Mapping Software and the Cloud permit system (digital submission and processing of planning applications).



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 4.7% Increase 2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$802,367	\$944,458	\$777,185	\$813,658

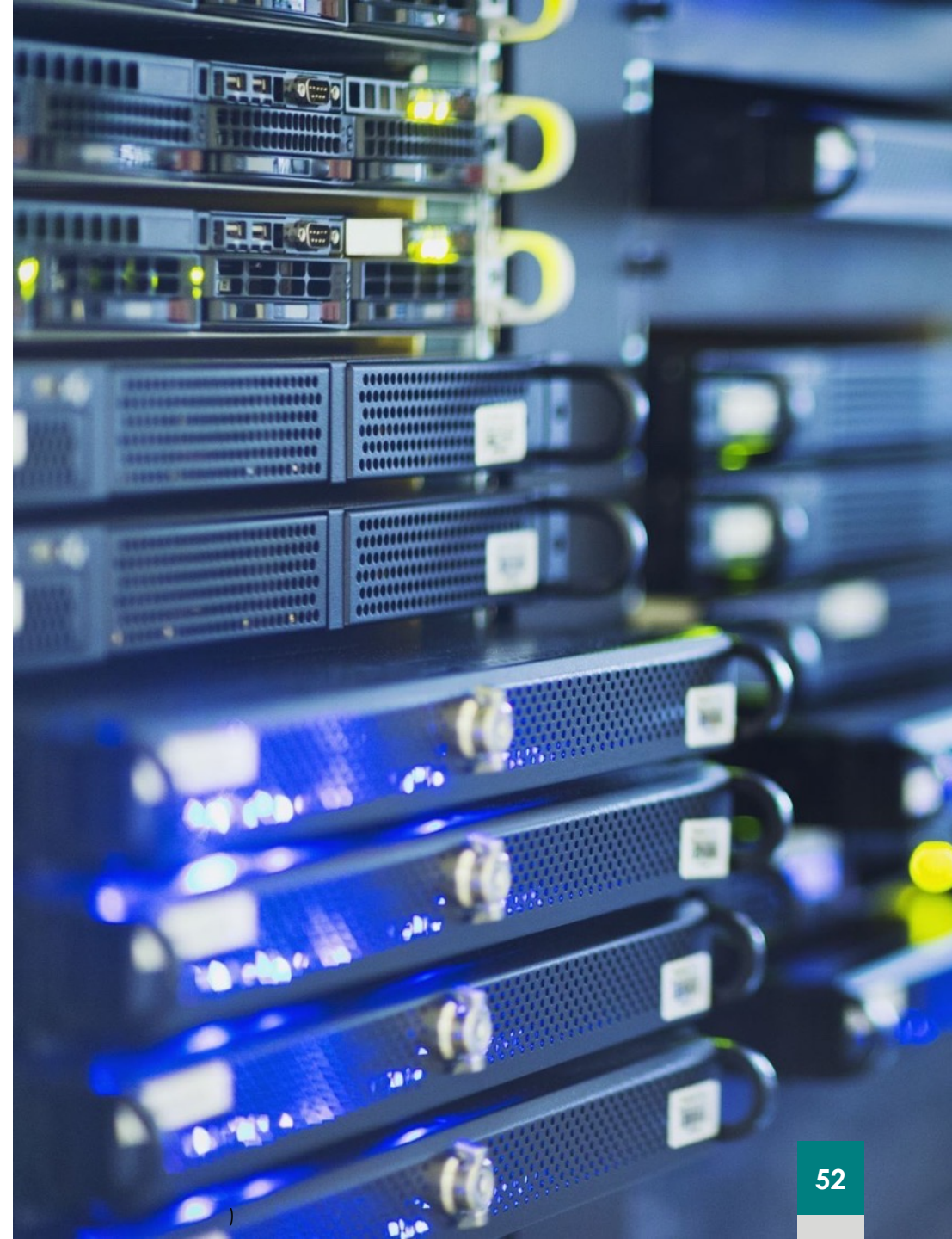
- The Economic Development and Tourism budget is directly aligned with the 2021-2025 Economic Development Strategic Plan which call for the Continuation/Enhancement of Tourism Marketing Support and for the Expansion of Foreign Direct Investment and Economic Development Services
- The 2023 budget continues 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 2023.



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



ITS – 11.3% Increase 2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$1,841,461	\$2,006,597	\$1,287,426	\$1,433,084

- Increased revenues from local municipalities to reflect their growing IT service requirements and server hosting agreements
- One new position to reflect changes in service provision as recommended by the Middlesex ITS Strategic Plan



ITS – 11.3% Increase 2023 Budget Highlights

Increase in IT costs:

- Software Support and Licensing increased due to changing licensing models (yearly as opposed to buy once and use continually, cyber security software)
- Network Expenditures
- Hardware Maintenance



Information Technology 2023 Capital

Description	2023 Budget
Computer Hardware (HRP)	\$19,300
Computer Hardware (New)	\$15,400
System Provisioning Automation	\$10,000
Transfer to PSAB	\$55,300
Total	\$100,000



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



Social Services Department Overview

Children's Services

Provides child care subsidy for families to assist with child care costs

Oversees funding for licensed child care sector:

- General Operating Grants
 - One-Time Grants
 - Wage Enhancement Grants
 - Home Child Care Enhancement Grants
 - Canada-Wide Early Learning and Child Care Plan (CWELCC)
-
- Special Needs Resourcing for children with additional needs
 - Capacity Building - quality assurance for child care sector



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 Homelessness Prevention Program (HPP)



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 – 5.2% Increase

2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$15,819,514	\$16,744,825	\$7,224,894	\$7,602,217

- Social Housing increased by \$391,285 in 2023 compared to 2022.
- Budget line for Ontario Works program costs was decreased by \$88,940 due to assumptions made to the caseload. This funding is 100% provincial.
- Ontario Works Administration Funding was calculated based on Service Agreement (City of London Service Manager)
- Child Care and Early Years: Funding Formula is scheduled to be revised in 2023. CWELCC is 100% provincially funded .
- EarlyON funding increased slightly in 2023

Funding is governed by legislation and by funding agreements and often involves cost matching



2023 Budget Highlights

Housing Cost Increases:

- Increase in Housing Division operating budget as a result of increased subsidies to social housing providers

London & Middlesex Community Housing (LMCH)

- Increased funding to address LMCHs infrastructure gap across its portfolio of properties (\$1.6 million)
- Increase building maintenance costs due to the aging of facilities (\$0.35 million)
- Enhance security at the LMCH properties (\$0.2 million)
- Inflationary increases in staff costs (\$0.2 million)



	2022	2023
Total City of London Net Costs	40,913,166	43,931,945
2022 Weighted Cost Sharing	15.002%	14.861%
County Portion	6,137,595	6,528,880

Transportation Department Overview

- Responsible for the maintenance, operation and capital works for over 1,700 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 – 5.3% Increase

2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$27,477,224	\$32,870,835	\$22,598,752	\$23,790,083

- Additional funding from Gas Tax
- Decrease to the Ontario Community Infrastructure Fund (OCIF)– 15% reduction
- Operating costs increased to account for inflationary increases to material costs and negotiated union salary increases
- Capital program expanded to include 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



Transportation 2023 Capital

Description	2023 Budget
Roads	\$15,120,000
Equipment	\$980,000
Facilities	\$200,000
Bridge	\$5,220,000
Total	\$21,520,000



Transportation

2023 Capital

- Approximately 91.2 lane km scheduled for reconstruction/rehab in 2023.
- Detailed design and construction and utility relocation for the Glendon/Vanneck/Coldstream/Jeffries roundabout continues in 2023.
- Major bridge projects include Black's Bridge, Bothwell Bridge, Narin Bridge, Waubuno Creek Bridge and Pike Road Bridge. Continued investment to fund the replacement of the Thorndale Bridge sometime over the next 5 to 7 years.



Transportation

2023 Capital

- New traffic signals (Metcalf St & Head St, Strathroy-Caradoc; Carriage Rd & Littlewoods Dr, Middlesex Centre)
- Transfer to equipment capital as per asset management policies increased to \$980,000 to account for inflationary increase of vehicle costs.
- Transfer to facilities capital as per asset management policies of \$200,000.
- Transfer to capital reserves for bridge and special projects increased to \$5,220,000



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 – 11.9% Increase

2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$17,468,148	\$18,495,759	\$3,737,563	\$4,181,461

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 will be receiving \$626,333 in additional Nursing Funding in 2023. This funding will be used to increase Personal Support Workers (PSW) staffing hours by 7 FTE.

Note in 2022, the Lodge received \$1.15M in additional Nursing funding and \$217,000 in "Allied Health Professional" funding. This funding was used for staffing.



Strathmere Lodge Highlights

- The increase in County subsidy for 2023 is attributable to:
 - one time capital projects,
 - inflationary pressures/supply chain issues,
 - collective agreement wage increases, and
 - the following unfunded staffing increases:
 - 0.7 FTE Laundry Aide Hours
(Increase in Direct Care Funding has lead to an increase in laundry demands)



Strathmere Lodge

2023 Capital

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



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 primary service areas include:
 - 911 Response Operations,
 - Community Paramedicine, and
 - Community Education/Public Access Defibrillation Program



Land Ambulance – System Pressures

- Call volume and complexity of calls
- Off Load Delays (*offload delays in 2022 have increased 122% over those in 2021*)
- Inflation and Supply
- Population Growth
- One year funding lag from the Ministry of Health



Land Ambulance – 22.5% Increase

2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$52,087,695	\$61,385,276	\$4,690,537	\$5,746,126

- Addition of 2 new 24 hour system enhancements in 2023
- Increases reflect additional costs for payroll and employee benefits to support proposed staffing level increases and collective agreement obligations
- Increases to vehicle operational costs commensurate to enhanced fleet size proposed in 2023
- Increase in consumable supplies (projected call volume increases and inflation)
- Increase in training costs to correlate with increase in paramedics
- Increases to the insurance costs (liability and fleet)



Land Ambulance 2023 Capital

- Key capital investments for life cycle replacement of equipment and fleet renewal:
 - Purchase replacement of emergency vehicles
 - Ambulances
 - Emergency Response Vehicles
 - Vehicle in-line system conversions
 - Replacement of computer hardware as per life cycle renewal timeline

Description	2023 Budget
Land Ambulance Capital	\$3,258,081
Total	\$3,258,081



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



County Library –8.9% Increase 2023 Budget Highlights

2022 Total Expenditures	2023 Total Expenditures	2022 Net Taxation Requirement	2023 Net Taxation Requirement
\$5,495,559	\$5,830,291	\$4,563,635	\$4,968,762

- 2022 surplus – primarily related to staffing budget and fulfillment challenges with library's primary collection vendor
- Library Lease Payments (CPI – 6.8%)
- Cost of living increase for Library Staff and salary grid commitments
- Scheduled technology replacements



Middlesex County Library

2023 Capital

Description	2023 Budget
Hardware Replacement (HRP)	\$95,350
WIFI Hotspot Lending Program	\$10,000
Branch Programming Technology	\$10,000
Total	\$115,350



Third Party Budget: Middlesex-London Health Unit

2022 Net Taxation Requirement	2023 Net Taxation Requirement	\$ Change
\$1,404,859	\$1,404,859	\$0.00

- 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

	2021 Actual	2022 Projected	2023 Projected
Reserves	\$14,921,088	\$14,992,456	\$12,733,067
Reserve Funds	\$43,108,180	\$45,555,672	\$41,946,814
Obligatory Reserve Fund	\$6,534,397	\$6,697,757	\$6,865,201
Total	\$64,563,665	\$67,245,885	\$61,545,083



Tax Rate Stabilization

	2021 Actual \$,000	2022 Projected \$,000	2023 Projected \$,000
Balance	\$9,186	\$9,171	\$7,040



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 2023 Budget, contact:

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