

Essex County Council Regular Meeting Agenda

Date: December 1, 2021
Time: 4:00 PM
Location: <https://video.isilive.ca/countyofessex/live.html>

NOTE: There will be a 30 minute recess for a dinner break at 6:00 PM.

Accessible formats or communication supports are available upon request. Contact Clerk's Office, clerks@countyofessex.ca, 519-776-6441 extension 1335

Pages

1. Closed Meeting

There is no Closed meeting scheduled for December 1, 2021.

2. Moment of Reflection

3. Singing of 'O Canada'

4. Land Acknowledgement Statement

We begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples.

To recognize the land is an expression of gratitude to those whose territory you reside on, and a way of honouring the Indigenous people who have been living and working on the land from time immemorial.

We value the significant historical and contemporary contributions of local and regional First Nations and all the Original Peoples of Turtle Island.

5. Recording of Attendance

6. County Warden's Welcome and Remarks

7. Disclosure of Pecuniary Interest

8. Adoption of Regular Meeting Minutes

November 17, 2021 Essex County Council - Regular Meeting Minutes

Recommendation:

Moved by _____

Seconded by _____

That the minutes of the November 17, 2021 Regular Meeting of Essex County Council, be adopted as presented.

9. Delegations and Presentations

There are no delegations scheduled for the December 1, 2021 meeting.

10. Communications

10.1. Correspondence

Recommendation:

Moved by _____

Seconded by _____

That the correspondence listed on the Regular Agenda for December 1, 2021, be received and any noted action approved.

10.1.1.	Township of Amaranth	23
	Resolution RE Federal and Provincial Funding for Rural Infrastructure Projects.	
10.1.2.	Municipality of Chatham-Kent	24
	Resolution RE Development of a Federal and Provincial Homelessness Task Force	
10.1.3.	Municipality of Chatham-Kent	25
	Resolution RE Vaccine Passport Program	
10.1.4.	Town of Kingsville	27
	Resolution - Supporting County Council correspondence to Ministry of Infrastructure seeking accelerated high speed internet program.	
10.1.5.	Township of Lake of Bays	31
	Resolution RE Increased COVID-19 Funding	

10.1.6. Town of LaSalle 34
Resolution - COVID-19 Testing Requirement at Land Border

10.1.7. City of Windsor 36
Resolution - Approving Windsor Essex Regional Community Safety and Well-Being Plan.

10.1.8. Association of Municipalities of Ontario (AMO)
November 18, 2021 - [AMO Watchfile Online](#)

10.1.9. Association of Municipalities of Ontario (AMO)
November 25, 2021 - [AMO Watchfile Ontario](#)

10.1.10. Association of Municipalities of Ontario (AMO)
November 25, 2021 - AMO is Pleased to Support the City of Bramptons' Anti-Black Racism Conference for Municipalities: [Best Practices & Developing Partnerships 2021](#)

10.2. Resolutions

There are no resolutions for consideration for December 1, 2021.

11. Consent Agenda

Recommendation:

Moved by _____

Seconded by _____

That the recommendation in the Administrative Report listed as item 11.1, on the Consent Agenda for December 1, 2021, be approved.

11.1. Approval of Invoices – Legal/Consulting Services 37
Report number 2021-1201-CAO-R011-MG, Approval of Invoices - Legal/Consulting Services, dated December 1, 2021 from Mike Galloway, CAO.

12. Reports and Questions

- 12.1. Chief Administrative Officer's Summary - 2022 County of Essex Budget**
Mike Galloway, Chief Administrative Officer to provide remarks regarding the development and planning of the 2022 County of Essex Budget.
- 12.2. County of Essex - 2022 Budget Review, Treasurer's Report** 40
Report Number 2021-1201-FIN-R016-SZ, County of Essex - 2022 Budget Review, Treasurer's Report, dated December 1, 2021, from Sandra Zwiers, Director of Financial Services/Treasurer.

Presentation of the County of Essex 2022 Budget Overview, Treasurer's Report

Recommendation:
Moved by _____
Seconded by _____
That Essex County Council receive the 2022 Budget package as information and for public deliberation.
- 12.3. 2022 Budget - Community Services/Housing with Supports** 86
Jeanie Diamond-Francis, Manager, Community Services, to provide a presentation of the Housing with Supports/Community Services 2022 Budget Estimates.

Recommendation:
Moved by _____
Seconded by _____
That the presentation for the proposed 2022 Community Services/Housing with Supports budget be received and further that the 2022 Budget Estimates for Community Services/Housing with Supports be approved.
- 12.4. 2022 Budget - Sun Parlor Home (SPH)** 105
Jayne Brooks-Keller, Administrator, to provide a presentation of the Sun Parlor Home 2022 Budget Estimates.

Recommendation:

Moved by _____

Seconded by _____

That the presentation for the 2022 proposed Sun Parlor Home budget be received and further that the 2022 Departmental Budget Estimates for Sun Parlor Home be approved.

12.5. 2022 Budget - Emergency Services

143

Bruce Krauter, Chief Essex-Windsor Emergency Medical Services, to provide a presentation of the Emergency Services 2022 Budget.

Recommendation:

Moved by _____

Seconded by _____

That the presentation for the 2022 proposed Essex-Windsor Emergency Medical Services and Emergency Management Coordination budgets be received and further that the 2022 Departmental Budget Estimates for Essex-Windsor Emergency Medical Services and Emergency Management Coordination be approved.

12.6. 2022 Budget - Infrastructure Services

12.6.1. 2022 Infrastructure Rehabilitation Program

183

Report number 2021-1201-ISD-R024-PB-JB, 2022 Infrastructure Rehabilitation Program, dated December 1, 2021, from Peter Bziuk, Manager, Design and Construction and Jerry Behl, Manager, Transportation Planning and Development.

12.6.2. 2022 Budget - Infrastructure Services

225

Mike Galloway, Chief Administrative Officer, to provide a presentation of the Infrastructure Services 2022 Budget Estimates.

Recommendation:

Moved by _____

Seconded by _____

That the presentation for the 2022 proposed Infrastructure Services budget be received; and

That the 2022 Rehabilitation Program, as presented be approved with highlighted projects as early release projects; and

That the Paved Shoulders Program be approved, and advanced as early release projects to coincide with the Rehabilitation Program; and

That the 2022 Departmental Budget Estimates for Infrastructure Services be approved.

12.7. 2022 Budget - Essex County Library Board

12.7.1. Essex County Library Board Minutes

268

Minutes of the Essex County Library Board, dated October 27, 2021, Nelson Santos, Chair. (Resolution 21/66 - Approves ECLB Proposed 2022 Budget).

Recommendation:

Moved by _____

Seconded by _____

That the Essex County Library Board minutes dated October 27, 2021 be received.

12.7.2. 2022 Budget - Essex County Library Board

275

Robin Greenall, Chief Librarian/Chief Executive Officer, to provide a presentation of the Essex County Library 2022 Budget Estimates.

Recommendation:

Moved by _____

Seconded by _____

That the presentation for the 2022 proposed Essex County Library Board budget be received and further that the 2022 Budget Estimates for the Essex County Library Board be approved.

12.8. 2022 Budget - General Government Services

317

Sandra Zwiers, Director, Financial Services/Treasurer, to provide a presentation of General Government Services 2022 Budget Estimates.

Recommendation:

Moved by _____

Seconded by _____

That the presentation for the 2022 proposed General Government budget be received and further that the 2022 Departmental Budget Estimates for General Government including Council Services, Administration and Finance, Human Resources and Planning Services be approved.

12.9. 2022 Budget - External Commitments

357

Sandra Zwiers, Director, Financial Services/Treasurer, to provide a presentation of the 2022 External Commitments Budget Estimates.

Recommendation:

Moved by _____

Seconded by _____

That the presentation for the 2022 proposed External Commitments budget be received and further that the 2022 Budget Estimates for External Commitments be approved.

12.10. 2022 Budget - Net Operating Requirements

Sandra Zwiers, Director, Financial Services/Treasurer, Reporting of the 2022 Net Operating Requirement for the County of Essex

Recommendation:

Moved by _____

Seconded by _____

That the 2022 Net Operating requirement for the County of Essex be approved in the amount of \$_____.

12.11. 2021 Standard and Poors - Essex County Credit Rating

371

Report number 2021-1201-R015-FIN-SZ, 2021 Standard and Poors - Essex County Credit Rating, dated December 1, 2021, from Sandra Zwiers, Director of Financial Services/Treasurer

Recommendation:

Moved by _____

Seconded by _____

That Essex County Council receive the 2021 County of Essex Credit Rating report as information.

13. Unfinished Business

14. New Business

15. Adoption of By-Laws

Recommendation:

Moved by _____

Seconded by _____

That By-law 2021-35, having been read a first, second and third time, be finally passed and enacted.

15.1. By-law Number 2021-35

380

Being a By-law to confirm the proceedings of the Council of the Corporation of the County of Essex, for the December 1, 2021 meeting.

16. Notice of Motion

17. Adjournment



Essex County Council Regular Meeting Minutes

Wednesday, November 17, 2021

7:00 PM

<https://video.isilive.ca/countyofessex/live.html>

Council: Gary McNamara, Warden, Mayor, Town of Tecumseh
Joe Bachetti, Deputy Mayor, Town of Tecumseh
Tracey Bailey, Deputy Mayor, Municipality of Lakeshore
Tom Bain, Mayor, Municipality of Lakeshore
Aldo DiCarlo, Mayor, Town of Amherstburg
Hilda MacDonald, Mayor, Municipality of Leamington
Crystal Meloche, Deputy Mayor, Town of LaSalle
Leo Meloche, Deputy Mayor, Town of Amherstburg
Richard Meloche, Deputy Mayor, Town of Essex
Gord Queen, Deputy Mayor, Town of Kingsville
Nelson Santos, Deputy Warden, Mayor, Town of Kingsville
Larry Snively, Mayor, Town of Essex
Larry Verbeke, Deputy Mayor, Municipality of Leamington
Mark Carrick, Alternate Councillor, Town of LaSalle

Absent: Marc Bondy, Mayor, Town of LaSalle

Administration: Mike Galloway, Chief Administrative Officer
Mary Birch, Director of Council & Community Services/Clerk
Jayne Brooks Keller, Administrator - Sun Parlor Home
Kristie Cronin, Director of Human Resources
Jeanie Diamond Francis, Manager, Community Services
Robin Greenall, CEO/Chief Librarian, Essex County Library
Katherine Hebert, Deputy Clerk
Don McArthur, Manager, Communication and Organizational Development
Crystal Sylvestre, Council and Community Services Administrative Assistant
Sandra Zwiers, Director of Financial Services/Treasurer

1. Closed Meeting

A Closed Meeting of County Council was held at 6:30 p.m., pursuant to Section 239 (2) (c) and (k) of the Municipal Act, 2001, as amended to

discuss (c) a proposed or pending acquisition or disposition of land by the municipality or local board; and (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

223-2021

Moved By Gord Queen

Seconded By Tom Bain

That Council move into a closed meeting pursuant to Section 239 (2) (c) and (k) of the Municipal Act, 2001, as amended for the following reason(s):

- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Carried

225-2021

Moved By Crystal Meloche

Seconded By Aldo DiCarlo

That Essex County Council Adjourn and Rise from the Closed Meeting at 7:18 PM.

Carried

2. Moment of Reflection

3. Singing of 'O Canada'

4. Land Acknowledgement Statement

We begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples.

To recognize the land is an expression of gratitude to those whose territory you reside on, and a way of honouring the Indigenous people who have been living and working on the land from time immemorial.

We value the significant historical and contemporary contributions of local and regional First Nations and all the Original Peoples of Turtle Island.

5. Recording of Attendance

Warden McNamara attended the meeting virtually from the Essex County Civic Centre, Council Chambers. All other members of Council participated in the meeting virtually, via video conferencing from alternate remote locations.

Marc Bondy was absent; Mark Carrick attended in his place as the alternative representative for the Town of LaSalle.

6. County Warden's Welcome and Remarks

Warden McNamara welcomed the members of County Council, Administration and members of the public and delivered the following greeting:

"Tonight, we will hear about two important initiatives that have an impact on the quality of life in our region. One is the final report of the Windsor-Essex Regional Community Safety and Well-Being Plan. The other is the Windsor Essex Housing and Homelessness Master Plan annual report.

With the dramatic escalation in home prices in the last few years, providing affordable housing and ending homelessness have become more challenging. We are at a critical juncture. We have made progress, but we need to double down to reduce the number of households facing chronic homelessness. The master plan helps keep our feet to the fire.

Housing is foundational when it comes to maintaining a safe and caring community. Increasing access to safe and affordable homes is one of the goals of the new Regional Community Safety and Well-Being Plan. I encourage everyone to review its recommendations. While Windsor-Essex is a great place to live, I hope this plan will inspire us to do even better.

In two weeks, this council will review and debate the County of Essex 2022 Proposed Budget. I encourage residents to tune in and weigh in. The Proposed Budget document will be available on our website tomorrow, and you have until November 25 to make written submissions. We want to make the best decisions we can about spending the limited dollars we have to address everything from infrastructure improvements to emergency services.

And, finally, I encourage everyone who is starting their holiday shopping and planning to think local.

Support local organizations and non-profits that assist those who are struggling.

And Support Local when it comes to spending on yourselves, your families and your friends –even those living far away. Don't forget that you can buy local and ship anywhere in the world.

The Shop, Ship and Dine YQG campaign launched by the Windsor-Essex Regional Chamber of Commerce underscores the point that one dollar spent locally returns three times as much to the regional economy.

Small businesses have long been the backbone of our economy but many of our local businesses, from restaurants to retailers, have been hit hard by the pandemic.

They've incurred extra costs and lost business at the same time. Yet they have kept providing high-quality products and services throughout. They are also great employers and supporters of our community.

So, let's support them the way they have always supported us and spread the word about all things made in Windsor-Essex."

7. Disclosure of Pecuniary Interest

There were no disclosures of pecuniary interest raised.

8. Adoption of Regular Meeting Minutes

October 20, 2021 Essex County Council Regular Meeting - Minutes

226-2021

Moved By Gord Queen

Seconded By Crystal Meloche

That the minutes of the October 20, 2021, Regular Meeting of Essex County Council be adopted as presented.

Carried

9. Delegations and Presentations

9.1 Windsor Essex Regional Community Safety and Well-Being Plan - Final Report

Leonardo Gil, Project Manager, Windsor Essex Regional Community Safety and Well-Being Plan to make a presentation regarding the Final Report of the Windsor Essex Regional Community Safety and Well-Being Plan. *(See Item 12.3 - Reports and Questions). Co-Chairs Jelena Payne and Mary Birch also available for questions.*

227-2021

Moved By Tom Bain

Seconded By Aldo DiCarlo

That the delegation regarding the Windsor Essex Regional Community Safety and Well Being Plan - Final Report be allowed to address to County Council.

Carried

Leonardo Gil presented Council with a summary presentation of the final report of the Windsor Essex Community Safety and Well-Being Plan.

Mr. Gil reminded Council that in October 2021, the draft plan was presented to each Municipal Council and approval authority was delegated to Essex County Council.

Mr. Gil reviewed the approach used in the development of the plan and the priorities established within. He explained that next steps include the continued and enhanced collaboration of numerous organizations in the region to accomplish the goals by implementing the strategies planned.

Warden called for a motion to bring forward item number 12.3 under the Reports and Questions section of the agenda.

228-2021

Moved by Nelson Santos

Seconded by Aldo DiCarlo

That item 12.3, being Report number 2021-1117-CCS-R011-MB, RE Windsor Essex Regional Community Safety and Well-Being Plan, 2022-2026, dated November 17, 2021, from Mary Birch, Director, Council and Community Services/Clerk, be brought forward for disposition. *(See item 12.3 for disposition detail).*

9.2 2020 Windsor Essex Housing and Homelessness Master Plan Annual Report

Kelly Goz, Coordinator, Social Housing Administration and Development and Diane Wilson, Coordinator Housing Administration and Development, to make a presentation to County Council regarding the 2020 Windsor Essex Housing and Homelessness Master Plan Annual Report.

Jelena Payne, Commissioner of Human and Health Services and Debbie Cercone, Executive Director Housing and Children's Services will also be available for questions.

230-2021

Moved By Nelson Santos

Seconded By Crystal Meloche

That the delegation presenting the 2020 Windsor Essex Housing and Homelessness Master Plan Annual Report be allowed to address County Council.

Carried

Kelly Goz provided Council with the annual presentation highlighting the achievements made under the seven goals of the Master Plan during 2020.

Diane Wilson reviewed the milestones and the strategies under each. She identified that 42 of 50 strategies were ongoing. Ms. Wilson further detailed the division of need and resources allocated to the City and County.

The presentation outlined enhanced services provided to a variety of populations during 2020 to accommodate COVID-19 pandemic related need.

Deputy Mayor Joe Bachetti left meeting at 8:06 PM.

231-2021

Moved By Larry Snively

Seconded By Tom Bain

That the report on the 2020 Windsor Essex Housing and Homelessness Master Plan Annual Report be received.

10. Communications

10.1 Correspondence

232-2021

Moved By Gord Queen

Seconded By Mark Carrick

That the correspondence listed on the Regular Agenda for November 17, 2021, be received and any noted action approved.

Carried

10.1.1 City of Windsor, County of Essex, Windsor Essex County Environment Committee

November 10, 2021 - News Release, Annual "Pat on the Back Awards" Provide Funding Opportunity for Local Environmental Projects

10.1.2 Invest Windsor Essex

Highlights of the 2021 Third-Quarter Activities

- [IWE Report Online](#)
- [Performance Metrics Online](#)

10.1.3 Town of LaSalle

Resolution RE Supporting the Endorsement of County of Essex Regional Affordable Housing Strategy Resolution

10.1.4 City of Vaughan

Resolution RE Endorsing National Teen Driver Safety Week and Requesting the Ministry of Transportation to Review Measures Impacting Newly Licenced Drivers.

10.1.5 Municipality of Leamington

Resolution RE Ontario Health Insurance Plan (OHIP) and Vision Care Coverage

10.1.6 Municipality of Chatham-Kent

Resolution RE Professional Development Day for 2022 Municipal Election Day

10.1.7 Great Lakes and St. Lawrence Cities Initiative (GLSLCI)

Thursday, November 18, 2021 - [Keeping your Water Clean for a Stronger Fishing Industry Webinar.](#)

10.1.8 Great Lakes and St. Lawrence Cities Initiative (GLSLCI)

November 4, 2021 - [October 2021 GLSLCI Newsletter Online](#)

10.1.9 Rural Ontario Municipal Association - Conference

November 2, 2021 - [ROMA Conference Program Announcement](#)

10.1.10 Rural Ontario Municipal Association (ROMA)

October 8, 2021 - [ROMA Launches its 2022 Virtual Conference](#)

10.1.11 Ontario News - 2022 Rural Ontario Municipal Association (ROMA) Conference

[Submit a request to meet with ministers and parliamentary assistants virtually at the 2022 ROMA conference.](#)

Rural municipalities across the province have an opportunity to meet with provincial ministers and parliamentary assistants at the ROMA conference. The conference will be held online from January 23 to 25, 2022.

10.1.12 Rural Ontario Municipal Association (ROMA)

November 6, 2021 - [ROMA 2022, Rural Opportunities, Annual Conference](#)

10.1.13 LAS Communication - AMO Business Services

November 3, 2021 - LAS Partners with Conduent Transportation for Automated Speed Enforcement

10.1.14 Association of Municipalities of Ontario (AMO)

October 21, 2021 - [AMO Policy Update – OMPF Allocations and LTC Development Call](#)

10.1.15 Association of Municipalities of Ontario (AMO)

October 26, 2021 - [AMO Training: Navigating Conflict Relationships as an Elected Official](#)

10.1.16 Association of Municipalities of Ontario (AMO)

October 28, 2021 - [AMO Watchfile Online](#)

10.1.17 Association of Municipalities of Ontario (AMO)

October 28, 2021 - [AMO Policy Update – New Long-Term Legislation, Additional Personal Support Workers' Wage Enhancements, New LTC Personal Support Workers and Nurses Training](#)

10.1.18 Association of Municipalities of Ontario (AMO)

November 4, 2021 - [Jamie McGarvey assumes Presidency of AMO](#)

10.1.19 Association of Municipalities of Ontario (AMO)

November 4, 2021 - [AMO Watchfile Online](#)

10.1.20 Association of Municipalities of Ontario (AMO)

November 4, 2021 - [AMO Policy Update – Fall Economic Statement Highlights, Ontario Community Infrastructure Fund + Conservation Authorities Act Webinars and Fact Sheets](#)

10.1.21 Association of Municipalities of Ontario (AMO)

November 12, 2021 - [AMO New Councillor and New Head of Council Training](#)

10.2 Resolutions

There were no resolutions for the consideration of County Council for November 17, 2021.

11. Consent Agenda

233-2021

Moved By Richard Meloche

Seconded By Aldo DiCarlo

That the information item listed as item 11.1 on the Consent Agenda for November 17, 2021 be received.

Carried

11.1 Housing and Homelessness Advisory Committee (HHAC)

Minutes of the September 21, 2021 Housing and Homelessness Advisory Committee meeting, Warden, Gary McNamara, Committee Member

12. Reports and Questions

12.1 Essex-Windsor Solid Waste Authority (EWSWA)

Minutes from the September 15, 2021, and the October 5, 2021, Essex-Windsor Solid Waste Authority Board meeting, Mayor, Aldo DiCarlo, Chair

Aldo DiCarlo updated Council that Michelle Bishop had attended meetings of several local municipal councils to discuss the development of the organic recycling process.

Mr. DiCarlo further notified Council that the Board is anticipating a favourable budget position at the end of 2021 due to the increased value of recyclables.

234-2021

Moved By Aldo DiCarlo

Seconded By Leo Meloche

That the minutes of the Essex Windsor Solid Waste Authority meetings dated September 15, 2021 and October 5, 2021 be received.

Carried

12.2 Essex County Library Board

Minutes of the September 29, 2021 Essex County Library Board meeting, Deputy Warden, Nelson Santos, Chair.

Tom Bain noted that Terry Burns was noted as both present and absent. Nelson Santos clarified that Mr. Burns was in attendance and the minutes would be corrected to reflect such.

235-2021

Moved By Nelson Santos

Seconded By Tracey Bailey

That the minutes of the Essex County Library Board meeting for September 29, 2021 be received as amended.

Carried

12.3 Windsor Essex Regional Community Safety and Well-Being Plan, 2022-2026

Report number 2021-1117-CCS-R011-MB, RE Windsor Essex Regional Community Safety and Well-Being Plan, 2022-2026, dated November 17, 2021, from Mary Birch, Director, Council and Community Services/Clerk

Mary Birch provided the report to Council outlining the financial contributions of both the County and the City towards the development of the Plan.

Ms. Birch explained that the project had not depleted the initially allocated funds and therefore they would be in a position to implement the Plan into 2022 without additional funding.

Gratitude was expressed to all municipalities and organizations that participated in the development of the Community Safety and Well-Being Plan.

229-2021

Moved By Tracey Bailey

Seconded By Leo Meloche

THAT Essex County Council receive Report number 2021-1117-CSS-R011-MB regarding the Windsor Essex Regional Community Safety and Well-Being Plan; and,

THAT the Municipalities of Lakeshore and Leamington and Towns of Amherstburg, Essex, Kingsville, LaSalle and Tecumseh have, by resolution, authorized Essex County Council to approve the Windsor Essex Regional Community and Safety and Well-Being Plan and any subsequent reports, on their behalf; and,

THAT Essex County Council approve the Windsor Essex Regional Community Safety and Well-Being Plan for submission to the Ministry of the Solicitor General before December 31, 2021; and,

THAT Essex County Council champion the Plan, recognizing that the Plan's implementation necessitates the active engagement and meaningful participation of key sectors, residents and communities across the region.

Carried

12.4 Environmental Systems Research Institute (ESRI) Enterprise License Agreement Extension

Report number 2021-1117-FIN-R014-SZ, Environmental Systems Research Institute (ESRI) Enterprise License Agreement Extension, dated November 17, 2021, from Sandra Zwiers, Director, Financial Services/Treasurer

Sandra Zwiers provided Council with the report requesting the direct award of a two-year contract for software licenses required to continue to operate the Geocortex, Cityworks and Burnside programs used by the County and seven local tier municipalities. Included in the report was the breakdown of cost per municipality. Ms. Zwiers explained that the County would furnish the contract up front and the other participating municipalities would reimburse the County for their share of the contract.

236-2021

Moved By Richard Meloche

Seconded By Crystal Meloche

That Essex County Council approve the direct award of an Enterprise License Agreement Extension for the period of January 1, 2022 to December 31, 2024 to Environmental Systems Research Institute (ESRI) at a value of \$590,000 plus applicable taxes.

Carried

13. Unfinished Business

13.1 Regional Affordable Housing Strategy and Review of Social Housing Cost Sharing Agreement

November 12, 2021 - Correspondence from the City of Windsor in response to County Council's resolution requesting the development of a Regional Affordable Housing Strategy and Review of the Social Housing Cost Sharing Agreement.

237-2021

Moved By Gord Queen

Seconded By Larry Snively

That Essex County Council receive the correspondence for information.

Carried

14. New Business

14.1 Public Reporting of Closed Meeting

A Closed Meeting of Essex County Council was held at 6:30 p.m., prior to the regular Council meeting, pursuant to Section 239 (2) (c) and (k) of the Municipal Act, 2001, as amended for the following reason(s):

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

238-2021

Moved By Gord Queen

Seconded By Leo Meloche

That Essex County Council receive the request from the City of Windsor and approve an investment to an upper limit of \$1,160,039 for land acquisition and servicing costs for an affordable housing

development in the Town of Essex, subject to the terms of the final agreement(s) being acceptable to the County of Essex;

That the funding be drawn from the Corporation's Rate Stabilization Reserve; and further,

That County Administration be directed to develop an agreement setting out the terms and condition for the investment in this affordable housing development, from the County of Essex to the City of Windsor and/or the Windsor Essex Community Housing Corporation, agreeable to the County Solicitor and Chief Administrative Officer.

Carried

14.2 Can-Am Indian Friendship Centre of Windsor and Windsor and District Labour Council

Aldo DiCarlo notified Council of an upcoming event presented by the The Can-Am Indian Friendship Centre of Windsor and the Windsor and District Labour. He advised that Keynote speaker, the Honourable Murray Sinclair, Chair of the Truth and Reconciliation Commission was offering a presentation entitled "The Truth is hard. Reconciliation is harder."

Council was advised that the presentation would be taking place on December 9, 2021 from 6:30-8:00 PM, with tickets being free of charge and available at <http://murraysinclair.ticketfi.com/>

14.3 COVID-19 Pandemic Update

Leo Meloche brought forward concern regarding the increasing number of COVID-19 cases in the Windsor-Essex region. Discussion included the need to continue with vaccination campaigns and encouraging all members of the community to remain vigilant by being aware of their surroundings, continued sanitization practices and masking.

15. Adoption of By-Laws

239-2021

Moved By Larry Snively

Seconded By Tom Bain

That By-law 2021-34, having been read a first, second and third time, be finally passed and enacted.

Carried

15.1 By-law Number 2021-34

Being a By-law to confirm the proceedings of the Council of the Corporation of the County of Essex for the November 17, 2021 meeting.

16. Notice of Motion

There were no Notices of Motion at the November 17, 2021 meeting.

17. Adjournment

240-2021

Moved By Nelson Santos

Seconded By Aldo DiCarlo

That the Essex County Council meeting for November 17, 2021, be adjourned at 8:49 PM.

Carried

Gary McNamara

Warden - County of Essex

Mary Birch

Director of Council and Community Services/Clerk

Date Signed

At the regular meeting of Council held on November 17, 2021, Council of the Township of Amaranth wished to support the resolution of the Township of Lake of Bays.

Resolution #8

Moved by: H. Foster – Seconded by: C. Gerrits

BE IT RESOLVED THAT:

Council of the Corporation of the Township of Amaranth supports the resolution of the Township of Lake of Bays in their request for the Federal and Provincial Governments to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements.

FURTHER THAT this resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, AMO and all Ontario Municipalities.

CARRIED

Thank you, Nicole

Nicole Martin, Dipl. M.A. (she/her)

CAO/Clerk – Acting Treasurer | Township of Amaranth

374028 6th Line | Amaranth | ON | L9W 0M6

Tel: 519-941-1007 ext. 227 | Fax: 519 - 941-1802



November 10, 2021

The Right Honourable Justin Trudeau,
Prime Minister
Justin.trudeau@parl.gc.ca

The Honourable Doug Ford,
Premier of Ontario
premier@ontario.ca

Honourable and Dear Sirs:

**Support Resolution from the Council of Huron County passed October 20th
re: Homelessness Task Force**

Please be advised the Council of the Municipality of Chatham-Kent at its regular meeting held on November 8, 2021 supported the following resolution:

“WHEREAS the County of Huron has established a “Huron County Homelessness Task Force” to address the rapidly increasing issue of homelessness in the County.

THAT the County of Huron, due to the substantial increase in chronic homelessness not only in Huron County but across Ontario and Canada, requests the Province of Ontario and the Government of Canada to identify Homelessness a “Provincial” and “National Crisis” across the Province of Ontario and Canada.

AND FURTHER THAT the Province of Ontario and Government of Canada acknowledge that lack of resources to support addiction and mental health programs to be a leading cause of homelessness.

AND FURTHER THAT the County of Huron requests the Province of Ontario and Government of Canada to provide further financial support for housing and homelessness programs as well as increase funding to mental health and addiction services.”

If you have any questions or comments, please contact Judy Smith at judys@chatham-kent.ca

Sincerely,



Judy Smith, CMO
Director Municipal Governance
Clerk /Freedom of Information Coordinator

November 10, 2021

The Honourable Doug Ford,
premier@ontario.ca

**Support Resolution from the Council of Kitchener passed October 18th
re: Vaccine Passport Program**

Please be advised the Council of the Municipality of Chatham-Kent at its regular meeting held on November 8, 2021 supported the following resolution:

"WHEREAS the Covid-19 pandemic has been both a health crisis and an economic crisis; and,

WHEREAS lockdown and physical distancing measures have caused significant hardship to businesses, particularly those dependent on in-person delivery or experience (ex: retail, restaurant, hospitality, personal service, etc.); and,

WHEREAS vaccinations have proven to be an effective means of keeping Ontarians safe and can enable businesses to safely remain open without compromising the health of their customers and employees; and,

WHEREAS the Province of Ontario and the Regional Municipality of Waterloo are the primary authorities governing public health in the city of Kitchener;

WHEREAS the Economic Development Advisory Committee expressed concerns about financial supports for businesses and the City's ability to support, maintain and grow the economy;

THEREFORE BE IT RESOLVED that the City of Kitchener thank the Province of Ontario for developing the vaccine passport program, but urge the Province to provide financial supports for businesses to cover capital and human resource costs necessary to execute the program; and,

THEREFORE BE IT FINALLY RESOLVED that a copy of this resolution be forwarded to the Honourable Premier of Ontario, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario; and, all other Ontario municipalities.”

If you have any questions or comments, please contact Judy Smith at judys@chatham-kent.ca

Sincerely,

A handwritten signature in black ink, appearing to read "Judy Smith", is placed over a light yellow rectangular background.

Judy Smith, CMO
Director Municipal Governance
Clerk /Freedom of Information Coordinator

C
Minister of Municipal Affairs and Housing
AMO
Local MP & MPP
Ontario Municipalities



2021 Division Road North
Kingsville, Ontario N9Y 2Y9
Phone: (519) 733-2305
www.kingsville.ca
kingsvilleworks@kingsville.ca

VIA EMAIL (mbirch@countyofessex.on.ca)

November 15, 2021

County of Essex
360 Fairview Avenue West, Suite 202
Essex, ON
N8M 1Y6

Attn: Mary Birch, Director of Council and Community Services/Clerk

Dear Ms. Birch:

RE: ACCELERATED HIGH SPEED INTERNET PROGRAM (AHSIP)

At its Regular Meeting held Monday, November 8, 2021 the Council of The Corporation of the Town of Kingsville passed the following motion in support of the County of Essex correspondence dated October 27, 2021 (copy enclosed):

"622-2021

Moved By Deputy Mayor Gord Queen

Seconded By Councillor Laura Lucier

That Council support the County of Essex correspondence from Warden McNamara and CAO Galloway to Ministry of Infrastructure RE: Accelerated High Speed Internet Program (AHSIP).

CARRIED"

Please contact the undersigned if you should require any further information.

Yours very truly,

A handwritten signature in black ink, appearing to read "Paula Parker", written over a white background.

Paula Parker
Town Clerk
Legislative Services Department
pparker@kingsville.ca

Enclosure (1)

cc: The Hon. Doug Ford, Premier of Ontario
Honorable Kinga Surma, Minister of Infrastructure
Taras Natyshak, MPP
Barry Field, SWIFT

October 27, 2021

Honorable Kinga Surma
Ministry of Infrastructure
College Park, 5th Floor, Room 5E200
777 Bay St.
Toronto, ON
M7A 2J3

Dear Honorable Kinga Surma,

Re: Accelerated High Speed Internet Program (AHSIP)

On behalf of the County of Essex, I wish to express our commitment and support in regards to the Accelerated High Speed Internet Program (AHSIP), and am writing you today to seek that you review our recommendations and that Infrastructure Ontario halt the program's Request For Proposals (RFP) process until our concerns have been strongly considered and addressed.

Connectivity is key to the social and economic success of our communities. Broadband has become an essential service that is necessary to encourage economic growth and stability, modernize and streamline the delivery of health and social services, provide greater educational opportunities, increase capacity to administer and govern institutions, improve the environment, and create fairness and opportunity for everyone.

I recognize that universal access to high-speed broadband connectivity is fundamental to the continued relevance and future prosperity of small urban / rural communities in Southwestern Ontario.

The County of Essex would like to see the Province of Ontario's AHSIP maximize the amount of fibre deployed with the funds available, provide a level playing field that allows high participation of local and regional Internet Service Providers (ISPs) and ensure equitability of funding and outcomes between all municipalities in Southwestern Ontario (lower- and upper-tier).

We support the Province of Ontario's program and want it to be as effective as possible therefore the County of Essex is recommending that Infrastructure Ontario pause the procurement process until the following recommendations have been addressed:

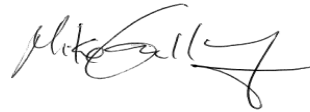
- Lot sizes are reduced to an average reserve price of \$10 million with no single lot having a reserve price greater than \$20 million;
- "Wired" and "Wireless" designations are removed from the lots in line with Infrastructure Ontario's amendment to allow hybrid bids in all lots;
- Reserve prices are recalculated for all lots and are based on hybrid solutions rather than "Wired" or "Wireless" solutions;
- A clear / transparent formula for evaluating proposals that balances bid price with higher fibre content bids is created and communicated to participants;
- The RFP, when issued, be made visible to the public given that it contains no propriety ISP information;
- Immediately release the lot maps to all municipalities in Ontario so that they can review and comment;
- Ensure that small ISPs in Southwestern Ontario are consulted directly and their input is considered;
- The details of the procurement be re-evaluated and Infrastructure Ontario consider the following changes:
 - Allow for progress payments to the recipients rather than holding 100% of the funding until customers are in-service;
 - Eliminate the bid bond requirements;
 - Seriously reconsider the position that the Construction Act applies / eliminate the bonding requirements called for by the Act (especially if no progress payments are being made);
 - Eliminate the plan to hold back the final 10% and pay 100% of the project cost by the time the project is complete.

On behalf of the County of Essex, we are recommending that Infrastructure Ontario pause the procurement process until the above recommendations have been addressed.

Sincerely,



Gary McNamara
Warden



Mike Galloway, MBA, CMO
Chief Administrative Officer

Cc;

The Hon. Doug Ford, Premier of Ontario (doug.fordco@pc.ola.org)
Taras Natyshak, MPP (tnatyshak-qp@ndp.on.ca)
Rick Nicholls, MPP, Chatham-Kent-Essex (rick.nicholls@pc.ola.org)
Percy Hatfield, MPP, Windsor-Tecumseh (Phatfield-qp@ndp.on.ca)
Essex County Local Municipalities (Clerks by email)
Barry Field, SWIFT (barry.field@swiftruralbroadband.ca)
Western Ontario Wardens Caucus (govtrelations@wowc.ca)

November 9, 2021

Via email: Christine.Miller@smdhu.org

Simcoe Muskoka District Health Unit
Attention: Anita Dubeau, Chair, Board of Health
15 Sperling Drive
Barrie, ON L4M 6K9

Dear Ms. Dubeau:

RE: Correspondence – Request for Additional COVID-19 Funding

On behalf of the Council of the Corporation of the Township of Lake of Bays, please be advised that the above-noted correspondence was presented at the last regularly scheduled meeting on November 9, 2021, and the following resolution was passed:

“Resolution #7(c)/11/09/21

BE IT RESOLVED THAT the Council of the Corporation of the Township of Lake of Bays hereby receives the correspondence from Anita Dubeau, Chair, Board of Health, for the Simcoe Muskoka District Health Unit and supports their request to Minister Christine Elliott for additional COVID-19 funding, dated October 21, 2021;

AND FURTHER THAT this resolution be forwarded to the Minister of Health and Long-Term Care and to all Ontario municipalities.

Carried.”

Sincerely,



Carrie Sykes, Dipl. M.A., CMO, AOMC,
Director of Corporate Services/Clerk.

CS/cw

Copy to: Hon. Christine Elliott, Minister of Health and Long-Term Care
All Ontario Municipalities

October 21, 2021

Honourable Christine Elliott
Ministry of Health
777 Bay Street, 5th Floor
Toronto, ON M7A 2J3

Dear Minister Elliott:

On behalf of the Board of Health for the Simcoe Muskoka District Health Unit (SMDHU), I commend the strong progress being made in bringing COVID-19 under control through the public health measures and the vaccination campaign directed by the provincial government of Ontario. We continue to work collectively to complete the “final mile” of vaccination of the population while simultaneously continuing all activities of COVID-19 surveillance and case management/contact tracing.

The COVID-19 work has required an unprecedented quantity of resources, particularly human resources. Accordingly, boards of health have had to significantly augment their staffing specifically for the Mass Immunization Clinics. Salaries and related expenses of this greatly enhanced workforce (including transportation, supplies and equipment) have only been partially managed by the funding received from the province on July 22, 2021. SMDHU only received 42% of its COVID-19 funding request and costs to date have far exceeded that funding. To add to 2021 cash flow pressures, SMDHU would require the hiring of nursing and administrative staff to implement the provincially mandated vaccine clinics for 5–11-year-olds in Simcoe County and the District of Muskoka as well as implement the “booster” clinics for specific populations. With no immediate COVID-19 funding, these pressures for the end of 2021 compound finance issues for SMDHU and will potentially impede our ability to finance the human resources required.

The SMDHU Board of Health via management staff have been in active communication with Ministry of Health staff specifically related to the one-time funding COVID-19 requests. Unfortunately, the Board of Health experienced cash flow issues in July due to the lack of COVID-19 funding from the Ministry of Health to the point, that the Board was forced to seek approval from its four obligated municipalities to borrow from a bank up to \$5M to cover salaries and expenses for COVID-19 activities. SMDHU also sought and received from the Ministry of Health an advance in funding for the Ministry portion of the cost-shared budget to ensure that payroll commitments and the payment of vaccination expenses could be met. On October 20, 2021, the Board of Health approved a motion requesting that boards of health immediately receive the *COVID-19 Extraordinary Costs* and *COVID-19 Vaccine Extraordinary Costs* funding as articulated in SMDHU’s Q2 financial statement and that the Ministry of Health commit in writing to:

- (1) extend COVID-19 funding in 2022;
- (2) establish funding in 2022 for public health recovery activities; and,

Barrie:
15 Sperling Drive
Barrie, ON
L4M 6K9
705-721-7520
FAX: 705-721-1495

Collingwood:
280 Pretty River Pkwy.
Collingwood, ON
L9Y 4J5
705-445-0804
FAX: 705-445-6498

Cookstown:
2-25 King Street S.
Cookstown, ON
L0L 1L0
705-458-1103
FAX: 705-458-0105

Gravenhurst:
2-5 Pineridge Gate
Gravenhurst, ON
P1P 1Z3
705-684-9090
FAX: 705-684-9887

Huntsville:
34 Chaffey St.
Huntsville, ON
P1H 1K1
705-789-8813
FAX: 705-789-7245

Midland:
A-925 Hugel Ave.
Midland, ON
L4R 1X8
705-526-9324
FAX: 705-526-1513

Orillia:
120-169 Front St. S.
Orillia, ON
L3V 4S8
705-325-9565
FAX: 705-325-2091

- (3) increase provincial funding for public health base budgets proportional to the municipal levy increase needed in 2022 to maintain capacity for public health program delivery.

The financial pressure from not having access to the required amount of COVID-19 funding from the province, with the simultaneous requirement to respond to the pandemic through surveillance, case and contact management, outbreak response, education and enforcement of the changing requirements of the *Reopening Ontario (A Flexible Response to COVID-19) Act*, and the vaccination of the population has placed the Board in a precarious financial situation. If there is not sufficient funding from the province, there is also a sizeable risk that SMDHU will have a large year-end deficit moving into 2022 based on 2021 COVID-19 expenses that may require a large municipal levy increase to eliminate the deficit and to address the response needs in 2022.

For these reasons the SMDHU Board of Health urges the provincial government to approve and immediately flow the amount required by each health unit of one-time *COVID-19 Extraordinary Costs* and *COVID-19 Vaccine Program Extraordinary Costs*.

Thank you for considering this urgent matter.

Sincerely,

ORIGINAL Signed By:

Anita Dubeau
Chair, Board of Health

AD:CG:cm

cc: Ontario Boards of Health
MPPs of Simcoe Muskoka
City of Barrie Mayor and Council
City of Orillia Mayor and Council
The District Municipality of Muskoka District Chair and Council
County of Simcoe Warden and Council
Dr. Kieran Moore, Ontario Chief Medical Officer of Health
Loretta Ryan, Executive Director, Association of Local Public Health Agencies
Graydon Smith, President, Association of Municipalities of Ontario



Corporation of the Town of LaSalle

5950 Malden Road, LaSalle, Ontario N9H 1S4
Phone: 519-969-7770 Fax: 519-969-4029 www.lasalle.ca

November 15, 2021

The Right Honourable Justin Trudeau
Prime Minister of Canada
House of Commons
Ottawa, Ontario K1A 0A6
justin.trudeau@parl.gc.ca

Dear Prime Minister Trudeau,

Re: COVID-19 Testing Requirement at Land Border

At the November 9, 2021 Regular Meeting of Council, Town of LaSalle Council gave consideration to correspondence received from a resident, dated November 2, 2021, regarding the COVID-19 testing requirement for travelers crossing the land border into Canada.

The following points were considered:

- The vast majority of the population of Essex County, including the Town of LaSalle, is fully vaccinated against COVID-19;
- Essex County, including the Town of LaSalle, has strong economic and social ties to Metropolitan Detroit and southeast Michigan;
- The United States has opened their land border to fully vaccinated Canadians without COVID-19 testing requirements; and
- The City of Windsor has asked the federal government to remove COVID-19 testing as a requirement for fully vaccinated travelers crossing the land border into Canada.

At the Meeting, the following Resolution was passed:

698/21

Moved by: Councillor Renaud

Seconded by: Councillor Carrick

That the Corporation of the Town of LaSalle requests that the Federal Government remove the requirement for Canadian Travelers to be tested for COVID-19 when using a land border crossing into the United States and then returning to Canada after the November 8, 2021 re-opening.



Your favourable consideration of this request is respectfully requested.

Yours Truly,



Jennifer Astrologo
Director of Council Services/Clerk
Town of LaSalle
jastrologo@lasalle.ca

cc. The Honourable Doug Ford
Chris Lewis, MP, Essex
Taras Natyshak, MPP, Essex
Gary McNamara, Warden, County of Essex
All Members of Parliament
All Members of Provincial Parliament
All Ontario Municipalities



**CITY HALL
WINDSOR, ONTARIO
N9A 6S1**

Phone: (519)255-6211

Fax: (519)255-6868

E-mail: clerks@citywindsor.ca

WEBSITE: www.citywindsor.ca

**City Council
Decision
Monday, November 15, 2021**

Moved by: Councillor Costante
Seconded by: Councillor Sleiman

Decision Number: CR522/2021

That City Council **ACCEPT** the report of the Human and Health Services Commissioner regarding the Windsor Essex Regional Community Safety and Well-Being Plan; and,

That City Council **APPROVE** the Windsor Essex Regional Community Safety and Well-Being Plan for submission to the Ministry of the Solicitor General before December 31, 2021; and further,

That City Council **CHAMPION** the Plan recognizing that the Plan's implementation necessitates the active engagement and meaningful participation of key sectors, residents and communities across the region.

Carried.

Report Number: C 172/2021
Clerk's File: SS/14026 10.4

Anna Ciacelli

Deputy City Clerk/Supervisor of Council Services
November 19, 2021



Administrative Report

Office of the Chief Administrative Officer

To: Warden McNamara and Members of Essex County Council

From: Mike Galloway
Chief Administrative Officer

Date: Wednesday, December 01, 2021

Subject: Approval of Invoices – Legal/Consulting Services

Report #: 2021-1201-CAO-R011-MG

Purpose

To present legal and consulting invoices for Council approval.

Background

Section 16.1.2 of By-law #41-2018, being a By-law to Provide Rules Governing the Order and Proceeding of the Council of The Corporation of the County of Essex requires that **"Auditor's fees, consultation fees over and above contractual amounts, legal expenses, and items of a capital nature not already approved in budget estimates are to be referred to County Council for approval"**.

Discussion

Please find attached for Council's review and consideration two invoices, totaling \$51,773.22.

The nature of these accounts is summarized as:

Name of Legal/Consulting Service	Account Description	Amount
Mathews, Dinsdale & Clark LLP	October 26, 2021 – Invoice 418843- File 12425-1	\$28,346.05
Mathews, Dinsdale & Clark LLP	October 26, 2021 – Invoice 418843- File 12425-14	\$5,656.22
Hicks Morley	October 29, 2021 – Invoice 587366	\$17,770.95
Total	All Invoices	\$51,773.22

These accounts have been reviewed by the Chief EMS, Chief Librarian, Director of HR and/or the Chief Administrative Officer and are considered an accurate representation of the services rendered.

Financial Implications

Allocations for legal matters related to the above commitments are included within the departmental Budgets for 2021.

Recommendation

That Essex County Council approve the payment of invoices, for legal/consulting services as outlined in report number 2021-1201-CAO-R011-MG in the amount of \$51,773.22.

Respectfully Submitted

Mike Galloway

Mike Galloway, Chief Administrative Officer

Appendix Number	Title
Appendix A	Due to the confidential information of a personal nature being included on the above referenced invoices, Appendix I will be provided to members of County Council under separate cover



Administrative Report

Office of the Director of Financial Services/Treasurer

To: Warden McNamara and Members of Essex County Council

From: Sandra Zwiers, MAcc, CPA, CA
Director of Financial Services/Treasurer

Date: Wednesday, December 01, 2021

Subject: 2022 Budget Overview – Treasurer’s Report

Report #: 2021-1201-FIN-R016-SZ

Purpose

The purpose of the report is to provide Council with a corporate overview of the issues affecting the operations for 2022 and their corresponding impact on the County Levy and municipal tax rates.

Background

The preparation of annual estimates for the upper tier is prescribed by Section 289 of the *Municipal Act 2001, S.O. 2001, c.25*.

An upper-tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality...

In preparing the budget, the upper-tier municipality shall treat any operating surplus of any previous year as revenue that will be available during the current year; shall provide for any operating deficit of any previous year... and may provide for such reserves as the upper-tier municipality considers necessary.

Budget Process

The annual budget process commences each year in July with Administration meeting periodically to discuss a variety of budget planning issues, including:

- Development of critical budgeting assumptions
- Review of departmental work plans
- Establishment of a timetable for budget presentation
- Improvements in the form and content

The timetable established for the 2022 Budget is summarized as follows:

- July 2021 – review budget assumptions, prior year budget document and projected year end balances. Financial Services prepares detailed wage and benefit schedules and begins working with operational staff to prepare supporting calculations and current year projections (which are updated monthly) for each department;
- September 2021 – Director of Financial Services and CAO meet to review overall tax rate goals and identify areas of strategic focus for 2022;
- Early October 2021 –Preliminary departmental estimates undergo detailed administrative review with department heads, financial analysts, Director of Financial Services and Manager of Budget and Administration;
- November 2021 – review and consultation with the CAO, final revisions to draft Budget and filing of Budget document with County Council;
- December 2021 – County Council review of departmental submissions and Final Budget Adoption

A significant change in presentation was introduced for 2022 to add clarity to the delineation between operating and capital costs. Each departmental budget is now segmented into Net Operating Expenditures, Net Capital Expenditures and Total Departmental Requirement. A similar reporting structure was followed for the Budget Summary. Prior year budget and projections were restated to achieve comparability.

As in prior years, the Budget Report is segregated into the following departments:

- Community Services
- Sun Parlor Home
- Emergency Services
- Infrastructure Services
- Library Services
- General Government Services
- External Commitments

Each departmental section of the Budget Report is comprised of two specific components: a strategic level qualitative analysis followed by a line item presentation of the departmental requirement.

The departmental estimates identify expenditure and recovery classifications. With few exceptions, expenditure and recovery classifications are consistent throughout the Budget Report. In limited cases, exceptions to the uniformity principle are necessary to facilitate the unique operating circumstances or reporting requirements of the program, division or department.

The presentation of the estimates for each departmental program begins with a delineation of operating expenditures by classification, followed by a quantification of recoveries and/or contributions to (from) reserves, concluding with the identification of the amount that the County will contribute toward the operation or program – referred to as the Net Operating Expenditures. This is then repeated to determine Net Capital Expenditures. The sum of these two sections is the total amount that the County will contribute, noted as the Total Departmental Requirement.

Totals are determined for each classification of expenditure and recovery for all classes in combination. All totals and the measurement of the County Responsibility are shaded for ease of identification. Totals are established for each program, summarized by function or department at the beginning of each of the department sections and then summarized corporately on the 2022 Budget Summary (Appendix B).

The operating estimates for the Corporation address the following two principal functions:

- Services provided / delivered directly by the County

- Funding provided to agencies external to the County

External commitments funded by the County can be classified as mandatory (i.e. required by legislation or regulation) or discretionary (i.e. nature and extent determined by County Council).

Budget estimates were prepared under the premise that existing service levels are acceptable, and proposed enhancements have only been advanced in circumstances where current service levels expose the Corporation to undue risk or are judged to fall short of mandated or endorsed standards. One-time expenditures are proposed to be funded by the Corporation’s Rate Stabilization Reserve, and provincial funding will be used to offset one-time expenditures that specifically relate to COVID-19 prevention or containment initiatives.

The estimates are determined using a combination of incremental budgeting and modified zero-based budgeting. Estimates for routine, ongoing operational expenditures are prepared by analyzing current expenditures and projecting costs for the upcoming year. Discretionary expenditures are reviewed and must be fully rationalized annually.

Inherent in the development of the Budget is the recognition of risk. Estimates are prepared based on an evaluation of the best information available, in light of current operating conditions and circumstances. As budget estimates are developed, care is exercised in assessing the risk of the likelihood of different outcomes materializing and the effect such outcomes may have on service delivery levels and financial results.

The work plans and associated expenditures contained in the Budget are intended to position Essex County as a vibrant, sustainable and healthy community that fosters opportunity and promotes an enriched quality of life by:

- Delivering regional and/or broad-based services that meet the evolving needs of the community;
- Operating efficiently and effectively in a fiscally responsible manner;
- Being a leader in community building initiatives;
- Managing the impacts of growth to provide a livable, energetic and thriving community, making Essex County a preeminent location to live, learn, work, play, invest and visit.

The Budget reflects the vision of Council, focusing upon its core values as they relate to service delivery while simultaneously looking forward, preparing to meet the challenges of the future.

Discussion

The development of the 2022 County of Essex Budget builds upon Council’s commitment to accountability, transparency and excellence in financial management. Provided below are high level discussions on various matters having corporate significance in terms of risks, financial impacts, challenges, opportunities and external influences on County of Essex operations for 2022 and beyond.

Transfer of Leadership

Change management and communication strategies were necessities as the Corporation navigated a series of significant leadership changes in 2021. Recruitment efforts began in late 2020 for the new Chief Administrative Officer, and continued throughout the year and across all departments of the Corporation. Retirement of long-service employees at all levels has necessitated significant knowledge transfer, but has also presented opportunities for change and growth.

COVID-19

Pandemic response permeated every action of the Corporation in 2021. Safety of the workforce was top priority, resulting in changes to work routines and protocols and advancing technology to support remote visits, meetings and work locations. The introduction of the mandatory vaccination policy for staff and Council was also a significant operational change for the Corporation during the year. EMS and senior leadership were instrumental in the successful launch and decommissioning of mass vaccination sites in Amherstburg and Leamington, and EMS leaders continue to provide regional support for COVID response. Sun Parlor Home protected residents and staff by maintaining strict screening of visitors and staff and by carefully cohorting work groups to minimize exposure risk. Libraries identified innovative ways to engage with patrons and provide safe access to virtual and tangible materials.

COVID-19 remains an operating risk for 2022 and all departmental budgets were prepared assuming the pandemic will continue to impact operations at varying degrees throughout 2022. When preparing estimates, Administration

used the operating and financial impacts experienced in 2020 and 2021 as the basis for forecasting operations in 2022. Provincial funding for 2021 and 2022 remains uncertain and has often been provided without much certainty or advance warning. The 2022 budget includes only those funding sources of which Administration had a high degree of certainty.

Fiscally Responsible Government

Essex County continues to be faced with financial pressures from inflation, service demand growth, major operational cost increases, own capital requirements (growth and asset replacement related), facility and roadway infrastructure (replacement and expansion), reduction and/or stagnant provincial funding, competing demands for new County-wide initiatives and regional capital requests. In addition, property value reassessment has been deferred until at least 2023, resulting in modest in-year growth only. These pressures will continue to impact Council decisions related to program delivery, priorities and service levels in 2022 and beyond.

The County has established standards of service delivery that effectively manage the demands and the needs of residents while minimizing the effect of increased costs upon the property tax base of its community.

During the 2022 Budget development, Administration has been guided by fundamental principles previously endorsed by Council, namely:

- **The current levels of service being delivered to the community are appropriate. Enhancements are proposed only to maintain service levels and achieve Provincial service level targets.**
- **The Corporation is prepared to maintain its commitment to the community as represented by current discretionary funding levels (i.e. external commitments).**
- **In making decisions with respect to the 2022 Budget, consideration has been given to the consequences of such decisions upon the Corporation’s future financial stability.**

Standard and Poor’s, a leading provider of financial market intelligence and the Corporation’s financial rating agency, recognized the County of Essex’s sound financial practices in the Corporation’s most recent credit rating (November 2021). Standard and Poor’s highlighted the following performance strengths in affirming the County’s credit rating at **AA+** with a **stable** outlook:

- Efficient cost management generating superior budgetary performance
- Asset management plan ensuring cost effectiveness and validation of the pay-as-you-go strategy and use of existing reserves to support continued robust operating and moderate after-capital surpluses
- Increased efforts to diversify the County’s economy into service-based sectors including tourism, agri-business, health care and social assistance and education
- Strong financial management practices guided by a council that demonstrates generally broad political consensus on fiscal policies
- Prudent debt and liquidity management

It is these principles of sound financial stewardship that have positioned the County ahead of its peers and provided Council with the ability to effectively manage changes to tax rates year over year.

A sound reserve strategy and robust reserve balances are other key components of fiscally responsible government and long-term sustainability. Establishing reserves to manage uncertainties, known asset management lifecycle costs and future capacity opportunities allows the Corporation flexibility and financial strength during periods of fiscal challenge. Attached in Appendix A is a summary of the Corporation’s Reserves highlighting the projected 2021 year-end balance as well as the impact of changes resulting from the Proposed 2022 Budget.

2022 Budget

Provided in Chart 1, on the next page, is a condensed summary of the proposed 2022 Budget, compared to 2021 Budget and Projected Actuals (see Appendix B for full Budget Summary Comparison). Operations are budgeted to require \$78.2 million while the Corporation’s Capital program is budgeted to require \$38.5 million. The Total County Requirement proposed in the 2022 Budget is \$116.7 million representing a **tax rate increase of 1.73%.**

Chart 1: Budget Summary (excerpt from Appendix B)

Budget Summary	2021 Budget	2021 Projection	2022 Budget
Operating Budget:			
Operating Expenditures	129,203,230	133,086,460	138,031,270
Operating Recoveries	(62,239,180)	(69,340,480)	(65,375,000)
Contrib to (from) Reserves	6,975,800	10,193,870	5,538,400
Net Operating Budget:	73,939,850	73,939,850	78,194,670
Capital Budget:			
Capital Expenditures	67,235,730	35,620,730	60,824,700
Capital Recoveries	(9,510,540)	(9,805,210)	(5,913,800)
Contrib to (from) Reserves	(19,169,550)	12,740,120	(16,429,400)
Net Capital Budget:	38,555,640	38,555,640	38,481,500
Total County Responsibility	112,495,490	112,495,490	116,676,170

For 2022, the County of Essex is challenged by a number of key operating conditions and capital expenditures imposing a year-over-year increase in net levy requirements, on a stand-alone basis. Offsetting these expenditures, in part, are savings achieved through: a net positive change in Current Value Assessment / assessment growth and various departmental cost reductions / containment initiatives proposed throughout the departmental Budgets.

Significant Factors Influencing the 2022 Budget

The County of Essex continues to see development growth. Maintaining service levels for an increasing resident base combined with added legislative requirements is putting a strain on the Corporation’s human resources. While technology advancements and process improvements have helped to build some capacity, a number of departments require additional staffing to address service delivery demands. The majority of increases across departments relate to the addition of staff to meet the needs of our residents.

Inflation is also a significant factor facing the Corporation in 2022. The 2022 Budget, where appropriate, includes inflationary adjustments of approximately 2%. This is optimistic. Recent financial reports suggest current inflation is more than double this amount and has the potential to be even higher as we make our way through 2022.

Insurance costs continue to be a risk factor for the Corporation. The 2022 Budget includes both general liability insurance increases but also 15% increases in the Corporation’s health benefit insurance program costs. While contingency reserves are proposed to buffer the short-term impact, building levy funding to support what is considered to be “the new normal” also puts pressure on the Corporations’ tax rate.

Highlighted in Chart 2 and discussed in the following pages are various external influences or County of Essex specific conditions giving rise to a projected **net tax increase of approximately 1.73%.**

The proposed 2022 Budget was structured to strategically utilize the in-year assessment growth to fund growth related operational and capital cost increases. As Chart 2 illustrates, in-year 2021 growth created a 1.92% tax rate savings to support growth related cost increases in 2022. The proposed changes to the Corporation’s External Commitments budget is driving the proposed 1.73% tax rate increase for 2022.

Chart 2: Summary of Levy Impacts

Budget 2022 - Summary of Levy Impacts	Levy Impact \$	Tax Impact %
County Levy 2021	112,495,490	-1.92%
Sun Parlor Home Wages and Benefits (net of reserves and changes in subsidies)	301,620	0.27%
Emergency Medical Services Wages and Benefits (net of changes in funding)	658,860	0.57%
Infrastructure Services County-Wide Active Transportation Infrastructure Inflationary Increases for Rehab Program	347,110	0.31%
Library Services Wages and Benefits	156,350	0.14%
General Government Services Wages and Benefits (additional staffing net of reserve funding)	730,710	0.63%
External Commitments Social Services Social Housing – Operating and Capital New Windsor Essex Hospitals System	1,986,030	1.73%
County Levy 2022	116,676,170	1.73%

Sun Parlor Home

COVID-19 remains a daily operating challenge for our Long-Term Care Home. The 2022 Budget incorporates the ongoing cost of maintaining staffing cohorts to provide the highest level of safety and infection prevention and control for both residents and staff. The Budget proposes to reduce the reliance on stabilization reserves to support this new level of staffing compliment in a post pandemic era. Provincial legislation requiring homes to increase their daily direct care hours for residents to four hours per day by 2025 was also a factor in the Administration recommendation to build more staffing hours into the Corporation’s base budget. All health care sectors are experiencing high levels of turnover and constraints in the pool of qualified candidates. The 2022 Budget aims to support a proactive approach to staffing that is intended to position SPH advantageously to secure qualified health care professionals in a highly competitive staffing market.

Offsetting a significant portion of the cost of increased staffing hours is the introduction of new provincial funding to support the cost of additional RNs, RPNs, PSWs and other health professionals.

Emergency Medical Services

The 2019 EWEMS Master Plan included recommendations to increase the staffing levels of the service in response to anticipated growth and changes in service delivery demands. As reported by our EMS Chief, the nature and volume of calls paramedics now respond to often include instances of mental health and addiction related health emergencies. Supporting the service’s strategy to provide the right care at the right time and in the right place, the 2022 Budget proposes the addition of 12 full time paramedics in the latter half of the year to address existing operating pressures.

Offsetting the added cost of staffing are increases in certain provincial funding programs and a net reduction of levy funded capital costs.

Infrastructure Services

Managing the Corporation’s road network and facilities requires a combination of engineering expertise, quality asset management data and collaboration with our local municipalities and agencies. A number of factors impact annual workplans including: service level expectations, increased operating costs, climate change and growth-related changing traffic

patterns. Managing projects in a safe manner during a pandemic also adds challenge to an already complex service delivery model.

Council adopted a financial forecasting model to address the roadway expansion requirements as identified in the Essex Windsor Regional Transportation Study, updated for inflationary considerations, along with estimates, based on recent reports, for the expansion cost of County Roads 17, 19, 22, 42 and 46. The model was premised on 1.5% Levy increases through 2018 to accommodate the approximate \$400 million of infrastructure. In 2012, the financial model was amended to identify and prioritize expansion requirements exclusive of senior government funding and grade separations. In order to accommodate 100% municipal funding, the schedule was elongated through to 2020. A number of uncertainties exist surrounding the expansion plan:

- future replacement costs given climate change impacts to asset useful lives;
- significant increases in material, construction and construction labour costs;
- changes that may be part of a finalized road rationalization plan; and
- the timing of projects to maximize coordination with the infrastructure programs of each of the seven local municipalities.

Similar to 2021, the 2022 Budget does not include a 1.5% increase in expansion reserve funding. Instead, the Budget recognizes the 2021 workplan to update a number of key foundational studies still remains in progress. The information gathered as part of these studies will help support improved long-term planning and decision making, most notably the Essex Windsor Regional Transportation Master Plan. Working together, engineering and finance staff will update the long-term financial forecasting model that will underscore the importance of adhering to a structured plan of self-funding in order to minimize long-term costs on the local tax base; affirming the Corporation’s pay-as-you-go philosophy of funding infrastructure expansion.

The Corporation continues to make investments in funding County Wide Active Transportation facilities. The 2022 Budget increases the annual investment by an additional \$100,000 in accordance with the funding model, as approved by County Council in Report [#R017-R001-TSD-0118-TRB](#).

During 2021, departmental staff worked to maintain County roadways in a state of good repair and safety. The 2022 Budget anticipates the increased costs for mowing, brushing, ditching, catch basin, drain, fencing and debris clean-up will be offset by increased equipment utilization recoveries.

While design work was completed during 2021, renovation construction at the Civic Centre was paused during 2021 due to pandemic related supply chain issues and significant construction material price increases. The 2022 Budget anticipates both the supply chain and commodity price circumstance to improve enough to support the construction of the General Administration offices. The goal of the renovations is to modernize spaces for both staff and the public. Funding for these capital improvements will come from the Corporation’s capital reserves.

Inflationary pressures will impact most if not all Corporate departments however, the risk of negative inflation is the highest within the Infrastructure Services department. The 2022 Budget includes a modest buffer for inflationary pressures. Administration cautions Council that the inflationary estimates incorporated into the 2022 Budget may not sufficiently cover inflationary risk. As 2022 progresses, Administration will monitor this risk closely and work to mitigate deficits as appropriate.

Library

COVID-19 required the temporary closure of all Essex County Library (ECL) branches. Championed by the Chief Librarian and the strategic leadership of the ECL Board, library team members re-invented traditional service delivery models and were able to continue to serve the public on a modified basis again during 2021. The 2022 Budget anticipates a general return to pre-pandemic service levels and a nominal increase in wage and benefit costs.

Inflationary pressures are also expected to impact library services in the area of the cost of library materials. Offsetting inflationary increases are cost savings coming from changes in the service delivery of cataloguing supplies.

General Government

General Government includes the services of: council, administration, communications, finance, information technology, human resources and planning.

The 2022 Budget includes certain one-time costs associated with a Council Election year and end of term events. The budget also recognizes the

increased cost of closed caption services and technology improvements to support the production and communication of County Council meetings.

The Administration and Financial department budget includes the annualized cost of a Procurement Officer and Organizational Development Coordinator as well as a County Solicitor and two Records Management Specialists to support in house legal services and corporate wide records management. Also proposed in the Budget is a Financial Services and Information Technology department operational and service delivery review during 2022.

The Human Resources department budget includes the addition of an HRIS Specialist to support the implementation and ongoing management of the Corporation’s human resource information system. The Ability and Wellness Specialist onboarded during 2021 is also annualized from a cost perspective in the 2022 Budget.

The Planning department budget is presented as part of General Government services for the final year in 2022. Operationally, Planning and Infrastructure Services will be joined in 2022 under the leadership of the new Director of Infrastructure and Planning. Future budgets will present Planning as part of the expanded Infrastructure Services department. Included in the 2022 Budget is a Climate Change Coordinator position, funded by the Rate Stabilization Reserve. It is anticipated that this two-year position will support the advancement of the Corporation’s commitment to climate change initiatives set out in the Regional Community Energy Plan.

External Commitments

The Corporation partners with the City of Windsor to financially support the public health programs and services provided by the Windsor Essex Health Unit (WECHU). Provincial funding uncertainties continue to impact the ability to financially plan for WECHU services. The 2022 Budget represents an overall net increase in levy support over the 2021 Budget however Administration acknowledges that as WECHU finalizes its budget and clarity is provided by the province on funding allocations, this external commitment represents a potential negative budgetary risk for the Corporation.

Information provided by the Windsor Essex County Housing Corporation identified the loss of federal block funding and anticipated operational cost increases requiring an increase to the Corporation’s contribution in 2022 for these shared services. During 2021, County Council also approved a 20-year commitment to support the operational costs of additional housing units in Leamington at The Bridge. The 2022 Budget now reflects this ongoing

commitment. The base levy currently includes \$1,650,000 contribution to Capital Reserve to fund future social housing capital renewal. The amount of contribution is budgeted to remain constant at this level until a long-term social housing capital plan is officially approved. It is anticipated that this plan will be clarified in conjunction with plans to work with the City of Windsor on a Regional Affordable Housing Strategy during 2022. Funds to support the retention of a third-party consultant to assist with this plan as well as a review of the Social Housing Funding Arbitrated Agreement are included in the 2022 Budget.

In 2021, the Province announced \$9.8 million to support the initial design and consultation work associated with the future construction of the New Windsor Essex Hospital System. In keeping with the approved funding model, the 2022 Budget includes an increase to the annual contribution to reserve to meet the Corporation’s \$100 million commitment towards the \$2 billion project.

Budget Risk Factors

It is important to highlight for Council that there are risk factors inherent with any budget, in most cases beyond the control or discretion of Administration or Council. Economic realities potentially impacting operations include, but are not limited to:

- Unforeseen operational and economic impacts of a prolonged pandemic
- Provincial funding constraints in service areas related to Public Health, EMS, Social Services, Social Housing, Community Services and Long-Term Care
- EMS delivery issues related to hospital emergency off-load delays
- EMS call volume – demographics & response time framework
- Service requirements to care for an increasingly frail and higher level of acuity resident complement at Sun Parlor Home
- Increase in social service caseloads
- Winter control maintenance costs
- Province-wide municipal insurance issues

- Cost of fuel, medical and other supplies necessary across a diverse set of operating programs, specifically in EMS, Sun Parlor Home and Infrastructure Services
- Escalation in the cost to construct and maintain linear assets
- Global and domestic inflation
- Operational impact of US Exchange rate
- Decline in Sun Parlor Home Nursing subsidy if the CMI continues to decline in relation to other service providers in the Province
- Interest earned on investments
- Job evaluation for library unionized staff – potential wage rate impacts (pay equity / job equity)
- Premium increases for WSIB and other statutory deductions
- Health & welfare premiums (usage & escalation in service costs)
- Outstanding collective bargaining / arbitration results
- Social Housing – advanced timelines for capital renewal requirements and/or addressing of need to increase housing inventory

County Levy & Tax Rates

Over the past decade the County Levy has increased, due in large part, to address expansion requirements of the County roadway and active transportation infrastructure and more recently, service enhancements to address growth, demographics and systemic health related issues/services. Also impacting annual levy increases is the commitment towards the New Windsor Essex Hospital System. Further, as the County assessment increases relative to the City, a greater shift of costs is transferred from the City to the County for shared programs including: Social Services, Social Housing, Child Care and Emergency Medical Services.

Although the County Levy has steadily grown over the years, tax rates remain fairly constant, due in large part, to prudent financial management decisions and moderate but stable growth in assessment in the County of Essex over this same period.

The consolidation of the departmental budget estimates produces a residential tax rate for County purposes for 2022, assuming no significant change in tax policy, of **.0049789608**, representing a **1.73%** increase from prior year.

Chart 3 illustrates the change in County tax rates on a per \$100,000 basis.

Chart 3: Residential Tax Rate Comparison, 2021-2022

Year	Assessed Value	Res. Tax Rate	Taxes	Tax Change	%
2021	\$100,000	.0048942989	\$489.42		
2022	\$100,000	.0049789608	\$497.89	\$8.47	1.73%

Financial Implications

Administration respectfully submits that it has, in consultation with all departments, provided Council with a sound business plan for 2022 in the form of a Budget that:

- Reasonably prepares the County to maintain operations during pandemic conditions;
- Addresses the competing demands for service for the coming year;
- Positions the County to manage future capital expansion/remediation;
- Continues to address the County’s future commitment related to the New Windsor Essex Hospitals System;
- Is cognizant of the economic realities of our region and the impact these service demands have on the tax rates and ratepayers of Essex County;
- Does not compromise the Corporation’s strong financial foundation for future operations and continued maintenance of stable tax rates for the future.

A significant portion of the County-level expenditures are either mandated services or legislated obligations. Experience has demonstrated that excessive utilization of reserves, reductions in level of service and/or substantial deferral of capital initiatives will expose the Corporation to undue risk and liability while creating significant financial burdens in the future when service reduction impacts and operating/infrastructure gaps will eventually need to be addressed.

Despite the uncontrollable external factors, inflationary pressures and operational considerations discussed above, Administration remains confident that a tax rate increase of 1.73% (inclusive of a minimum 0.5% increase towards hospital funding) is manageable. This business plan focuses on current operating realities and provides the necessary capital allocation for the County’s current requirements. The plan also positions the Corporation favourably to address future capital needs, all without adversely impacting or compromising future operations and/or creating significant future tax rate adjustments.

Recommendation

That Essex County Council receive the 2022 Budget package as information and for public deliberation.

Respectfully Submitted

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Director of Financial Services/Treasurer

Concurred With,

Mike Galloway

Mike Galloway, Chief Administrative Officer

Appendix Number	Title
A	Reserve Schedule
B	2022 Budget Summary Comparison

Appendix A

County of Essex Reserve Schedule

Department	Reserve	2019 Actual	2020 Actual	2021 Projection (unaudited)	2022 Budget
General Reserves	Working Capital	4,500,000	4,500,000	4,500,000	4,500,000
General Reserves	Rate Stabilization	12,322,284	13,368,470	12,218,120	7,810,820
General Reserves	Health Benefit Rate Stabilization	2,050,000	2,458,200	2,175,760	1,933,760
General Reserves	Insurance	845,652	860,652	875,652	890,652
General Reserves	WSIB - General	1,944,397	1,972,117	1,986,117	2,172,417
General Reserves	WSIB - SPH (NEER)	619,907	821,907	821,907	821,907
General Reserves	Official Plan Reserve	629,730	669,730	664,730	499,730
General Reserves	Donations (SPH)	21,904	25,626	93,832	84,832
General Reserves	Life Enrich. Reserve (SPH)	89,213	72,228	1,022	1,022
General Reserves	Vending Proceeds Reserve	7,014	7,014	7,014	14
General Reserves	Capital	46,773,398	53,650,123	59,931,483	57,561,543
General Reserves	New Windsor Essex Hospitals Syst.	13,347,000	20,368,000	26,168,000	32,528,000
General Reserves	Capital Sun Parlor Home	549,136	549,136	551,436	276,436
General Reserves	Total	83,699,634	99,323,203	109,995,073	109,081,133
Infrastructure Reserves	Roadway Expansion	77,204,582	88,539,141	100,126,410	89,335,550
Infrastructure Reserves	Total	77,204,582	88,539,141	100,126,410	89,335,550
Emergency Medical Services	EMS - Equipment	4,629,325	5,144,619	5,931,019	7,240,419
Emergency Medical Services	EMS - Vehicles	4,511,458	4,866,115	4,732,415	4,639,515
Emergency Medical Services	EMS - WSIB	535,073	535,073	535,073	535,073
Emergency Medical Services	EMS - Severance	330,153	330,153	330,153	330,153
Emergency Medical Services	Total	10,006,009	10,875,960	11,528,660	12,745,160
Library Reserves	WSIB	119,743	119,743	119,743	119,743
Library Reserves	Rate Stabilization	480,156	480,156	496,506	285,006
Library Reserves	Enhanced Service	36,581	36,581	36,581	0
Library Reserves	Vehicles	97,060	112,060	127,860	93,260
Library Reserves	Capital	505,658	739,493	729,493	609,493
Library Reserves	Total	1,239,197	1,488,033	1,510,183	1,107,502
Total Reserves		172,149,422	200,226,336	223,160,326	212,269,345

Corporation of the County of Essex - 2022 Budget Summary

Category	Department	2021 BUDGET (restated)	2021 PROJECTION (unaudited)	2022 Budget
Net Operating Expenditures	Community Services	545,430	532,700	538,200
Net Operating Expenditures	Sun Parlor Home	9,518,780	9,315,800	9,811,100
Net Operating Expenditures	Emergency Services	10,922,080	10,696,800	12,015,600
Net Operating Expenditures	Infrastructure Services	11,716,500	11,636,910	11,839,000
Net Operating Expenditures	Library Services	4,846,910	4,846,950	4,975,700
Net Operating Expenditures	General Government Services	3,628,110	3,230,450	4,267,000
Net Operating Expenditures	External Commitments	32,762,040	32,994,780	34,748,070
Net Operating Expenditures	Operating Surplus	0	685,460	0
Total County Responsibility - Operations		73,939,850	73,939,850	78,194,670
Net Capital Expenditures	Community Services	1,650	2,400	2,000
Net Capital Expenditures	Sun Parlor Home	1,526,000	1,536,000	1,535,300
Net Capital Expenditures	Emergency Services	1,662,560	1,421,200	1,227,900
Net Capital Expenditures	Infrastructure Services	31,974,390	31,926,850	32,199,000
Net Capital Expenditures	Library Services	1,022,940	1,022,900	1,050,500
Net Capital Expenditures	General Government Services	2,368,100	2,368,100	2,466,800
Net Capital Expenditures	Capital Surplus	0	278,190	0
Total County Responsibility - Capital		38,555,640	38,555,640	38,481,500
Total Departmental Requirement	Community Services	547,080	535,100	540,200
Total Departmental Requirement	Sun Parlor Home	11,044,780	10,851,800	11,346,400
Total Departmental Requirement	Emergency Services	12,584,640	12,118,000	13,243,500
Total Departmental Requirement	Infrastructure Services	43,690,890	43,563,760	44,038,000
Total Departmental Requirement	Library Services	5,869,850	5,869,850	6,026,200
Total Departmental Requirement	General Government Services	5,996,210	5,598,550	6,733,800
Total Departmental Requirement	External Commitments	32,762,040	32,994,780	34,748,070
Total Departmental Requirement	Overall County Surplus	0	963,650	0
Total County Responsibility		112,495,490	112,495,490	116,676,170

Corporation of the County of Essex - 2022 Budget Summary - Operations

Operating Category	Department	2021 BUDGET (restated)	2021 PROJECTION (unaudited)	2022 Budget
Operating Expenditures	Community Services	2,322,590	2,788,700	2,468,700
Operating Expenditures	Sun Parlor Home	27,481,080	29,491,000	29,259,500
Operating Expenditures	Emergency Services	44,585,920	46,268,800	47,164,500
Operating Expenditures	Infrastructure Services	15,531,690	15,728,350	15,446,400
Operating Expenditures	Library Services	5,500,220	4,954,800	5,599,000
Operating Expenditures	General Government Services	7,563,290	9,330,550	8,409,100
Operating Expenditures	External Commitments	26,218,440	24,524,260	29,684,070
Operating Expenditures	Total	129,203,230	133,086,460	138,031,270
Operating Recoveries	Community Services	1,775,160	2,255,200	1,914,700
Operating Recoveries	Sun Parlor Home	17,608,290	19,891,200	19,161,700
Operating Recoveries	Emergency Services	33,663,840	35,572,000	35,148,900
Operating Recoveries	Infrastructure Services	3,268,750	3,604,400	3,607,400
Operating Recoveries	Library Services	392,730	324,700	393,700
Operating Recoveries	General Government Services	5,030,410	7,426,500	5,088,600
Operating Recoveries	External Commitments	500,000	266,480	60,000
Operating Recoveries	Total	62,239,180	69,340,480	65,375,000
Contrib. to (from) Reserves	Community Services	(2,000)	(800)	(15,800)
Contrib. to (from) Reserves	Sun Parlor Home	(354,010)	(284,000)	(286,700)
Contrib. to (from) Reserves	Infrastructure Services	(546,440)	(487,040)	0
Contrib. to (from) Reserves	Library Services	(260,580)	216,850	(229,600)
Contrib. to (from) Reserves	General Government Services	1,095,230	1,326,400	946,500
Contrib. to (from) Reserves	External Commitments	7,043,600	8,737,000	5,124,000
Contrib. to (from) Reserves	Rate Stabilization Reserve - Surplus	0	685,460	0
Contrib. to (from) Reserves	Total	6,975,800	10,193,870	5,538,400
Net Departmental Operations	Community Services	545,430	532,700	538,200
Net Departmental Operations	Sun Parlor Home	9,518,780	9,315,800	9,811,100
Net Departmental Operations	Emergency Services	10,922,080	10,696,800	12,015,600
Net Departmental Operations	Infrastructure Services	11,716,500	11,636,910	11,839,000
Net Departmental Operations	Library Services	4,846,910	4,846,950	4,975,700
Net Departmental Operations	General Government Services	3,628,110	3,230,450	4,267,000
Net Departmental Operations	External Commitments	32,762,040	32,994,780	34,748,070
Net Departmental Operations	Overall County Surplus	0	685,460	0
Total County Responsibility - Operations		73,939,850	73,939,850	78,194,670

Corporation of the County of Essex - 2022 Budget Summary - Capital

Capital Category	Department	2021 BUDGET (restated)	2021 PROJECTION (unaudited)	2022 Budget
Capital Expenditures	Community Services	1,650	2,400	2,000
Capital Expenditures	Sun Parlor Home	1,833,550	1,274,000	2,069,500
Capital Expenditures	Emergency Services	3,419,090	3,130,800	2,267,900
Capital Expenditures	Infrastructure Services	59,705,780	28,055,230	50,889,300
Capital Expenditures	Library Services	1,288,100	1,318,000	1,356,100
Capital Expenditures	General Government Services	987,560	1,840,300	4,239,900
Capital Expenditures	Total	67,235,730	35,620,730	60,824,700
Capital Recoveries	Sun Parlor Home	218,870	314,600	136,700
Capital Recoveries	Emergency Services	2,634,460	2,362,300	2,256,500
Capital Recoveries	Infrastructure Services	5,755,540	6,121,710	2,661,700
Capital Recoveries	Library Services	0	100,400	59,500
Capital Recoveries	General Government Services	901,670	906,200	799,400
Capital Recoveries	Total	9,510,540	9,805,210	5,913,800
Contrib. to (from) Reserves	Sun Parlor Home	(88,680)	576,600	(397,500)
Contrib. to (from) Reserves	Emergency Services	877,930	652,700	1,216,500
Contrib. to (from) Reserves	Infrastructure Services	(21,975,850)	9,993,330	(16,028,600)
Contrib. to (from) Reserves	Library Services	(265,160)	(194,700)	(246,100)
Contrib. to (from) Reserves	General Government Services	2,282,210	1,434,000	(973,700)
Contrib. to (from) Reserves	Rate Stabilization Reserve - Surplus	0	278,190	0
Contrib. to (from) Reserves	Total	(19,169,550)	12,740,120	(16,429,400)
Net Departmental Capital	Community Services	1,650	2,400	2,000
Net Departmental Capital	Sun Parlor Home	1,526,000	1,536,000	1,535,300
Net Departmental Capital	Emergency Services	1,662,560	1,421,200	1,227,900
Net Departmental Capital	Infrastructure Services	31,974,390	31,926,850	32,199,000
Net Departmental Capital	Library Services	1,022,940	1,022,900	1,050,500
Net Departmental Capital	General Government Services	2,368,100	2,368,100	2,466,800
Net Departmental Capital	Overall County Surplus	0	278,190	0
Total County Responsibility - Capital		38,555,640	38,555,640	38,481,500



2022 Budget Overview

C O U N T Y O F E S S E X . C A

Fundamental Principles

- Appropriate levels of service are being delivered to the community.
- The Corporation is prepared to maintain its commitments to the community as represented by current discretionary funding levels (i.e. external commitments).
- Consideration has been given to the impact of decisions on the Corporation's future financial stability.

Budget Process

- Budget Assumptions / Format / Timetable
- Preparation of Preliminary Departmental Estimates
- Administrative Review
- Council Review (December 1, 2021)

Fiscally Responsible Government



- Standard & Poor's **AA+** Credit rating
 - Very low debt (\$0 Levy supported debt)
 - Health liquidity
 - Solid Reserve Strategy
 - Long standing life-cycle capital program
 - Pay-as-we-go infrastructure
- Consistent tax rates – at or below inflation

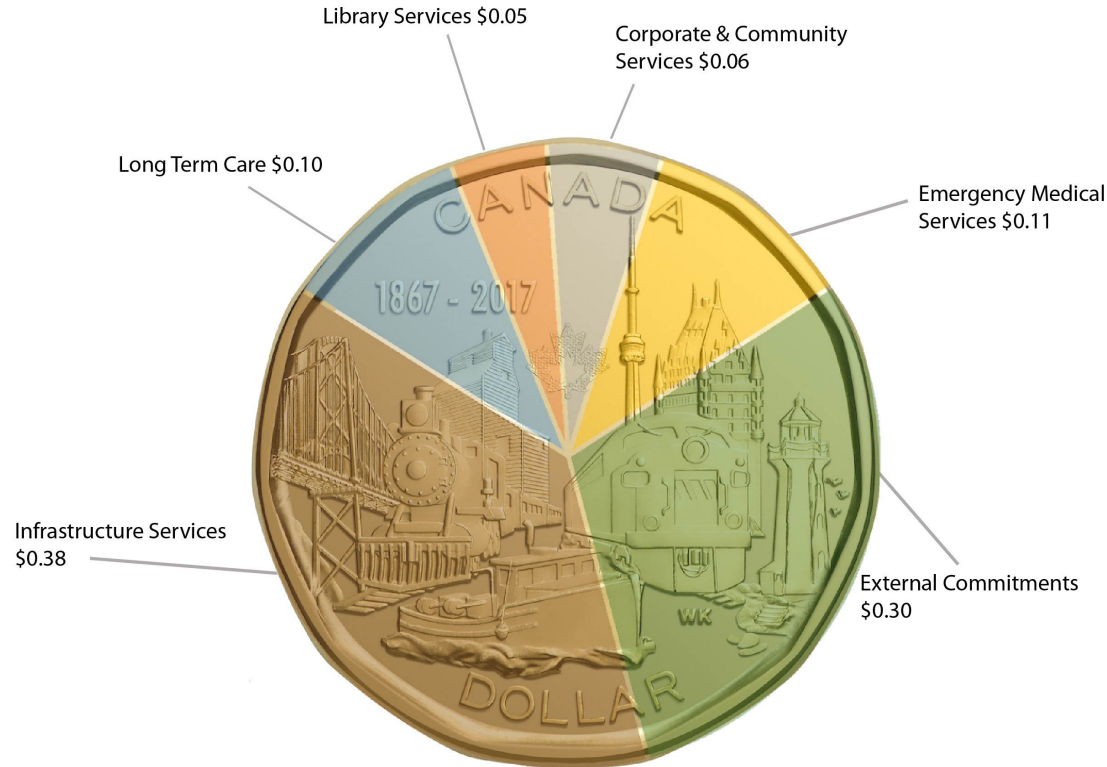
Inflation & County Tax Rates

- Established practice of keeping tax rate increases at or below inflation
- Recessionary economy due to pandemic
- Periods of higher inflation
- Use of 2% represents a 2022 Budget Risk
- Proposed tax rate increase well below actual inflation

Budget Summary

Budget Summary	2021 Budget	2021 Projection	2022 Budget
Operating Budget:			
Operating Expenditures	129,203,230	133,086,460	138,031,270
Operating Recoveries	(62,239,180)	(69,340,480)	(65,375,000)
Contrib to (from) Reserves	6,975,800	10,193,870	5,538,400
Net Operating Budget:	73,939,850	73,939,850	78,194,670
Capital Budget:			
Capital Expenditures	67,235,730	35,620,730	60,824,700
Capital Recoveries	(9,510,540)	(9,805,210)	(5,913,800)
Contrib to (from) Reserves	(19,169,550)	12,740,120	(16,429,400)
Net Capital Budget:	38,555,640	38,555,640	38,481,500
Total County Responsibility	112,495,490	112,495,490	116,676,170

Your 2022 Tax Dollar



2022 Budget Impact Variables



Budget 2022 - Summary of Levy Impact Variables	Levy Impact	Tax Impact
County Levy 2021	\$112,494,490	-1.92%
Sun Parlor Home	\$301,620	0.27%
Emergency Medical Services	\$658,860	0.57%
Infrastructure Services	\$347,110	0.31%
Library Services	\$156,350	0.14%
General Government Services	\$730,710	0.63%
External Commitments	\$1,986,030	1.73%
County Levy 2022	\$116,676,170	1.73%

2022 Budget Impact Variables



Budget 2022 - Summary of Levy Impact Variables	Levy Impact	Tax Impact
County Levy 2021	\$112,494,490	-1.92%
Sun Parlor Home	\$301,620	0.27%
Emergency Medical Services	\$658,860	0.57%
Infrastructure Services	\$347,110	0.31%
Library Services	\$156,350	0.14%
General Government Services	\$730,710	0.63%
External Commitments	\$1,986,030	1.73%
County Levy 2022	\$116,676,170	1.73%

SPH & EMS Budget Impacts



- COVID-19 Risk (full 12 months to varying degrees)
- Staff additions at SPH to phase in increase to 4 hours of direct care/resident/day by 2025
- Staff additions at EMS to address growth in modified alignment with the 2018 Master Plan

2022 Budget Impact Variables



Budget 2022 - Summary of Levy Impact Variables	Levy Impact	Tax Impact
County Levy 2021	\$112,494,490	-1.92%
Sun Parlor Home	\$301,620	0.27%
Emergency Medical Services	\$658,860	0.57%
Infrastructure Services	\$347,110	0.31%
Library Services	\$156,350	0.14%
General Government Services	\$730,710	0.63%
External Commitments	\$1,986,030	1.73%
County Levy 2022	\$116,676,170	1.73%

Infrastructure Services

- Levy funded reserve contribution to Expansion Program remains at 2021 level
- Additional \$100,000 on base levy for CWATS in accordance with approved funding model
- Inflationary pressures high for this department
- Civic Centre renovations continue in 2022

- Asset Management legislative requirement in July 2022
- Review of software to support better integration between front line work orders and asset inventory condition rating tracking
- Continuation of a number of master plans

2022 Budget Impact Variables



Budget 2022 - Summary of Levy Impact Variables	Levy Impact	Tax Impact
County Levy 2021	\$112,494,490	-1.92%
Sun Parlor Home	\$301,620	0.27%
Emergency Medical Services	\$658,860	0.57%
Infrastructure Services	\$347,110	0.31%
Library Services	\$156,350	0.14%
General Government Services	\$730,710	0.63%
External Commitments	\$1,986,030	1.73%
County Levy 2022	\$116,676,170	1.73%

- Planned return to pre-pandemic service levels
- Focus on technology and Open+ service expansion
- Inflationary pressures affecting tangible collection
- Efforts to improve collaboration with local municipalities and create synergies for the provision of public programming

2022 Budget Impact Variables



Budget 2022 - Summary of Levy Impact Variables	Levy Impact	Tax Impact
County Levy 2021	\$112,494,490	-1.92%
Sun Parlor Home	\$301,620	0.27%
Emergency Medical Services	\$658,860	0.57%
Infrastructure Services	\$347,110	0.31%
Library Services	\$156,350	0.14%
General Government Services	\$730,710	0.63%
External Commitments	\$1,986,030	1.73%
County Levy 2022	\$116,676,170	1.73%

General Government

- 2022 Council Election year
- Additional staff to address technology, legal, records management and human resource service demands
- Final year of presentation of Planning with Gen Gov, future years shown with Infrastructure Services

2022 Budget Impact Variables



Budget 2022 - Summary of Levy Impact Variables	Levy Impact	Tax Impact
County Levy 2021	\$112,494,490	-1.92%
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External Commitments	\$1,986,030	1.73%
County Levy 2022	\$116,676,170	1.73%

External Commitments



Most significant impact to 2022 Proposed Tax Rate

- Risk associated with WECHU contribution
- Social Housing Operations costs increasing
- Annualization of 20 year commitment to The Bridge
- Consultant to assist with Regional Affordable Housing Strategy and Social Housing Funding Agreement with City of Windsor and WECHC
- NWEHS contribution increase according to funding model

Reserve Strategy



Key to:

- Long term fiscal sustainability
- Reducing tax rate volatility
- Managing affordability for current and future generations
- Effectively executing the Strategic Asset Management Plan and Policy

Reserve Strategy

Reserve	2019 Actual	2020 Actual	2021 Projection (unaudited)	2022 Budget
Capital Acquisition / Replacement	57,066,033	65,061,546	72,003,706	70,420,666
WSIB	3,219,120	3,448,840	3,462,840	3,649,140
Rate Stabilization	13,586,882	14,659,805	13,517,805	8,681,405
Roadway Expansion	77,204,582	88,539,141	100,126,410	89,335,550
Working Funds	4,500,000	4,500,000	4,500,000	4,500,000
Insurance and Health Benefits	2,895,652	3,318,852	3,051,412	2,824,412
EMS Severance	330,153	330,153	330,153	330,153
New Windsor Essex Hospital System	13,347,000	20,368,000	26,168,000	32,528,000
Total Reserves	\$172,149,422	\$220,226,336	\$223,160,326	\$212,269,326

Budget Risk Factors

- COVID-19
- Inflationary pressures (materials, insurance)
- Legislative service delivery changes
- EMS volume pressures
- SPH resident acuity pressures
- Winter control season

Budget Risk Factors

- Investment return volatility
- Outstanding collective agreements
- Job evaluation and job equity
- Social housing capital renewal timelines

Tax Rate Impact

Year	Per \$100,000 of CVA	Residential Tax Rate	Taxes	Tax Change	%
2021	\$100,000	.0048942989	\$489.42		
2022	\$100,000	.0049789608	\$497.89	\$8.47	1.73%



Questions?

C O U N T Y O F E S S E X . C A



Community Services / Housing with Supports

Service Delivery Promise

The Housing with Supports program provides financial assistance to County residents who require residential care and assistance with daily living activities. This program is supported by the Province through the City of Windsor Social Services department as a part of the Community Homelessness Prevention Initiative (CHPI). This program is a discretionary service for the County of Essex.

Community Services / Housing with Supports



Level of Service Statement

The Housing with Supports Program is provided through purchase of service agreements with ten (10) rest and retirement homes throughout Essex County. In 2021, the program provided financial assistance to approximately 190 residents residing in one of these contracted homes.

Quality is measured through the completion of yearly inspections by County staff who assess the homes' compliance with the Housing with Supports Standards. Staff visit the homes regularly on a scheduled and unscheduled basis to monitor compliance and quality of care.

2021 Achievements and Challenges

The Housing with Supports Program continued to face challenges related to the COVID-19 pandemic. In an effort to respond to these challenges, the following initiatives were implemented:

COVID-19 Funding Support: Throughout the pandemic, the County worked in collaboration with the City of Windsor to establish a platform where Housing with Supports Providers could request funding to compensate for additional expenses related to staffing, PPE, cleaning supplies and outbreak expenses. In 2021, the City of Windsor, through the provincial Social Services Relief Funding, will provide up to a total of \$816,700 of COVID-19 relief funding to the County Housing with Supports Homes.

Data Reporting to the Ministry of Municipal Affairs and Housing: Housing with Supports Providers were expected to provide multiple data reports to the City of Windsor to respond to data requests from the Ministry of Municipal Affairs and Housing. These reports enabled the Ministry to keep current with the trends and challenges present in the homes.

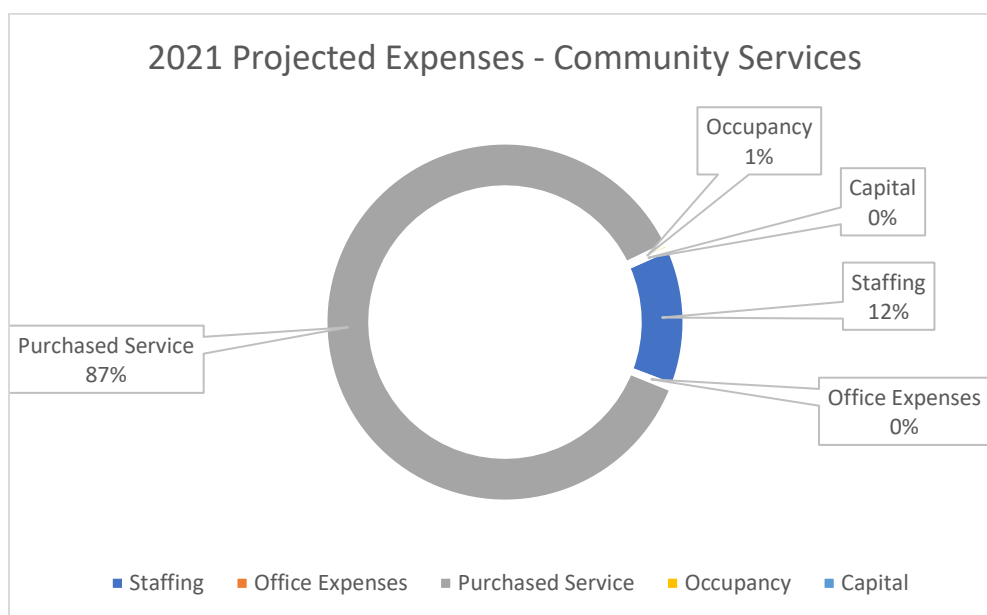
Training for Housing with Supports Providers: The County of Essex was not able to provide training events due to the limitations caused by the pandemic. However, in collaboration with the City of Windsor, a Virtual Support Program was implemented where each Housing with Supports Home was provided with a computer and accessories for residents to be able to connect with their service providers virtually. Home Administrators received training and support to implement the program.

Partnerships and Collaborations: One of the Housing with Supports Homes had a serious COVID-19 outbreak where several residents and staff tested positive for COVID-19. County Administration collaborated with various healthcare providers, the City of Windsor and other service providers who worked closely with the Home to address the COVID-19 outbreak. Hotel Dieu Grace Healthcare managed the operations of the home on a temporary basis and community partners re-deployed staff to fill in personnel gaps in the Home and to increase infection control protocols and practices during the outbreak. In addition, County Administration collaborated with the Essex-Windsor EMS and the Windsor Essex County Health Unit to provide the Housing with Supports Homes staff and residents with COVID-19 vaccinations. Mobile vaccination clinics attended the Housing with Supports Homes to vaccinate all residents and staff.

New Housing with Supports Provider: The County of Essex partnered with Building Bridges Erie Shores to provide Housing with Supports Services to youth at risk of experiencing homelessness. This initiative expanded the scope of Housing with Supports Services in the County of Essex to provide youth with housing, support and education with a goal to transition to independent living. In addition, County Administration has been working with another innovative Housing with Supports Program with a focus on providing mental health and addictions care to individuals experiencing homelessness or at risk of becoming homeless. This program is intended to fill a gap in our community and support difficult to house individuals by providing the services they need to improve their quality of life and retain housing. This new Housing with Supports Program plans to be operational in early 2022 once renovations are completed.

Annual Inspections and Monthly Audits: In 2021, County Staff completed annual inspections with all County Housing with Supports Homes. In general, homes were compliant with Housing with Supports Program Standards and no major concerns were identified. In addition, in August 2021, County Staff introduced the completion of Infection Prevention and Control (IPAC) audits with each Housing with Supports Home. These audits are completed during unscheduled home visits and assess the compliance with various infection and control measures required for congregate care settings.

The graph below illustrates the key areas of spending in Community Services / Housing with Supports for this past year (projected to December 31, 2021).



Opportunities and Challenges Facing Community Services / Housing with Supports in 2022

The ongoing pandemic will be a key issue impacting the Housing with Supports Program in 2022. Ensuring adherence to public health measures will continue to be an important focus for Housing with Supports Providers.

Furthermore, County Administration will continue to work with current Housing with Supports Providers and seek new opportunities to create capacity and fill gaps in the overall program.

The County is currently working with a potential service provider who is in the process of renovating a facility to operate an innovative Housing with

Supports Home in the County. This new provider would be an important addition to the Housing with Supports Program as they plan to have mental health and addictions supports on site for the residents. This type of program would fill an important gap in the system and meet an identified need in the community.

The complex needs of the individuals supported by the Housing with Supports Program continues to be a challenge. The County will strive to provide education opportunities to the Housing with Supports Providers and will continue to foster collaborations between the providers and other community resources. Ongoing collaborations with Hotel Dieu Grace Healthcare to facilitate positive transitions for hospital discharges will continue and serve as a possible framework for discharges from other hospital partners.

In 2022, the Housing with Supports Program will aim to collaborate with the University of Windsor's School of Social Work and acquire a Social Work Masters Level (MSW) student to work with the Housing with Supports Providers and their residents in the areas of positive communication, respect and empowerment. The MSW student could also work with residents to transition them to an independent living situation if appropriate.

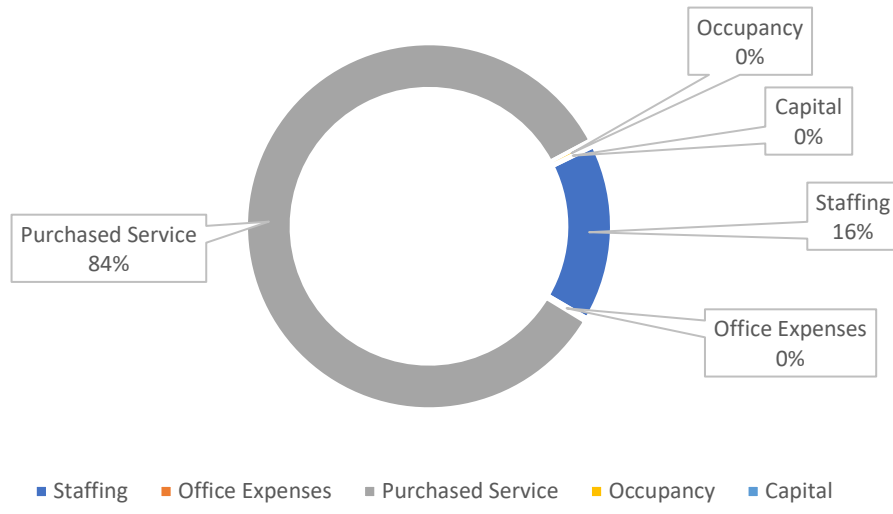
In addition, due to an upcoming retirement within the Housing with Supports Program team, the 2022 budget plans for recruitment expenses as well as a brief staffing overlap for training purposes (funded by reserve).

Proposed 2022 Budget Plan

The proposed 2022 Budget plan mirrors the 2021 Budget and will support the operating of the Housing with Supports Program to support an average of 226 residents.

The graph on the next page illustrates the key areas of proposed 2022 Budget spending in Community Services / Housing with Supports. Overall, the 2022 Budget for Community Services / Housing with Supports, net of recoveries, totals \$540,200 (a slight decrease over prior year).

2022 Proposed Budget - Community Services



Community Services / Housing with Supports

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16104-1101	Full Time	227,100	227,100	246,400
Salaries and Wages	16104-1105	Students	10,100	5,500	10,700
Salaries and Wages	Category	Total	237,200	232,600	257,100
Benefits	16104-1201	Employment Insurance	3,560	3,500	4,300
Benefits	16104-1202	Canada Pension	9,720	9,500	12,000
Benefits	16104-1203	O.M.E.R.S.	23,100	23,100	21,600
Benefits	16104-1204	Employer Health Tax	4,630	4,600	5,100
Benefits	16104-1205	Health Insurance	18,370	18,800	19,900
Benefits	16104-1206	Group Insurance	1,690	1,300	1,800
Benefits	16104-1207	Long Term Disability Insurance	5,880	3,800	6,700
Benefits	16104-1209	Short Term Disability Insurance	3,690	3,600	2,200
Benefits	16104-1208	W.S.I.B.	1,190	1,200	1,300
Benefits	Category	Total	71,830	69,400	74,900
Staff Expense	16104-3001	Mileage	12,000	5,500	12,000
Staff Expense	16104-3002	Staff Training	6,000	3,000	6,000
Staff Expense	16104-3098	Staff - Other	1,000	1,000	1,000
Staff Expense	16104-3696	Administration Fees	35,000	35,000	35,000
Staff Expense	Category	Total	54,000	44,500	54,000
Office Expense	16104-3101	Telephone	2,700	2,700	2,800
Office Expense	16104-3103	Office Supplies	1,500	1,500	1,500
Office Expense	16104-3198	Other - Provider Meetings	1,400	1,400	1,400
Office Expense	16104-3407	Rent	11,480	11,500	11,800
Office Expense	Category	Total	17,080	17,100	17,500
Lease & Maintenance	16104-3203	Copier Lease / Maintenance	350	900	600
Lease & Maintenance	16104-3204	Computer Maintenance	1,130	4,000	1,200
Lease & Maintenance	Category	Total	1,480	4,900	1,800
Purchased Service	16104-3301	Legal / Consulting	8,000	8,000	5,000
Purchased Service	16104-3337	Municipal Discr. & Client Transport.	5,000	5,000	5,000
Purchased Service	16104-3338	Translation Services	1,000	1,000	1,000
Purchased Service	16104-5134	Housing with Supports Per Diem Subsidy	1,927,000	1,608,300	2,052,400
Purchased Service	16104-3686	One Time Pandemic Costs	0	797,000	0
Purchased Service	Category	Total	1,941,000	2,420,200	2,063,400
Expenditures	Category	Total	2,322,590	2,788,700	2,468,700
Recoveries	16104-6334	Provincial Subsidy	1,775,160	1,456,500	1,914,700
Recoveries	16104-6368	Safe Restart	0	1,700	0
Recoveries	16104-6366	Pandemic Funding	0	797,000	0
Recoveries	Category	Total	1,775,160	2,255,200	1,914,700
Contributions to (from)	16104-6806	Rate Stabilization Reserve	0	0	(15,800)
Contributions to (from)	16104-6801	Health Benefit Reserve	(2,000)	(800)	0
Contributions to (from)	Category	Total	(2,000)	(800)	(15,800)
Net Operating		Expenditures	545,430	532,700	538,200
Capital Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	16104-3801	Total	1,650	2,400	2,000
Net Capital		Expenditures	1,650	2,400	2,000
Total Departmental		Requirement	547,080	535,100	540,200



Community Services

2022 Budget Presentation

C O U N T Y O F E S S E X . C A

Community Services



- Subsidized residential care placements for vulnerable adults (226 clients – yearly average)
- Purchase of service agreements with 10 homes across the County of Essex
- CHPI: flexible regional funding for homelessness prevention strategies (funds housing with supports, homeless shelters, keep the heat, housing essentials program.....)

Program Challenges



- Evolving client base with complex needs complicated by pandemic restrictions.
- Access to health related services in Housing with Supports Homes.
- Regional transportation continues to be challenging.
- Lack of capacity in existing homes, very little room for contingency planning.
- Impact of COVID-19 on congregate living settings.
- Recruitment challenges for Housing with Supports Providers.

Budget Summary

Community Services	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 545,430	\$ 532,700	\$ 538,200
Net Capital Expenditures	\$ 1,650	\$ 2,400	\$ 2,000
Net Departmental Requirement	\$ 547,080	\$ 535,100	\$ 540,200

2021 Achievements

- Ongoing collaboration with Hotel Dieu Grace Healthcare to facilitate positive transitions to Housing with Supports Homes following hospital discharges.
- Additional funding to homes related to COVID-19 expenses (additional staffing and other pandemic related supplies).
- Introduction of Infection Prevention and Control Audits to each home (unscheduled and random).

2021 Achievements



- With discretionary funding, we assisted residents with covering the cost of transportation to medical appointments, incontinence supplies, prescriptions and dental work.
- Purchase and installation of computers in each home for residents to have virtual visits with family members and service providers.
- Completed annual inspections with all Housing with Supports Homes.
- Contracted with a new Housing with Supports Provider focussing on youth supportive housing.
- Partnered with Leamington service providers to develop a county coordinated access model for housing and homelessness services.

Budget Summary

Community Services	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 545,430	\$ 532,700	\$ 538,200
Net Capital Expenditures	\$ 1,650	\$ 2,400	\$ 2,000
Net Departmental Requirement	\$ 547,080	\$ 535,100	\$ 540,200

2022 Budget

- Proposed overall decrease of \$6,880 which represents a 1.3% decrease to the overall Housing with Supports budget.

2022 Budget

- Proposed budget maintains service levels averaging 226 residents.
- Maintains discretionary funds to assist residents with transportation, medical & dental expenses and incontinence supplies.
- Invests in additional training for homes in response to the complexity of residents.

Next Steps...

- Partnership with a new Housing with Supports Provider that will strive to meet the needs of individuals experiencing severe mental health and addiction challenges.
- Continue to foster collaboration between the Housing with Supports Homes and healthcare services.
- Continue expanding the use of electronic forms.

Next Steps...

- Enhance collaboration with existing community services to ensure that every individual supported by this program receives the services they need.
- Collaborate with the University of Windsor's School of Social Work to obtain a Master's of Social Work Student to provide counselling to individuals residing in Housing with Supports Homes.



Questions?

C O U N T Y O F E S S E X . C A



Sun Parlor Home for Senior Citizens

The Sun Parlor Home was established in 1901 in Leamington Ontario as a small house of refuge, and has been through many historical moments throughout its 120 years. We have an extensive history and hold many stories, including those of World War I, the Spanish Flu pandemic of 1918, the Depression of the 1920's, World War II, and the SARS Pandemic. Through all these crises, the Sun Parlor Home remains resilient and committed to the people we serve.



Level of Service Statement

Who We Are

The Sun Parlor Home is a municipally run home with 206 long-term care beds. This means that 206 diverse residents requiring 24-hour nursing and personal long-term care reside within the home at any given time. The Home principally serves the communities of Essex County including Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington, and Tecumseh. In the Home, there are a total of eight care home areas which includes a secure area of 30 beds for people with severe dementia and Alzheimer's disease.

The Sun Parlor Home has approximately 300 full and part time team members. There are also many volunteers and allied health professionals at the home on a daily basis to provide support and perform specialized tasks.

- 99 residents moved into Sun Parlor Home in 2021 from all municipalities within Essex County
- 90% of residents with dementia
- 85% of residents who require extensive assistance or are totally dependent on team members for care
- 61 team members hired in 2021
- Over 15,000 visits to the home – Essential Care Givers/support workers/general visitors

What We Do

We provide a safe and secure home that operates 24 hours a day, 365 days a year, providing a continuum of care and services to enhance quality of life by responding to individual resident needs. The resident population including the aging demographic, acuity and complexity of resident care needs continues to increase with a corresponding increase in demand for specialized services. In everything we do for those entrusted to our care, we strive to enhance quality of life in each and every interaction. Our approach to care and service delivery, advocacy, life enrichment, and environment are planned in a manner that supports residents' rights to safety, dignity, honesty, wellness and quality of life.

Why We Do It

The need for long-term care services is becoming increasingly important as the population ages, the demographics change, acuity and complexity of

resident care needs rise and the demand for specialized services increases. The Sun Parlor Home must provide increasingly complex interventions for residents with responsive behaviour, associated dementias and mental illness.

2021 Achievements and Challenges

Our Experience and Success

The COVID-19 pandemic, has challenged and continues to challenge us in many ways, but our unwavering commitment has been to the health and safety of everyone who lives and works at the Home. We have been fortunate through these challenging times, by dedication and commitment of the team members, volunteers, physicians, and leadership team that ensured everyone's safety.

Additional team members were maintained in the Personal Support Worker, Registered Practical Nurse, Life Enrichment and Housekeeping categories to assist the home in our ability to maintain the staffing cohorts and reduce the possibility of viral transmission throughout the home.

Introduction of a dedicated Infection Prevention and Control/Assistant Director of Care role in 2021 was instrumental in the implementation of COVID-19 policies and procedures, successful COVID-19 immunization program for the residents and team members and positive feedback from Ministry of Long-Term Care inspectors and Erie Shores Health Care IPAC team.

Communicating with residents, families and team members continued to be a key priority for the Leadership Team in 2021. Weekly huddles with team members led by the members of the leadership team, COVID-19 updates, frequent letters and updates to families and residents continued to engage team members and keep residents and families connected to us.

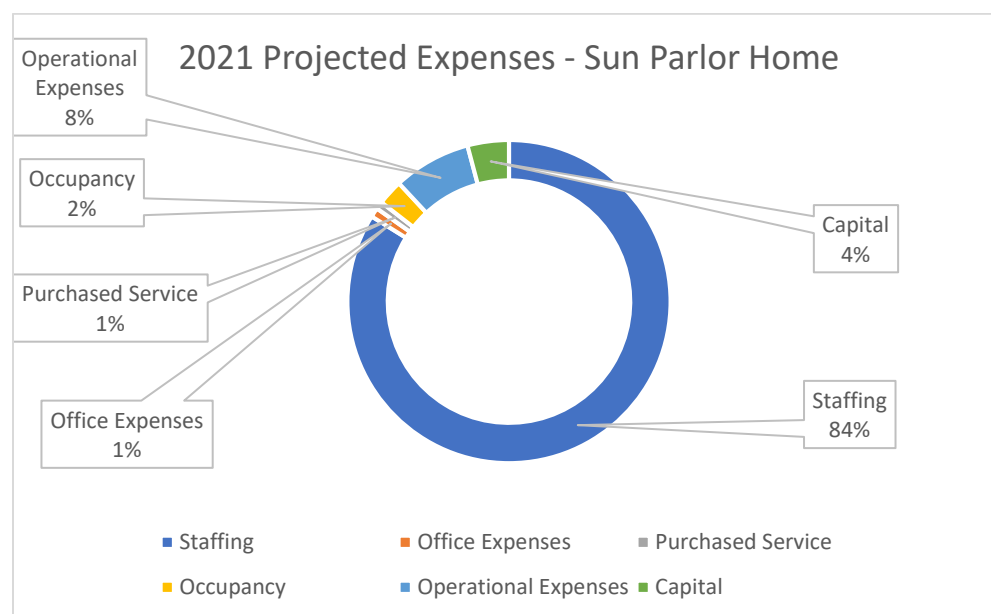
As mandated, our home was able to maintain team member and visitor active screening protocols upon entering and exiting the home which required additional resources including screeners and security personnel. The COVID Response Coordinator coordinated indoor, outdoor and essential caregiver visits. The Coordinator was also responsible for the tracking and oversight of the vaccination programs for team members and essential caregivers, and managed the third party security personnel to ensure ongoing compliance with Public Health and Ministry of Long-Term Care directives.

The Ministry of Long-Term Care announced multiple funding changes that directly impacted the operations and service delivery at the Sun Parlor Home including Pandemic Pay, Infection Control and Prevention-Minor capital funding, COVID-19 Prevention and Containment funding and Medication Safety funding.

Further, the Ministry recently announced a Long-Term Care Staffing Increase Funding policy to support the hiring of more staff to increase direct hours of care provided to residents. This new funding defined nursing care staffing targets to be achieved over the next 4 years. This new funding also increased funding for Allied Health Professionals and supporting professional growth.

A number of the Capital projects for 2021 were not realized. Significant challenges for these projects included legislative requirements for access to the building, limited contractor availability, and supply chain issues with products.

The graph below illustrates the key areas of spending at the Sun Parlor Home for this past year (projected to December 31, 2021).



Opportunities, Challenges and Risks for 2022

Aging demographic, acuity and complexity of resident care needs continues to rise requiring additional specialized services. These are the same factors that impact the Case Mix Index (CMI) calculations upon which Nursing and Personal Care funding envelopes are based. The CMI is determined by the Ministry annually. In 2021, there was a decrease in the CMI at SPH resulting in a reduction in funding. This reduction was not due to a reduction in acuity

at the Sun Parlor Home, but rather a re-indexing factor which is determined and applied by the Ministry on an annual basis.

Due to its age and layout, maintaining the home in a state of good repair continues to be a challenge. An adequate maintenance plan helps to ensure the safety, security and comfort of residents, mitigates risk to the County and supports compliance with legislated requirements.

Recommendations from Ontario's Long-Term Care COVID-19 Commission and Auditor General report have direct impact on the operations at the Home including the introduction of new legislation to create the Fixing Long-Term Care Act, 2021. This new legislation will establish an average of four hours of daily direct care per resident; strengthen the Residents' Bill of Rights; implement new standardized annual resident and family/caregiver surveys; and establish new compliance and enforcement tools.

Medication Safety Technology program funding has operational challenges as the technology solutions outlined in the program cost a lot more than the funding the Ministry is providing.

Priority Actions (Proposed 2022 Budget Plan)

The 2022 Operating Budget will enable SPH to support Essex County Seniors by meeting the growing demand for long-term care services. Legislative, service delivery and funding changes announced by the provincial government present the largest challenges to the Home's operations.

The 2022 Budget reflects the enhanced level of nursing staff to meet the direct hours of care targets for 2022/23. Additional funding is included to meet the ongoing demands for staffing cohorts and other requirements as established by the COVID-19 pandemic. This budget is designed to deliver exemplary care and services through a continuum of care.

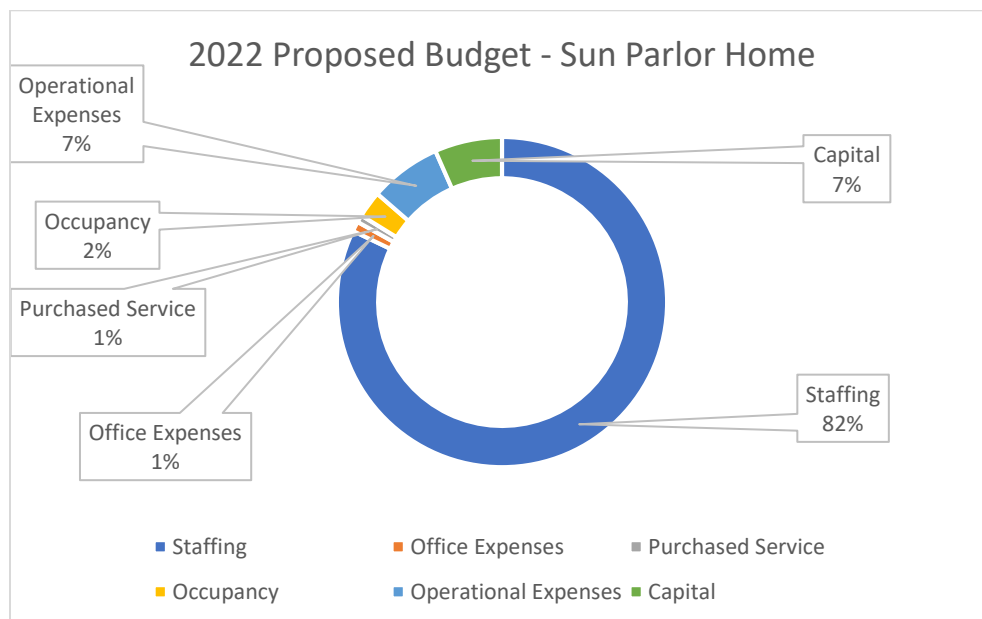
The 2022 Budget supports the use of emotion-focused models of care and further development of the Palliative Care program within the home to improve the care for residents.

The Sun Parlor Home recognizes its team members as its most valuable resource and is developing a comprehensive Human Resources plan to ensure successful recruitment and retention strategies for team members. The goal will be to build capacity through high performing teams and strong partnerships.

During 2022, we are committed to enhancing infection prevention and control measures to pandemic-proof the home based on lessons learned.

Execution of the capital maintenance plan during 2022 will aid in continuing to maintain the home in a state of good repair until redevelopment is possible.

The graph below illustrates the key areas of proposed 2022 Budget spending at the Sun Parlor Home. Overall, the 2022 Budget for Sun Parlor Home, net of recoveries, totals \$11,346,400 (an increase of \$301,620 (2.73%) over prior year).



Sun Parlor Home - Summary

Operating Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Expenditures	Administration	1,697,330	2,014,800	1,804,900
Expenditures	Nursing & Personal Care	16,632,940	18,082,400	17,852,700
Expenditures	Life Enrichment	1,217,780	1,197,300	1,356,000
Expenditures	Food & Nutrition	3,599,050	3,694,000	3,679,400
Expenditures	Laundry	1,060,350	1,075,000	1,106,300
Expenditures	Housekeeping	1,678,500	1,851,700	1,790,900
Expenditures	Maintenance	1,595,130	1,575,800	1,669,300
Expenditures	Total	27,481,080	29,491,000	29,259,500
Provincial Subsidy	Nursing & Personal Care	7,591,760	7,526,300	7,434,600
Provincial Subsidy	Program & Support	886,460	886,500	886,500
Provincial Subsidy	Food	717,300	717,300	717,300
Provincial Subsidy	Accommodation	4,222,600	4,222,600	4,222,600
Provincial Subsidy	Equalization Adjustment	210,500	210,500	210,500
Provincial Subsidy	Total	13,628,620	13,563,200	13,471,500
Resident Revenue	Total	(4,299,300)	(4,299,300)	(4,299,300)
	Net Provincial Subsidy	9,329,320	9,263,900	9,172,200
Recoveries	Provincial - High Wage Transitional	188,210	47,100	0
Recoveries	Provincial - Pay Equity Funding	33,760	33,800	33,800
Recoveries	Provincial - Global Increase	338,360	494,500	546,600
Recoveries	Provincial - Pandemic Funding	0	2,511,000	304,400
Recoveries	Provincial - Pandemic Revenue Adjustments	0	138,800	0
Recoveries	Provincial - Medication Safety Technology	0	0	6,000
Recoveries	Provincial - Physician On-Call	21,320	22,100	21,400
Recoveries	Provincial - High Intensity Needs	108,880	108,900	108,900
Recoveries	Provincial - RAI Early Adopter	107,520	107,500	107,500
Recoveries	Provincial - RN, RPN, PSW Staffing Supplement	0	463,100	1,267,400
Recoveries	Provincial - Allied Health Supplement	0	87,200	238,800
Recoveries	Provincial - Supporting Professional Growth Fund	0	20,700	6,900
Recoveries	Provincial - PSW	243,610	241,400	238,400
Recoveries	Provincial - Falls Prevention Equipment	20,600	20,600	20,600
Recoveries	Provincial - Registered Nurse (RN)	106,010	106,000	106,000
Recoveries	Provincial - Behavioural Supports Ontario	355,550	204,900	146,900
Recoveries	Preferred Accommodation	1,000,000	985,000	1,020,000
Recoveries	Safe Restart	1,165,060	390,100	1,295,600
Recoveries	Departmental Recoveries	290,790	345,300	221,000
Recoveries	Total	3,979,670	6,328,000	5,690,200
Recoveries - Total (incl. Subsidy & Resident Revenue)		17,608,290	19,891,200	19,161,700
Contributions to (from)	Donation Reserves	(9,000)	(3,000)	(9,000)
Contributions to (from)	Health Benefits Rate Stabilization Reserve	(271,900)	(209,900)	(205,000)
Contributions to (from)	Rate Stabilization Reserve	(73,110)	(71,100)	(72,700)
Contributions to (from)	Total	(354,010)	(284,000)	(286,700)
Net Operating Expenditures		9,518,780	9,315,800	9,811,100

Sun Parlor Home - Summary

Capital Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Expenditures	Administration	397,350	195,400	604,200
Expenditures	Nursing & Personal Care	29,600	56,000	21,500
Expenditures	Life Enrichment	5,000	10,000	15,000
Expenditures	Food & Nutrition	31,500	31,500	32,300
Expenditures	Housekeeping	0	0	20,000
Expenditures	Maintenance	41,500	41,500	41,500
Expenditures	Other Capital	1,328,600	939,600	1,335,000
Expenditures	Total	1,833,550	1,274,000	2,069,500
Recoveries	Provincial - Structural/Minor Capital Allocation	183,270	183,300	126,900
Recoveries	Provincial - IPAC Pandemic Funding	0	88,300	0
Recoveries	Provincial - Medication Safety Technology	0	21,000	0
Recoveries	Provincial - BSO	8,100	0	0
Recoveries	Donations	3,000	5,500	3,000
Recoveries	Other	24,500	16,500	6,800
Recoveries	Total	218,870	314,600	136,700
Contributions to (from)	Donation Reserves (net)	(7,000)	0	(7,000)
Contributions to (from)	Capital Reserve (net)	193,570	574,300	(95,500)
Contributions to (from)	Rate Stabilization Reserve	0	0	(20,000)
Contributions to (from)	Structural Compliance Reserve	(275,250)	2,300	(275,000)
Contributions from	Total	(88,680)	576,600	(397,500)
Net Capital Expenditures		1,526,000	1,536,000	1,535,300
Total Departmental Requirement		11,044,780	10,851,800	11,346,400

Sun Parlor Home - Administration

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16301-1101	Full Time - Salaries	598,000	649,600	637,000
Salaries and Wages	16301-1103	Full Time - Hourly	257,100	244,300	258,700
Salaries and Wages	Category	Total	855,100	893,900	895,700
Benefits	16301-1201	Employment Insurance	11,200	11,300	12,500
Benefits	16301-1202	Canada Pension Plan	30,300	32,200	34,900
Benefits	16301-1203	O.M.E.R.S.	91,800	79,400	93,800
Benefits	16301-1204	Employer Health Tax	16,700	16,900	17,500
Benefits	16301-1205	Health Insurance	71,700	77,500	80,300
Benefits	16301-1206	Group Insurance	5,900	6,300	6,100
Benefits	16301-1207	Long Term Disability Insurance	25,100	29,400	27,100
Benefits	16301-1209	Short Term Disability Insurance	10,400	11,400	7,800
Benefits	16301-1208	W.S.I.B.	13,100	14,000	12,500
Benefits	Category	Total	276,200	278,400	292,500
Staff Expense	16301-3001	Mileage	4,500	2,000	4,500
Staff Expense	16301-3002	Staff Training	23,000	23,000	23,000
Staff Expense	16301-3005	Membership Fees	23,500	25,000	24,800
Staff Expense	16301-3098	Staff-Other	8,000	8,500	8,000
Staff Expense	Category	Total	59,000	58,500	60,300
Office Expense	16301-3101	Telephone	36,980	37,000	38,600
Office Expense	16301-3102	Postage	5,330	5,400	5,400
Office Expense	16301-3103	Office Supplies	15,000	15,000	15,000
Office Expense	16301-3104	Computer Supplies	7,000	10,200	7,500
Office Expense	16301-3106	Copier Supplies	12,000	12,000	12,000
Office Expense	Category	Total	76,310	79,600	78,500
Lease & Maintenance	16301-3201	Equipment Maintenance	1,000	1,000	1,000
Lease & Maintenance	16301-3204	Computer Maintenance	161,760	161,800	175,000
Lease & Maintenance	Category	Total	162,760	162,800	176,000
Purchased Service	16301-3301	Legal Fees	10,000	25,000	10,000
Purchased Service	16301-3302	Audit Fees	10,430	10,500	10,500
Purchased Service	16301-3303	Consultant Fees	10,000	10,000	10,000
Purchased Service	16301-3309	Staff Medicals	6,000	5,000	6,000
Purchased Service	Category	Total	36,430	50,500	36,500
Occupancy	16301-3401	Insurance	104,810	143,000	138,600
Occupancy	16301-3402	Taxes	4,670	4,700	4,700
Occupancy	16301-3421	Fire & Evacuation	2,000	2,000	2,000
Occupancy	Category	Total	111,480	149,700	145,300

Sun Parlor Home - Administration

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Other Expense	16301-3509	Payroll Services	85,050	85,200	73,100
Other Expense	16301-3510	Bad Debt Expense	5,000	5,000	5,000
Other Expense	16301-3629	Health & Safety	20,000	20,000	20,000
Other Expense	16301-3666	Pandemic Supplies	0	221,200	12,000
Other Expense	16301-3677	Quality Management Program	5,000	5,000	5,000
Other Expense	16301-3698	Other	5,000	5,000	5,000
Other Expense	Category	Total	120,050	341,400	120,100
Expenditures	Category	Total	1,697,330	2,014,800	1,804,900
Recoveries	16302-6366	Pandemic Funding	0	273,500	0
Recoveries	16301-6785	Telephone Recoveries	20,690	24,600	24,100
Recoveries	16301-6794	Rental Income	13,400	12,800	13,400
Recoveries	16301-6368	Safe Restart	85,890	115,900	92,000
Recoveries	16301-6798	Miscellaneous	15,000	13,000	15,000
Recoveries	Category	Total	134,980	439,800	144,500
Contributions to (from)	16301-6806	Rate Stabilization Reserve	(38,110)	(38,100)	(66,100)
Contributions to (from)	16301-6801	Health Benefit Rate Stabilization Reserve	(10,100)	(10,100)	(8,000)
Contributions to (from)	Category	Total	(48,210)	(48,200)	(74,100)
Net Operating		Expenditures	1,514,140	1,526,800	1,586,300
Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	16301-3801	Total	397,350	195,400	604,200
Recoveries	16301-6741	Capital Recoveries	0	2,000	500
Recoveries	16301-6787	Export of Electricity	24,000	10,000	4,800
Recoveries	16301-6797	Donations	2,000	5,000	2,000
Recoveries	Category	Total	26,000	17,000	7,300
Contributions to (from)	16301-4110	Capital Reserve	(288,350)	(100,400)	(514,400)
Contributions to (from)	Category	Total	(288,350)	(100,400)	(514,400)
Net Capital		Expenditures	83,000	78,000	82,500
Total Departmental		Requirement	1,597,140	1,604,800	1,668,800

Sun Parlor Home - Nursing, Personal Care and Behavioural Supports

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	1101	Full Time - Salaries	1,656,000	1,769,900	1,451,500
Salaries and Wages	1102	Part Time - Salaries	948,100	960,600	987,300
Salaries and Wages	1103	Full Time - Hourly	4,809,000	4,876,100	5,464,900
Salaries and Wages	1104/1125	Part Time - Hourly	4,873,300	5,620,900	5,125,100
Salaries and Wages	1123	Pandemic Pay	0	623,400	150,000
Salaries and Wages	Category	Total	12,286,400	13,850,900	13,178,800
Benefits	1201	Employment Insurance	238,500	260,700	256,600
Benefits	1202	Canada Pension Plan	577,900	610,000	649,500
Benefits	1203	O.M.E.R.S.	880,800	829,400	921,800
Benefits	1204	Employer Health Tax	238,000	250,100	252,300
Benefits	1205	Health Insurance	625,400	624,900	765,500
Benefits	1206	Group Insurance	46,800	36,800	47,000
Benefits	1207	Long Term Disability Insurance	500,100	448,900	560,100
Benefits	1209	Short Term Disability Insurance	8,200	5,400	5,100
Benefits	1208	W.S.I.B.	267,200	297,900	249,600
Benefits	Category	Total	3,382,900	3,364,100	3,707,500
Staff Expense	3001	Mileage	4,500	1,500	3,500
Staff Expense	3002	Staff Training	42,700	25,000	40,000
Staff Expense	3005	Membership Fees	2,500	2,500	3,300
Staff Expense	3094	IT Supports	90,000	90,000	96,000
Staff Expense	3303	Consulting	13,000	13,000	3,000
Staff Expense	3101	Telephone	930	300	0
Staff Expense	Category	Total	153,630	132,300	145,800
Equipment	3204	Computer Lease/Maintenance	3,310	900	0
Equipment	3207	Software Maintenance	23,500	24,500	30,800
Equipment	3208	Equip. Lease/Mtce	2,750	3,300	2,800
Equipment	Category	Total	29,560	28,700	33,600
Operations	3630	Medical Supplies	100,000	100,000	100,000
Operations	3671	Outbreak Supplies	350,000	274,500	350,000
Operations	3689	Falls Prevention Equipment	20,000	20,000	20,600
Operations	3698	Other	5,500	4,500	5,000
Operations	3628	Home Physician	30,000	30,000	30,000
Operations	3670	High Intensity Needs (Claims Based)	50,000	50,000	50,000
Operations	3672	High Intensity Needs (Per Diem Based)	60,000	60,000	60,000
Operations	3677	Quality Management Expenditures	15,000	15,000	15,000
Operations	3678	Physician On-Call	19,950	20,000	21,400
Operations	3639	Incontinent Supplies - Disposables	130,000	132,400	135,000
Operations	Category	Total	780,450	706,400	787,000
Expenditures	Category	Total	16,632,940	18,082,400	17,852,700

Sun Parlor Home - Nursing, Personal Care and Behavioural Supports

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Recoveries	6798	Miscellaneous	100,000	130,500	5,000
Recoveries	6777	Quality Management Recoveries	15,000	50,000	36,300
Recoveries	6368	Safe Restart	1,027,170	239,200	1,046,600
Recoveries	6376	Subsidy - Global Increase	321,440	477,200	486,500
Recoveries	6366	Subsidy - Pandemic Funding	0	1,966,700	304,400
Recoveries	6364	Subsidy - Medication Safety Technology	0	0	6,000
Recoveries	6393	Subsidy - High Int. Needs (Claims Based) & Lab Fees	60,000	60,000	60,000
Recoveries	6392	Subsidy - High Intensity Needs (Per Diem)	48,880	48,900	48,900
Recoveries	6385	Subsidy - Physician On-Call	21,320	22,100	21,400
Recoveries	6383	Subsidy - RAI - MDS Early Adopter	107,520	107,500	107,500
Recoveries	6389	Subsidy - Nursing & Personal Care	7,591,760	7,526,300	7,434,600
Recoveries	6341	Subsidy - RN, RPN, and PSW Staffing Supplement	0	463,100	1,267,400
Recoveries	6342	Subsidy - Supporting Professional Growth Fund	0	20,700	6,900
Recoveries	6379	Subsidy - Behavioural Supports Ontario	355,550	204,900	146,900
Recoveries	6380	Subsidy - PSW Funding	243,610	241,400	238,400
Recoveries	6397	Subsidy - Falls Prevention Equipment	20,600	20,600	20,600
Recoveries	6398	Subsidy - Registered Nurse (RN)	106,010	106,000	106,000
Recoveries	Category	Total	10,018,860	11,685,100	11,343,400
Contributions to (from)	6801	Health Benefit Rate Stabilization Reserve	(173,700)	(141,000)	(131,000)
Contributions to (from)	6806	Rate Stabilization Reserve	(35,000)	(33,000)	0
Contributions to (from)	Category	Total	(208,700)	(174,000)	(131,000)
Net Operating		Expenditures	6,405,380	6,223,300	6,378,300
Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	3801	Equipment	29,600	56,000	21,500
Recoveries	6364	Subsidy - Medication Safety Technology	0	21,000	0
Net Capital		Expenditures	29,600	35,000	21,500
Total Departmental		Requirement	6,434,980	6,258,300	6,399,800

Sun Parlor Home - Life Enrichment

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16303-1101	Full Time - Salaries	179,200	167,500	226,100
Salaries and Wages	16303-1103	Full Time - Hourly	522,200	459,900	527,500
Salaries and Wages	16303-1104	Part Time - Hourly	67,100	158,500	136,200
Salaries and Wages	Category	Total	768,500	785,900	889,800
Benefits	16303-1201	Employment Insurance	13,800	13,800	16,300
Benefits	16303-1202	Canada Pension Plan	35,900	36,100	43,700
Benefits	16303-1203	O.M.E.R.S.	67,300	55,000	79,900
Benefits	16303-1204	Employer Health Tax	14,500	15,000	15,700
Benefits	16303-1205	Health Insurance	69,100	70,800	72,900
Benefits	16303-1206	Group Insurance	5,300	4,700	4,900
Benefits	16303-1207	Long Term Disability Insurance	48,500	47,500	48,900
Benefits	16303-1209	Short Term Disability Insurance	3,000	2,800	2,200
Benefits	16303-1208	W.S.I.B.	16,300	17,000	15,600
Benefits	Category	Total	273,700	262,700	300,100
Staff Expense	16303-3001	Mileage	500	300	500
Staff Expense	16303-3002	Staff Training	5,000	3,500	5,000
Staff Expense	Category	Total	5,500	3,800	5,500
Lease & Maintenance	16303-3201	Equipment Maintenance	500	500	500
Purchased Services	16303-3333	Physiotherapist Services	106,080	106,100	106,600
Purchased Services	16303-3334	Purchased Therapy	10,000	0	0
Purchased Services	16303-3397	Chaplain Services	14,000	8,200	14,000
Purchased Services	Category	Total	130,080	114,300	120,600
Operations	16303-3632	Entertainment	6,000	6,000	6,000
Operations	16303-3633	Transportation	15,000	5,000	15,000
Operations	16303-3634	Program Supplies	9,000	9,000	9,000
Operations	16303-3643	Music & Memory Program	3,000	3,000	3,000
Operations	16303-3686	Event Expenditures	4,000	4,000	4,000
Operations	16303-3666	Outbreak/Pandemic Supplies	0	600	0
Operations	16303-3698	Other	2,500	2,500	2,500
Operations	Category	Total	39,500	30,100	39,500
Expenditures	Category	Total	1,217,780	1,197,300	1,356,000
Recoveries	16302-6366	Pandemic Funding	0	50,500	0
Recoveries	16303-6377	MOHLTC - Physiotherapy Funding - Exercise	20,300	20,300	20,300
Recoveries	16303-6389	MOHLTC - Program & Support Subsidy	886,460	886,500	886,500
Recoveries	16303-6343	MOHLTC - Allied Health Supplement	0	87,200	238,800
Recoveries	16303-6786	Event Revenue	4,000	2,000	0
Recoveries	16301-6376	Subsidy - Global Increase	16,920	17,300	0
Recoveries	Category	Total	927,680	1,063,800	1,145,600
Contributions to (from)	16303-4167	Donations Reserve	(9,000)	(3,000)	(9,000)
Contributions to (from)	16303-6801	Health Benefit Rate Stabilization Reserve	(17,000)	(17,000)	(13,000)
Contributions to (from)	Category	Total	(26,000)	(20,000)	(22,000)
Net Operating		Expenditures	264,100	113,500	188,400

Sun Parlor Home - Life Enrichment

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	16303-3801	Equipment	5,000	10,000	15,000
Recoveries	16303-6797	Donations - Life Enrichment	1,000	500	1,000
	Net Capital	Expenditures	4,000	9,500	14,000
	Total Departmental	Requirement	268,100	123,000	202,400

Sun Parlor Home - Food & Nutrition

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16304-1101	Full Time - Salaries	187,800	199,200	197,900
Salaries and Wages	16304-1103	Full Time - Hourly	897,500	911,700	910,000
Salaries and Wages	16304-1104	Part Time - Hourly	949,200	1,035,800	970,700
Salaries and Wages	Category	Total	2,034,500	2,146,700	2,078,600
Benefits	16304-1201	Employment Insurance	41,100	40,400	42,000
Benefits	16304-1202	Canada Pension Plan	99,200	97,800	106,100
Benefits	16304-1203	O.M.E.R.S.	122,900	136,000	139,200
Benefits	16304-1204	Employer Health Tax	39,700	39,300	40,600
Benefits	16304-1205	Health Insurance	123,100	123,800	136,200
Benefits	16304-1206	Group Insurance	8,000	6,100	7,600
Benefits	16304-1207	Long Term Disability Insurance	84,600	75,400	86,100
Benefits	16304-1209	Short Term Disability Insurance	2,300	2,000	1,800
Benefits	16304-1208	W.S.I.B.	44,400	46,400	39,900
Benefits	Category	Total	565,300	567,200	599,500
Staff Expense	16304-3001	Mileage	3,000	1,000	3,000
Staff Expense	16304-3002	Staff Training	9,000	5,000	9,000
Staff Expense	Category	Total	12,000	6,000	12,000
Lease & Maintenance	16304-3201	Equipment Maintenance	18,700	18,700	18,700
Purchased Services	16304-3303	Consultant - Dietitian	65,900	66,700	68,400
Operations	16304-3618	Vending	12,000	7,800	10,000
Operations	16304-3619	Food Supplements	70,000	70,000	70,000
Operations	16304-3620	Food	700,000	700,000	700,000
Operations	16304-3627	Service Contracts	20,650	25,900	29,200
Operations	16304-3636	Cleaning Supplies	37,000	37,000	40,000
Operations	16304-3637	Smallwares	15,000	15,000	15,000
Operations	16304-3638	Paper Goods	19,000	19,000	19,000
Operations	16304-3670	High Intensity Needs (Per Diem Based)	7,500	5,000	7,500
Operations	16304-3666	Outbreak/Pandemic Supplies	20,000	7,500	10,000
Operations	16304-3698	Other	1,500	1,500	1,500
Operations	Category	Total	902,650	888,700	902,200
Expenditures	Category	Total	3,599,050	3,694,000	3,679,400
Recoveries	16302-6366	Pandemic Funding	0	10,500	0
Recoveries	16304-6389	MOHLTC - Food Subsidy	717,300	717,300	717,300
Recoveries	16304-6750	Vending	15,720	10,000	12,200
Recoveries	16304-6782	Food Rebates	25,300	26,000	32,800
Recoveries	16304-6368	Safe Restart	17,000	0	10,000
Recoveries	16304-6798	Miscellaneous	2,000	2,000	2,000
Recoveries	16301-6376	Subsidy - Global Increase	0	0	27,300
Recoveries	Category	Total	777,320	765,800	801,600
Contributions to (from)	16304-6801	Health Benefit Rate Stabilization Reserve	(26,700)	(15,100)	(20,000)
Contributions to (from)	16302-6806	Rate Stabilization Reserve	0	0	(6,600)
Contributions to (from)	Category	Total	(26,700)	(15,100)	(26,600)
Net Operating		Expenditures	2,795,030	2,913,100	2,851,200

Sun Parlor Home - Food & Nutrition

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	16304-3801	Equipment	31,500	31,500	32,300
Recoveries	16304-6741	Capital Recoveries	0	3,000	1,000
	Net Capital	Expenditures	31,500	28,500	31,300
	Total Departmental	Requirement	2,826,530	2,941,600	2,882,500

Sun Parlor Home - Laundry

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16305-1103	Full Time - Hourly	385,700	399,200	390,700
Salaries and Wages	16305-1104	Part Time - Hourly	372,200	372,600	380,800
Salaries and Wages	Category	Total	757,900	771,800	771,500
Benefits	16305-1201	Employment Insurance	16,000	15,100	16,200
Benefits	16305-1202	Canada Pension Plan	38,300	36,500	40,800
Benefits	16305-1203	O.M.E.R.S.	57,100	58,900	65,700
Benefits	16305-1204	Employer Health Tax	14,800	14,100	15,100
Benefits	16305-1205	Health Insurance	74,900	70,300	89,000
Benefits	16305-1206	Group Insurance	2,900	2,000	2,700
Benefits	16305-1207	Long Term Disability Insurance	34,000	25,700	34,500
Benefits	16305-1208	W.S.I.B.	16,700	16,700	15,000
Benefits	Category	Total	254,700	239,300	279,000
Staff Expense	16305-3001	Mileage	250	100	300
Staff Expense	16305-3002	Staff Training	1,200	600	1,200
Staff Expense	Category	Total	1,450	700	1,500
Operations	16305-3636	Soap Supplies	23,000	36,900	28,000
Operations	16305-3640	Linen Replacement	20,000	25,000	25,000
Operations	16305-3666	Outbreak/Pandemic Supplies	3,000	1,000	1,000
Operations	16305-3698	Other	300	300	300
Operations	Category	Total	46,300	63,200	54,300
Expenditures	Category	Total	1,060,350	1,075,000	1,106,300
Recoveries	16302-6366	Pandemic Funding	0	12,800	0
Recoveries	16305-6368	Safe Restart	0	0	10,000
Recoveries	16301-6376	Subsidy - Global Increase	0	0	16,400
Recoveries	Category	Total	0	12,800	26,400
Contributions to (from)	16305-6801	Health Benefit Rate Stabilization Reserve	(11,900)	(3,900)	(9,000)
Contributions to (from)	Category	Total	(11,900)	(3,900)	(9,000)
Net Operating	Expenditures		1,048,450	1,058,300	1,070,900
Total Departmental	Requirement		1,048,450	1,058,300	1,070,900

Sun Parlor Home - Housekeeping

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16306-1103	Full Time - Hourly	659,400	660,700	667,900
Salaries and Wages	16306-1104	Part Time - Hourly	544,600	673,600	623,200
Salaries and Wages	Category	Total	1,204,000	1,334,300	1,291,100
Benefits	16306-1201	Employment Insurance	25,100	26,000	27,000
Benefits	16306-1202	Canada Pension Plan	60,100	64,200	67,800
Benefits	16306-1203	O.M.E.R.S.	91,400	97,800	104,400
Benefits	16306-1204	Employer Health Tax	23,400	24,300	25,100
Benefits	16306-1205	Health Insurance	105,300	100,800	112,300
Benefits	16306-1206	Group Insurance	4,900	5,500	4,600
Benefits	16306-1207	Long Term Disability Insurance	58,200	52,000	58,900
Benefits	16306-1208	W.S.I.B.	26,400	28,800	25,000
Benefits	Category	Total	394,800	399,400	425,100
Staff Expense	16306-3001	Mileage	500	300	500
Staff Expense	16306-3002	Staff Training	1,200	600	1,200
Staff Expense	Category	Total	1,700	900	1,700
Operations	16306-3641	Housekeeping Supplies	32,000	32,000	32,000
Operations	16306-3666	Outbreak/Pandemic Supplies	45,000	84,100	40,000
Operations	16306-3698	Other	1,000	1,000	1,000
Operations	Category	Total	78,000	117,100	73,000
Expenditures	Category	Total	1,678,500	1,851,700	1,790,900
Recoveries	16302-6366	Pandemic Funding	0	159,100	0
Recoveries	16306-6798	Miscellaneous	2,600	2,600	2,600
Recoveries	16306-6368	Safe Restart	35,000	35,000	119,000
Recoveries	Category	Total	37,600	196,700	121,600
Contributions to (from)	16306-6801	Health Benefit Rate Stabilization Reserve	(20,400)	(17,800)	(15,000)
Contributions to (from)	Category	Total	(20,400)	(17,800)	(15,000)
Net Operating		Expenditures	1,620,500	1,637,200	1,654,300
Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	16306-3801	Equipment	0	0	20,000
Contributions to (from)	16306-6806	Rate Stabilization Reserve	0	0	(20,000)
Net Capital		Expenditures	0	0	0
Total Departmental		Requirement	1,620,500	1,637,200	1,654,300

Sun Parlor Home - Maintenance

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	16307-1103	Full Time - Hourly	390,100	355,400	391,600
Salaries and Wages	16307-1104	Part Time - Hourly	187,200	189,000	190,400
Salaries and Wages	Category	Total	577,300	544,400	582,000
Benefits	16307-1201	Employment Insurance	12,000	10,400	12,000
Benefits	16307-1202	Canada Pension Plan	29,200	25,100	30,800
Benefits	16307-1203	O.M.E.R.S.	35,200	29,700	35,300
Benefits	16307-1204	Employer Health Tax	11,300	9,900	11,400
Benefits	16307-1205	Health Insurance	45,700	33,100	58,400
Benefits	16307-1206	Group Insurance	2,900	2,000	2,700
Benefits	16307-1207	Long Term Disability Insurance	34,600	27,000	34,700
Benefits	16307-1208	W.S.I.B.	12,800	11,800	11,300
Benefits	Category	Total	183,700	149,000	196,600
Staff Expense	16307-3001	Mileage	500	300	500
Staff Expense	16307-3002	Staff Training	1,000	500	1,000
Staff Expense	Category	Total	1,500	800	1,500
Occupancy	16307-3404	Building Maintenance Supplies	40,000	40,000	40,000
Occupancy	16307-3406	R&M - Equipment & Building	113,600	105,000	105,000
Occupancy	16307-3410	R&M - Grounds	12,000	12,000	12,000
Occupancy	16307-3411	Sewage	80,000	77,600	80,000
Occupancy	16307-3412	Gas	105,000	102,800	115,000
Occupancy	16307-3413	Hydro	265,000	275,600	295,000
Occupancy	16307-3414	Water	22,000	20,800	22,000
Occupancy	Category	Total	637,600	633,800	669,000
Operations	16307-3601	Vehicle Operation	7,000	6,000	7,000
Operations	16307-3627	Service Contracts	130,430	130,400	137,600
Operations	16307-3642	Cable TV	57,000	56,800	57,000
Operations	16307-3666	Pandemic Supplies	0	54,000	18,000
Operations	16307-3698	Other	600	600	600
Operations	Category	Total	195,030	247,800	220,200
Expenditures	Category	Total	1,595,130	1,575,800	1,669,300
Recoveries	16302-6366	Pandemic Funding	0	37,900	0
Recoveries	16307-6796	Cable TV	49,480	47,500	49,500
Recoveries	16307-6798	Miscellaneous	7,300	4,000	7,800
Recoveries	16307-6368	Safe Restart	0	0	18,000
Recoveries	16301-6376	Subsidy - Global Increase	0	0	16,400
Recoveries	Category	Total	56,780	89,400	91,700
Contributions to (from)	16307-6801	Health Benefit Rate Stabilization Reserve	(12,100)	(5,000)	(9,000)
Contributions to (from)	Category	Total	(12,100)	(5,000)	(9,000)
Net Operating		Expenditures	1,526,250	1,481,400	1,568,600
Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	16307-3801	Equipment	41,500	41,500	41,500
Recoveries	16307-6741	Capital Recoveries	500	1,500	500
Net Capital		Expenditures	41,000	40,000	41,000
Total Departmental		Requirement	1,567,250	1,521,400	1,609,600

Sun Parlor Home - Other Capital

Capital Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Building	Café modifications	7,000	0	7,000
Building	Doors	50,000	0	46,500
Building	Flooring - Dining Room/Servery	50,000	0	50,000
Building	Flooring - Hallways	100,000	50,000	100,000
Building	Flooring - Resident Rooms	100,000	0	100,000
Building	Hairdresser Services	8,000	0	0
Building	Infection Control	100,000	60,000	100,000
Building	LED Lighting	40,000	0	20,000
Building	Lounges	10,000	0	15,000
Building	Resident Washrooms	77,500	10,000	77,500
Building	Rooftop Ladder & Safety Rails	50,000	50,000	0
Building	Staff "Quiet" Room	15,000	0	20,000
Building	Touchless Sinks	0	32,000	0
Building	Tub Rooms	175,000	75,000	175,000
Building	Windows	0	19,000	0
Building	Category Total	782,500	296,000	711,000
Direct Resident Care	Air Mattresses	10,000	20,000	20,000
Direct Resident Care	Bath Tubs	35,000	35,000	40,000
Direct Resident Care	Ceiling Lifts	6,500	22,200	60,000
Direct Resident Care	Euroflushers	29,600	44,400	15,000
Direct Resident Care	Hospital Beds	10,000	30,000	15,000
Direct Resident Care	Hygiene Systems (Tub & Shower Chairs)	60,000	60,000	30,000
Direct Resident Care	Mattresses	25,000	50,000	50,000
Direct Resident Care	Category Total	176,100	261,600	230,000
Exterior	Courtyard	20,000	0	30,000
Exterior	Parking Lot/Driveway	100,000	50,000	100,000
Exterior	Resident Visitation Area	0	0	25,000
Exterior	Signage & Naming	0	0	50,000
Exterior	Category Total	120,000	50,000	205,000
Furniture & Appliances	Dishes	0	0	30,000
Furniture & Appliances	Drapery & Window Coverings	0	142,700	0
Furniture & Appliances	Fireside, Café & Auditorium Furniture	0	0	20,000
Furniture & Appliances	Garburator	10,000	0	15,000
Furniture & Appliances	Laundry - Dryers	0	0	20,000
Furniture & Appliances	Refrigerators	0	0	14,000
Furniture & Appliances	Category Total	10,000	142,700	99,000
Information Technology	Nurse Call & Patient Wandering System	0	40,000	0
Information Technology	Category Total	0	40,000	0
Mechanical	Air Conditioners	40,000	40,000	20,000
Mechanical	Building System Controls	35,000	0	35,000
Mechanical	Fire System	30,000	20,000	0
Mechanical	Heating Boilers	0	89,300	0
Mechanical	Security System & Cameras	100,000	0	0
Mechanical	Category Total	205,000	149,300	55,000
Vehicles & Equipment	Tractors	35,000	0	35,000
Vehicles & Equipment	Category Total	35,000	0	35,000
Expenditures	Category Total	1,328,600	939,600	1,335,000

Sun Parlor Home - Other Capital

Capital Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Recoveries	IPAC Minor Capital	0	88,300	0
Recoveries	Structural Compliance / Minor Capital Premium	183,270	183,300	126,900
Recoveries	Total	183,270	271,600	126,900
Contributions to (from)	Donations Reserve	(7,000)	0	(7,000)
Contributions to (from)	Structural Compliance Reserve	(275,250)	2,300	(275,000)
Contributions to (from)	Capital Reserve	(803,080)	(610,300)	(866,100)
Contributions to (from)	Capital Reserve - Amortization	1,285,000	1,285,000	1,285,000
Contributions to (from)	Total	199,670	677,000	136,900
	Net Capital Expenditures	1,345,000	1,345,000	1,345,000
	Total Departmental Requirement	1,345,000	1,345,000	1,345,000



Sun Parlor Home

2022 Budget Presentation

C O U N T Y O F E S S E X . C A

Mission Statement

Our Mission:

"to serve our community by providing supportive resident focused care that promotes quality of life"



Overview



Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 9,518,780</u>	<u>\$ 9,315,800</u>	<u>\$ 9,811,100</u>
Net Capital Expenditures	<u>\$ 1,526,000</u>	<u>\$ 1,536,000</u>	<u>\$ 1,535,300</u>
Net Departmental Requirement	<u>\$ 11,044,780</u>	<u>\$ 10,851,800</u>	<u>\$ 11,346,400</u>

2021 Achievements

- Strengthened COVID-19 response to successfully navigate the second, third and fourth waves
- Our home experienced a second COVID-19 outbreak in December 2020 lasting until February 2021 and we were able to successfully contain the situation by using our quarantine area
- Building IPAC capacity while collaborating with community partners
- Adhering to the multiple changing provincial mandates related to operations within the home including vaccinations, testing, education, visitations and building access

2021 Achievements

- Enhanced supply systems at Sun Parlor Home
- Boiler system upgrade
- Creative approaches to ensure resident care needs met including use of enhanced technologies
- Transformed traditional resident life enrichment activities into creative forums in order to provide programs that meet resident needs and can be safely delivered
- COVID-19 vaccination program for residents, team members and essential caregivers

Challenges in 2021

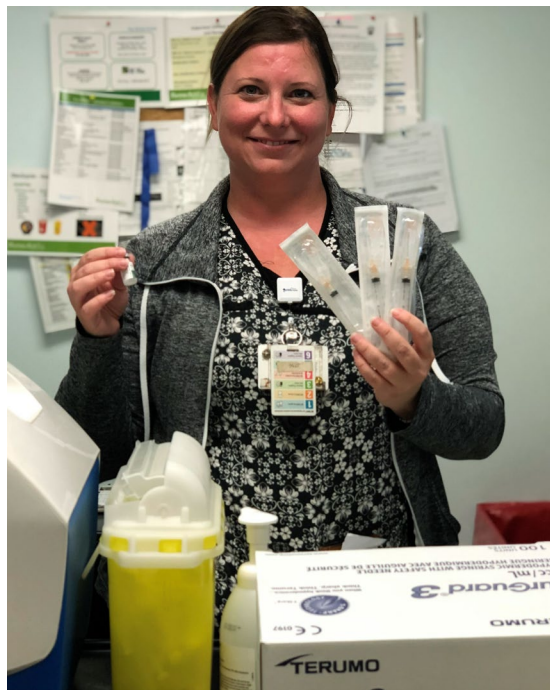
- Significant number of team members on leaves/other absences continued
- Health human resource challenges in long-term care sector impact our to recruit and retain team members
- Acuity of residents continues to increase
- Service availability from external service providers impacted the ability to complete capital projects
- Surveillance testing, vaccination tracking, visitation scheduling, third-party security and increase reporting to Ministry of Long-Term Care created an administrative burden to oversee
- Unrelenting stress created by the pandemic – pervasive sense of pandemic exhaustion and fatigue amongst team members at all levels

Administration



Administration	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 1,514,140</u>	<u>\$ 1,526,800</u>	<u>\$ 1,586,300</u>
Net Capital Expenditures	<u>\$ 83,000</u>	<u>\$ 78,000</u>	<u>\$ 82,500</u>
Net Departmental Requirement	<u>\$ 1,597,140</u>	<u>\$ 1,604,800</u>	<u>\$ 1,668,800</u>

Nursing and Personal Care



Nursing & Personal Care	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 6,405,380</u>	<u>\$ 6,223,300</u>	<u>\$ 6,378,300</u>
Net Capital Expenditures	<u>\$ 29,600</u>	<u>\$ 35,000</u>	<u>\$ 21,500</u>
Net Departmental Requirement	<u>\$ 6,434,980</u>	<u>\$ 6,258,300</u>	<u>\$ 6,399,800</u>

Life Enrichment



Life Enrichment	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 264,100	\$ 113,500	\$ 188,400
Net Capital Expenditures	\$ 4,000	\$ 9,500	\$ 14,000
Net Departmental Requirement	\$ 268,100	\$ 123,000	\$ 202,400

Food & Nutrition Services



Food & Nutrition Services

**2021
Budget**

**2021
Projection**

**2022
Budget**

Net Operating
Expenditures

\$ 2,795,030 \$ 2,913,100 \$ 2,851,200

Net Capital
Expenditures

\$ 31,500 \$ 28,500 \$ 31,300

Net Departmental
Requirement

\$ 2,826,530 \$ 2,941,600 \$ 2,882,500

Laundry



Laundry	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 1,048,450	\$ 1,058,300	\$ 1,070,900
Net Capital Expenditures	\$ -	\$ -	\$ -
Net Departmental Requirement	\$ 1,048,450	\$ 1,058,300	\$ 1,070,900

Housekeeping



Housekeeping	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 1,620,500	\$ 1,637,200	\$ 1,654,300
Net Capital Expenditures	\$ -	\$ -	\$ -
Net Departmental Requirement	\$ 1,620,500	\$ 1,637,200	\$ 1,654,300

Maintenance



Maintenance	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 1,526,250</u>	<u>\$ 1,481,400</u>	<u>\$ 1,568,600</u>
Net Capital Expenditures	<u>\$ 41,000</u>	<u>\$ 40,000</u>	<u>\$ 41,000</u>
Net Departmental Requirement	<u>\$ 1,567,250</u>	<u>\$ 1,521,400</u>	<u>\$ 1,609,600</u>

Other Capital



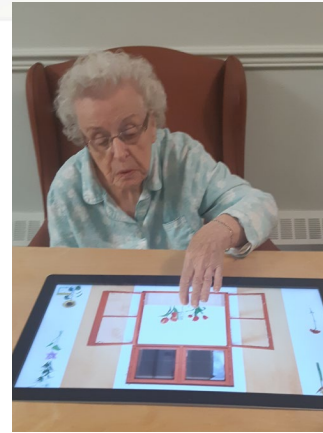
Other Capital	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ -	\$ -	\$ -
Net Capital Expenditures	\$ 1,345,000	\$ 1,345,000	\$ 1,345,000
Net Departmental Requirement	\$ 1,345,000	\$ 1,345,000	\$ 1,345,000

2022 Initiatives

- Modernization of spa rooms, dining rooms and resident common areas
- Upgrade of service driveway
- Upgrade resident outdoor spaces
- Flooring replacement
- Furniture upgrades



Resident Life





Questions?

C O U N T Y O F E S S E X . C A



Emergency Services

Departmental Overview

In 2021 Essex-Windsor EMS (EWEMS) adapted to change and pivoted to address numerous challenges. With the pandemic consuming the department's attention, opportunities and challenges surfaced. that required EWEMS to identify new ways to serve the County of Essex, City of Windsor and Township of Pelee. The proposed 2022 Budget incorporates this modified service delivery model.

The same services are delivered but the Proposed 2022 Budget now separates the different programs to improve understanding of the service and their associated funding sources. These programs are:

- Essex-Windsor EMS
- Community Paramedic, Long Term Care
- Emergency Management

Service Delivery Promise

Essex-Windsor Emergency Medical Services (EWEMS) is responsible for the provision of land ambulance services for the County of Essex, City of Windsor and Township of Pelee. EWEMS is committed to providing the highest quality Emergency Medical Services in a manner that is accessible, accountable, responsive, seamless and integrated.

In 2021, it is projected that Essex-Windsor EMS will have responded to approximately 57,000 clients requiring medical services, interventions, treatment, transport or assistance.

In 2021 the Vulnerable Patient Navigator (VPN), also known as community paramedicine, was called upon for numerous tasks involving the most vulnerable in the community. As a result, the Province recognized the versatility, the mobility and nimbleness of community paramedics and is providing 100% funding, over a four (4) year term for the Community Paramedic, Long Term Care Program (CPLTC). The VPN program experienced growth in 2021 and with the addition of CPLTC, a true Mobile Integrated Health (MIH) model is being formed.

EWEMS also oversees the services of Emergency Management, Preparedness and Coordination. Emergency Planning and Preparedness is responsible for ensuring that the County of Essex has plans in place and is prepared for situations that are likely to have impact on the County, as a whole or to any of the individual local and neighbouring municipalities. Emergency Planning and Preparedness collaborates with and supports the other municipal service providers, community agencies, provincial ministries, stakeholders, organizations and responders to ensure the communities within and around Essex County are prepared and can respond to any current or potential threats.

Emergency Medical Services



Level of Service Statement

Essex-Windsor Emergency Medical Services is committed to providing the highest quality emergency medical pre-hospital care to the citizens of the County of Essex, the City of Windsor and the Township of Pelee.

Our purpose is to foster fiscally responsible quality care by:

- Maintaining mutually supportive relationships with other emergency services and health care agencies in our community.
- Participating in public education for prevention and awareness.
- Providing continuous quality improvement to ensure the highest standards are achieved.
- Supporting our employees and providing them with the tools and methods to accomplish the highest quality of care.

2021 EWEMS Achievements and Challenges

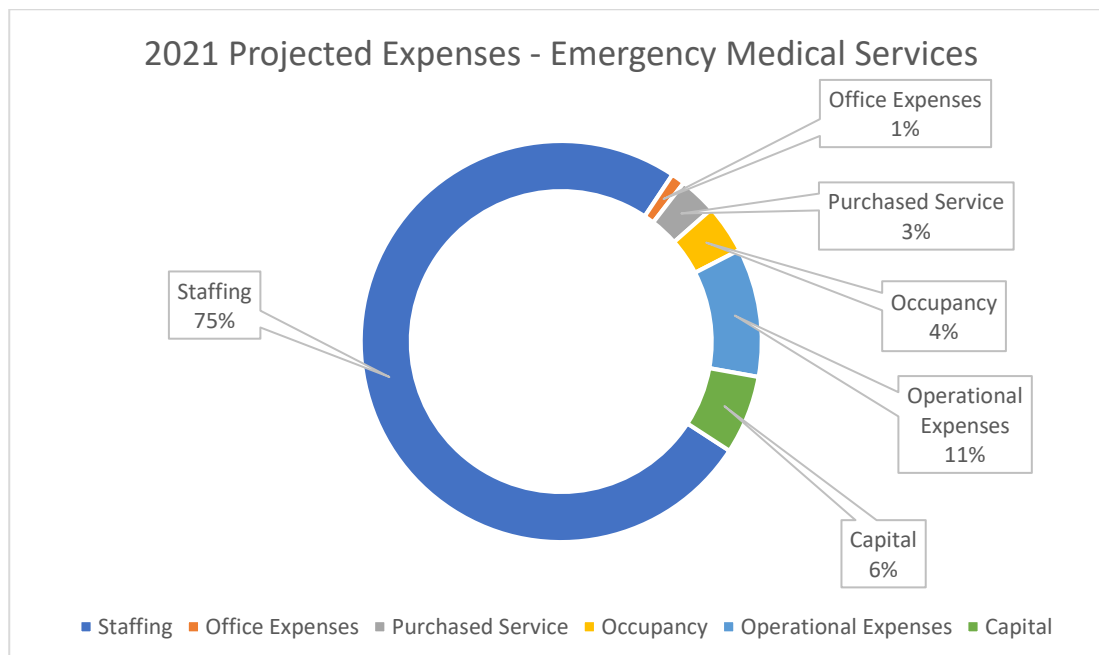
Essex-Windsor EMS continued its focus and partnerships on battling the impacts of COVID-19 across the region. From testing and swabbing to vaccinations and health assessments, EWEMS was on the frontline with community partners providing the best care possible to the residents of the City of Windsor, County of Essex and Township of Pelee. When tasked with developing mass vaccination site plans, EWEMS and our partners from St. Clair College, the Municipality of Leamington and the Town of Amherstburg stepped up and delivered.

When our most vulnerable populations required assistance, support and treatment, we and our partners at Erie Shores Health Care deployed the COVID Response and Stabilization Team (CRST) to provide health care in our neighbourhoods.

Urgent, emergent and standby volumes are projected to increase at a 2-3% rate in 2021 compared to 2020, while transfer calls are expected to remain stable. An important factor to the volume trends is the increasing use and successes of the Vulnerable Patient Navigator (VPN) program, including the newly implemented Mental Health and Addictions Response Team and the Community Paramedic Long Term Care Team. The usage of EWEMS services among enrolled Mobile Integrated Health clients has remained low compared to previous years. This trend assists in reducing offload delays and utilizing the right resource for the right response.

Continuing challenges in 2021 include the increasing costs of medical supplies, equipment, fuel, vehicle maintenance and most notably, personal protective equipment (PPE). The uncertainty of a global pandemic, the unknown of when and how a “new normal” will impact EMS and the general pressures of COVID-19 will have both financial and systemic pressures on the staff and operations of EWEMS. These uncontrollable variances and uncertainties have impacted both the current projections as well as future budget planning.

The graph below illustrates the key areas of spending in EWEMS for this past year (projected to December 31, 2021).



Opportunities and Challenges Facing EWEMS in 2022

Continued collaboration, communication and integration with our local communities, organizations, partners and stakeholders will support the momentum realized in 2021. COVID-19 placed pressures on the entire health care system. Hospital capacities, health care backlogs, health human resource pressures, primary care backlogs and other issues play a part in the impacts and hurdles EWEMS experiences daily. Although offload delays are expected to decline with the attention currently given to this important component of ambulance service delivery, we may continue to experience peaks and valleys as we navigate the waves and recovery of COVID-19.

Opportunities exist to partner and collaborate with the community to improve the success of VPN and our Mobile Integrated Health (MIH) Teams. With the expansion of the MIH model, EWEMS is setting the goal to reduce ambulance use within the patient populations of mental health, falls and palliative care by providing the right care, at the right time and in the right place. Being a partner of the Windsor Essex Ontario Health Team (WE-OHT) further allows for those relationships to mature to meet those objectives.

COVID-19 created numerous obstacles for EWEMS. In the early stages we experienced scarce PPE availability to protect our paramedics while performing their duties, responded to requests to assist with onsite testing at long term care homes and provide mobile testing to all communities. As we progressed over the course of the pandemic, COVID fatigue, vaccine hesitancy and decreased hospital capacity represent new hurdles to overcome. Despite these challenges, EWEMS met COVID-19 head on. EWEMS is addressing the pandemic in the 2022 Budget with the continuation of doffing sites, uniform cleaning and continued mental wellness training and support. EWEMS also appreciates the financial restrictions placed on the department as we move down the pandemic path. EWEMS is approaching the 2022 Budget with a measure of conservatism, while understanding that the future lies ahead and we must be prepared for growth in demand and our communities along with increased pressures and reliance on EMS that a pandemic creates.

Proposed 2022 EWEMS Budget Plan

The 2022 Budget reflects the ongoing attention to asset management with the replacement of seven ambulances, administrative vehicles and patient care equipment.

Future population growth within the region, increased development and forecasted call volume growth are addressed with a resource enhancement of twelve (12) full time paramedics to the ranks of EWEMS. The human

resource enhancement will address the pressures of call volume, response times and balanced emergency coverage across the region.

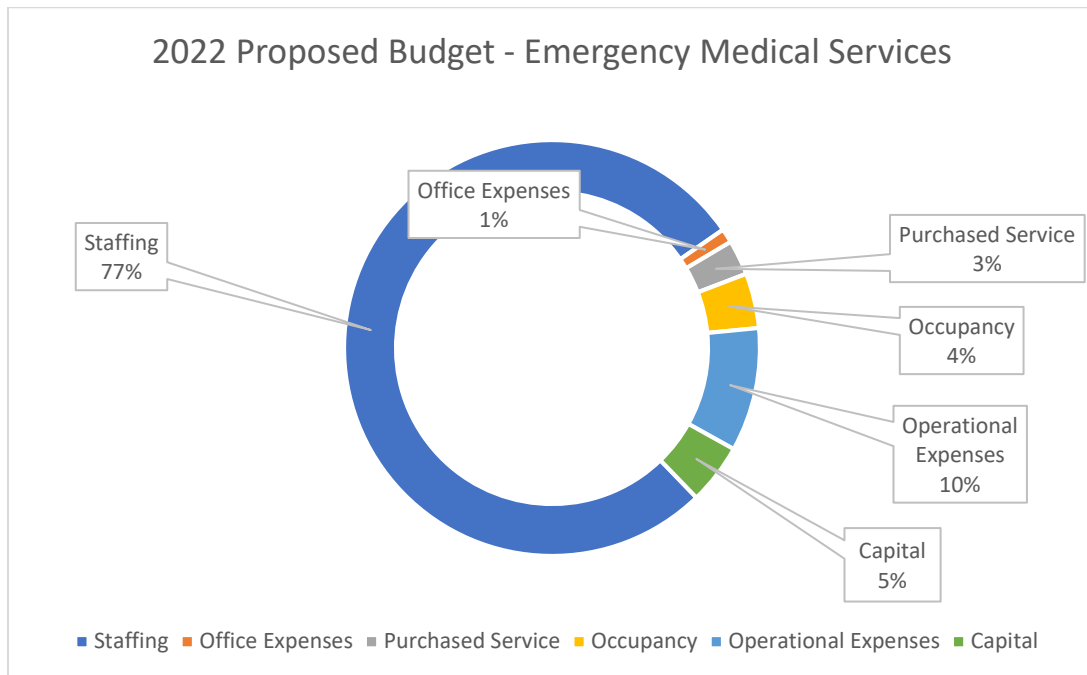
Paramedic safety is also a focus of the 2022 Budget which includes continued practice of drop off/pickup at stations for uniform cleaning and the continuation of the doffing trailers at all hospital sites. These key elements and the ongoing focus of infection control practices for the paramedics have mitigated the risk of cross contamination and infection among the ranks of EWEMS.

Mental wellbeing for responders is a growing concern and is expected to increase as the recovery of the pandemic progresses. EWEMS is very progressive in its services and tools for mental wellness support. The 2022 Budget includes education and support for frontline staff, support staff, administration and their families of EWEMS. Creating a well rounded, wrap-around support system will ensure that mental health support is provided in the right place, at the right time and as close to home as possible. EWEMS believes it is the next step in the proactive mental wellness of our staff and reducing injuries in the future.

Funding

From a funding standpoint, the 2022 Budget assumes the provincial funding formula used in 2021 will remain in place for 2022. The 2021 formula was changed by the Province to exclude inflationary increases which historically formed part of the funding calculation. Although the inflationary costs are not captured in the funding model, the Province requested and accepted applications for COVID-19 relief funding for supplies, staffing and services. The Provincial funding model is structured to provide 50% funding of EMS services.

The graph below illustrates the key areas of proposed 2022 Budget spending in EWEMS.



Overall, the 2022 Budget for EWEMS, net of recoveries, totals \$13,140,300 (3.7% increase over the 2021 Budget of \$12,670,450).

Community Paramedic, Long Term Care

In 2021 the Province of Ontario, Ministry of Long-Term Care, announced funding for the Community Paramedic, Long Term Care Program (CPLTC). The VPN Program now incorporates CPLTC services. CPLTC began operation in May 2021. CPLTC provides services to individuals who are waiting for placement in a long-term care home or who are soon to be eligible for long-term care. This initiative is part of the province's modernization plan to address systemic barriers in long-term care bed development and the growing demand for long-term care. CPLTC is staffed by:

- two full time VPN paramedics, (staffing 12 hours a day, seven days a week),
- one clerk, 8 hours a day, 5 days a week,
- one Registered Nurse/Paramedic District Chief, 8 hours a day, five days a week
- .25 Captain, 10 hours per week.

Funding

The CPLTC program is funded 100% by the Ministry of Long-Term Care. The County of Essex will receive up to \$3,196,000 in one-time funding over the

four-year transfer payment agreement (2020-2024). The Proposed 2022 Budget reflects the 2021 projections and proposed 2022 allocation of the 100% funding model.

Emergency Management

2021 Emergency Management Achievements and Challenges

The County of Essex Emergency Management Department was engaged on numerous fronts across the region during 2021. Most notably, COVID-19, but also in conjunction with possible coastal flooding across the region. These two starkly different occurrences impacted the department in direct ways. As the State of Emergency was declared in March 2020, Emergency Management has, and continues to address both threats.

Prior to, and continuing within, the State of Emergency, the Emergency Management Coordinator focused on the coastal flooding issues. Liaising with local community leaders, Community Emergency Management Coordinators (CEMC's), government and non-governmental organizations, the County CEMC maintained situational awareness and planning for any flooding issues that may have risen and impacted the County of Essex as a whole. COVID-19 command was assumed by the Chief of EWEMS for the coordination and collaboration of community tasks and preparedness. These tasks included long term care home testing, community testing, field hospital support, farm assessments, isolation centres and the overall agri-food command table. At times, the control and command table had well over twenty organizations present with multi-jurisdictional representation. Dividing responsibility for these challenges allowed for a more focused, manageable and direct approach to the different occurrences while obtaining achievable results. Although flooding is still a risk to all municipalities, the water levels have remained relatively stable across the County, with localized flooding occurring only during adverse events. Planning by numerous communities continues and Essex County Emergency Management is a partner at those sessions.

During 2021 the focus of Emergency Management and the County of Essex was the development and provision of assets to the mass vaccination sites. From chairs to partitions, from disinfectant to sign holders, various pieces of equipment were procured, utilized and now stored. Emergency Management retrieved, compiled and systematically stored various components to create a region wide inventory of vaccination site equipment. The assets are stored

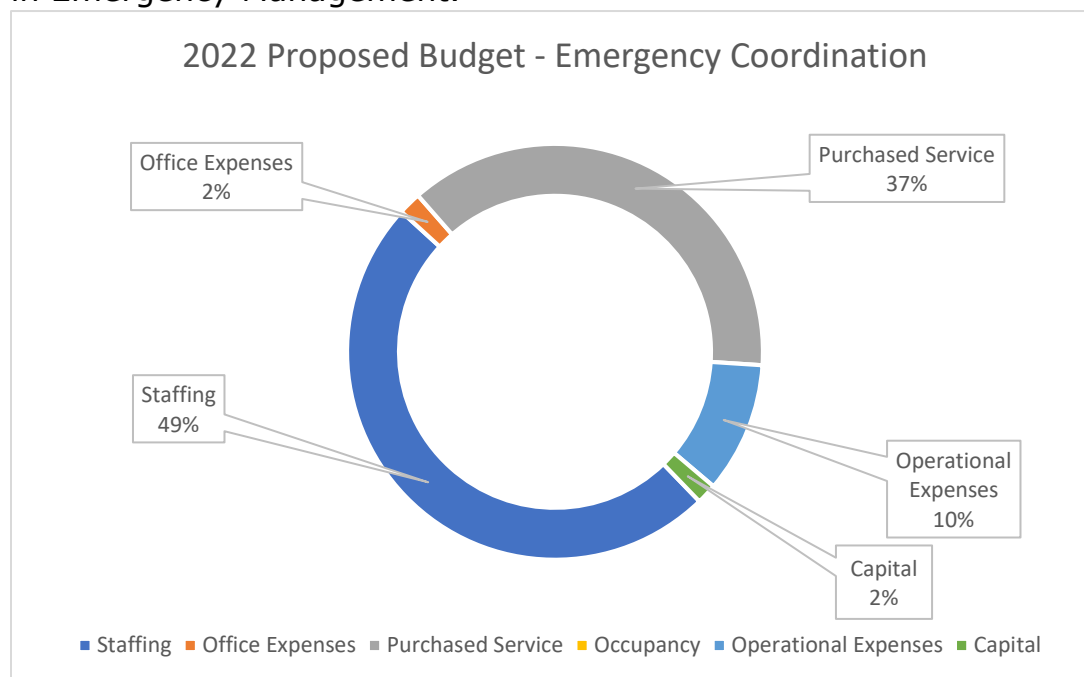
in containers so quick and efficient deployment can be enacted when and where needed.

Proposed 2022 Emergency Management Budget Plan

The 2022 Emergency Management budget maintains the status quo of previous years in most aspects. Although an increase is being proposed, the main contributing factors are limited to two key items. The Transnomis (Municipal 511) incident mapping platform for road construction, shoreline flooding, weather alerts, emergency shelter locations, sandbag depots and real time road events was placed within the Emergency Management department. This platform has grown in use across the County through 2021, including local municipalities and other Essex County partners, such as ERCA and MTO. Municipal 511 provides a real time view, both publicly and internally, providing accurate situational awareness of a variety of circumstances and local municipalities can update in real time or as events are scheduled.

The other contributing factor to the increase in the Emergency Management 2022 budget is the cost to store and contain the mass vaccination supplies and capital equipment.

The graph below illustrates the key areas of proposed 2022 Budget spending in Emergency Management.



Overall, the 2022 Budget for Emergency Management, net of recoveries, totals \$228,200 (6.5% increase over the 2021 Budget of \$214,190).

Emergency Services

Operating Category	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Expenditures	Emergency Medical Services	44,362,540	45,619,500	45,931,400
Expenditures	Community Paramedicine - LTC	0	399,500	983,400
Expenditures	Emergency Management	223,380	249,800	249,700
Expenditures	Total	44,585,920	46,268,800	47,164,500
Recoveries	Emergency Medical Services	33,350,650	35,133,300	34,015,000
Recoveries	Safe Restart - EMS (CoE Only)	300,000	0	125,000
Recoveries	Community Paramedicine - LTC	0	399,500	983,400
Recoveries	Emergency Management	13,190	39,200	25,500
Recoveries	Total	33,663,840	35,572,000	35,148,900
Net Operating Expenditures		10,922,080	10,696,800	12,015,600
Capital Category	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Expenditures	Emergency Medical Services	3,415,090	3,126,800	2,263,900
Expenditures	Emergency Management	4,000	4,000	4,000
Expenditures	Total	3,419,090	3,130,800	2,267,900
Recoveries	Emergency Medical Services	2,634,460	2,362,300	2,256,500
Recoveries	Total	2,634,460	2,362,300	2,256,500
Contributions to (from)	Equipment Reserve	993,650	786,400	1,309,400
Contributions to (from)	Vehicle Reserve	(115,720)	(133,700)	(92,900)
Contributions to (from)	Total	877,930	652,700	1,216,500
Net Capital Expenditures		1,662,560	1,421,200	1,227,900
Total Departmental Requirement		12,584,640	12,118,000	13,243,500

Emergency Medical Services

Operating Category	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Expenditures	Salaries and Wages	27,416,880	28,534,300	28,231,400
Expenditures	Benefits	8,613,370	8,091,800	9,015,700
Expenditures	Staff Expense	142,760	153,400	145,900
Expenditures	Office Expense	127,910	107,100	130,700
Expenditures	Equipment Lease / Mtnce.	406,530	403,400	400,300
Expenditures	Purchased Service	1,320,700	1,408,200	1,313,500
Expenditures	Occupancy Expense	1,873,990	1,946,700	2,057,900
Expenditures	Operating Expense	4,460,400	4,974,600	4,636,000
Expenditures	Total	44,362,540	45,619,500	45,931,400
Recoveries	Dedicated ER Nurse	982,150	982,200	982,200
Recoveries	Province	21,083,990	21,084,000	21,145,200
Recoveries	Pandemic Funding	0	2,251,400	0
Recoveries	Service Partners	11,025,990	10,365,300	11,629,100
Recoveries	Community Paramedicine	218,520	218,500	218,500
Recoveries	Special Events Revenue	20,000	10,000	20,000
Recoveries	Staff Recovery - CUPE	0	24,000	0
Recoveries	Miscellaneous Recoveries	20,000	197,900	20,000
Recoveries	Total	33,350,650	35,133,300	34,015,000
Net Operating Expenditures		11,011,890	10,486,200	11,916,400
Capital Category	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Expenditures	Capital Expenditures	3,415,090	3,126,800	2,263,900
Recoveries	Province	1,295,120	1,295,100	1,438,900
Recoveries	Service Partners	1,312,340	1,040,200	817,600
Recoveries	Modernization & Efficiency Grant	27,000	27,000	0
		2,634,460	2,362,300	2,256,500
Contributions to	Equipment Reserve	1,460,400	1,316,500	1,487,100
Contributions to	Vehicle Reserve	1,417,330	1,399,400	1,445,200
Contributions to	Total	2,877,730	2,715,900	2,932,300
Contributions from	Equipment Reserve	(466,750)	(530,100)	(177,700)
Contributions from	Vehicle Reserve	(1,533,050)	(1,533,100)	(1,538,100)
Contributions from	Total	(1,999,800)	(2,063,200)	(1,715,800)
Net Capital Expenditures		1,658,560	1,417,200	1,223,900
Operational Recovery	Safe Restart Grant (CoE Only)	300,000	0	125,000
Total Departmental Requirement		12,370,450	11,903,400	13,015,300

Emergency Medical Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	1101	Mgmt/Supervision	3,479,200	3,547,100	3,527,000
Salaries and Wages	1103	Full Time - Hourly	17,934,100	14,474,900	18,741,200
Salaries and Wages	1104	Part Time - Hourly	6,003,580	10,512,300	5,963,200
Salaries and Wages	Category	Total	27,416,880	28,534,300	28,231,400
Benefits	1201	Employment Insurance	365,010	366,800	398,400
Benefits	1202	Canada Pension Plan	994,150	995,600	1,118,500
Benefits	1203	O.M.E.R.S.	2,579,280	2,329,100	2,493,400
Benefits	1204	Employer Health Tax	548,630	556,400	562,900
Benefits	1205	Health Insurance	1,615,010	1,532,600	1,900,500
Benefits	1206	Group Insurance	197,230	165,600	192,700
Benefits	1207	Long Term Disability Insurance	863,300	834,300	899,500
Benefits	1209	Short Term Disability Insurance	35,700	33,900	26,800
Benefits	1208	W.S.I.B.	1,415,060	1,277,500	1,423,000
Benefits	Category	Total	8,613,370	8,091,800	9,015,700
Staff Expense	3001	Mileage	2,500	2,500	2,500
Staff Expense	3002	Training	116,300	124,000	116,500
Staff Expense	3005	Membership Fees	4,860	4,900	4,900
Staff Expense	3096	Overtime Meal Allowance	14,000	14,000	14,000
Staff Expense	3098	Other/Criminal Records Check	5,100	8,000	8,000
Staff Expense	Category	Total	142,760	153,400	145,900
Office Expense	3101	Telephone	74,010	53,200	71,800
Office Expense	3103	Office Supplies	17,500	17,500	22,500
Office Expense	3104	Computer Supplies	5,200	5,200	5,200
Office Expense	3105	Subscriptions	600	600	600
Office Expense	3108	Advertising	1,500	1,500	1,500
Office Expense	3111	Printing - External	10,000	10,000	10,000
Office Expense	3130	Communication Services	18,300	18,300	18,300
Office Expense	3198	Other	800	800	800
Office Expense	Category	Total	127,910	107,100	130,700
Equip. Lease/Maint.	3201	Office Equipment Maint.	2,000	2,000	2,000
Equip. Lease/Maint.	3203	Copier Lease & Maint.	10,600	7,500	10,600
Equip. Lease/Maint.	3204	Computer System Maint.	393,930	393,900	387,700
Equip. Lease/Maint.	Category	Total	406,530	403,400	400,300
Purchased Service	3301	Legal Expenses	150,000	250,000	150,000
Purchased Service	3303	Consultant Fees	40,000	40,000	40,000
Purchased Service	3345	ER Nursing	982,150	982,200	982,200
Purchased Service	3350	Pelee Island	9,000	9,000	9,000
Purchased Service	3390	Employee Assistance	52,000	52,000	52,000
Purchased Service	3391	Public Relations	15,000	15,000	15,000
Purchased Service	3506	Payroll Services	72,550	60,000	65,300
Purchased Service	Category	Total	1,320,700	1,408,200	1,313,500

Emergency Medical Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Occupancy Expense	3401	Insurance	320,840	377,200	453,100
Occupancy Expense	3403	Utilities	152,500	152,500	152,500
Occupancy Expense	3405	Janitorial Services	88,560	88,600	88,600
Occupancy Expense	3406	Repairs & Maintenance	221,370	221,400	236,100
Occupancy Expense	3407	Facility Lease/Office Rental	1,035,720	1,052,000	1,072,600
Occupancy Expense	3420	Medical Waste Disposal	5,000	5,000	5,000
Occupancy Expense	3490	Insurance Deductibles	50,000	50,000	50,000
Occupancy Expense	Category	Total	1,873,990	1,946,700	2,057,900
Operating Expense	3601	Vehicle Licenses/Permits	18,600	21,200	21,700
Operating Expense	3602	Equipment Lease & Maint.	340,650	377,200	357,900
Operating Expense	3611	Vehicle Fuel	600,000	600,000	600,000
Operating Expense	3612	Vehicle Repairs & Maint.	440,000	480,000	440,000
Operating Expense	3622	Cleaning Supplies	55,000	55,000	55,000
Operating Expense	3630	Medical Supplies & Equip.	900,000	960,000	900,000
Operating Expense	3633	Transportation	56,000	8,000	8,000
Operating Expense	3640	Bedding	170,000	170,000	170,000
Operating Expense	3651	Laundry - Uniforms	250,000	250,000	250,000
Operating Expense	3652	Laundry - Linen	50,000	74,000	74,000
Operating Expense	3654	Oxygen	60,000	60,000	60,000
Operating Expense	3655	Uniforms	180,000	180,000	180,000
Operating Expense	3656	Tiered Medical Response	39,000	38,000	39,000
Operating Expense	3666	Pandemic Supplies	0	400,000	156,500
Operating Expense	3696	Administration fees	362,060	362,100	368,400
Operating Expense	3698	IT Mtce / Support / HR	939,090	939,100	955,500
Operating Expense	Category	Total	4,460,400	4,974,600	4,636,000
Expenditures	Category	Total	44,362,540	45,619,500	45,931,400
Recoveries	6302	Dedicated ER Nurse	982,150	982,200	982,200
Recoveries	6370	Province - Operating	21,083,990	21,084,000	21,145,200
Recoveries	6366	Pandemic Funding	0	2,251,400	0
Recoveries	6503	Service Partners - Operating	11,025,990	10,365,300	11,629,100
Recoveries	6374	Community Paramedicine	218,520	218,500	218,500
Recoveries	6640	Special Events Revenue	20,000	10,000	20,000
Recoveries	6784	Staff Recovery - CUPE	0	24,000	0
Recoveries	6798	Miscellaneous Recoveries - Op	20,000	197,900	20,000
Recoveries	Category	Total	33,350,650	35,133,300	34,015,000
Net Operating		Expenditures	11,011,890	10,486,200	11,916,400

Emergency Medical Services

Capital Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Purchased Service	3326	Modernization/Efficiency Grant	27,000	27,000	0
Capital Expenditures	3801	Equipment	1,855,040	1,566,700	725,800
Capital Expenditures	3805	Vehicles	1,533,050	1,533,100	1,538,100
Expenditures	Category	Total	3,415,090	3,126,800	2,263,900
Recoveries	6370	Province - Capital	1,295,120	1,295,100	1,438,900
Recoveries	6503	Service Partners - Capital	1,312,340	1,040,200	817,600
Recoveries	6203	Modernization & Efficiency Grant	27,000	27,000	0
Recoveries	Category	Total	2,634,460	2,362,300	2,256,500
Contributions to	4135	Equipment Reserve	1,460,400	1,316,500	1,487,100
Contributions to	4130	Vehicle Reserve	1,417,330	1,399,400	1,445,200
Contributions to	Category	Total	2,877,730	2,715,900	2,932,300
Contributions from	6801	Equipment Reserve	(466,750)	(530,100)	(177,700)
Contributions from	6801	Vehicle Reserve	(1,533,050)	(1,533,100)	(1,538,100)
Contributions from	Category	Total	(1,999,800)	(2,063,200)	(1,715,800)
Net Capital		Expenditures	1,658,560	1,417,200	1,223,900
Total Departmental Requirement			12,670,450	11,903,400	13,140,300

Community Paramedicine for Long-Term Care

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	Category	Total	0	163,200	521,000
Benefits	151011201	Employment Insurance	0	2,900	6,500
Benefits	151011202	Canada Pension Plan	0	8,400	18,400
Benefits	151011203	O.M.E.R.S.	0	25,500	56,300
Benefits	151011204	Employer Health Tax	0	4,600	10,100
Benefits	151011205	Health Insurance	0	19,200	42,300
Benefits	151011206	Group Insurance	0	1,400	3,100
Benefits	151011207	Long Term Disability Insurance	0	10,300	22,600
Benefits	151011208	W.S.I.B.	0	1,100	2,400
Benefits	Category	Total	0	73,400	161,700
Staff Expense	Category	Total	0	2,800	11,000
Office Expense	Category	Total	0	29,200	15,000
Operating Expense	151013611	Vehicle operations	0	11,200	45,000
Operating Expense	151013655	Uniforms	0	0	30,000
Operating Expense	151013630	Medical supplies & equipment	0	58,300	51,200
Operating Expense	151013204	Computer maintenance	0	61,400	148,500
Operating Expense	Category	Total	0	130,900	274,700
Expenditures	Category	Total	0	399,500	983,400
Recoveries	Category	Total	0	399,500	983,400
Total Departmental Requirement			0	0	0

Emergency Management Coordination

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	122011101	Full Time	68,340	72,200	69,200
Salaries and Wages	121011101	Part Time	22,460	20,400	22,500
Salaries and Wages	Category	Total	90,800	92,600	91,700
Benefits	122011201	Employment Insurance	1,570	1,600	1,600
Benefits	122011202	Canada Pension Plan	3,780	3,800	4,200
Benefits	122011203	O.M.E.R.S.	6,590	6,600	6,500
Benefits	122011204	Employer Health Tax	1,770	1,900	1,800
Benefits	122011205	Health Insurance	6,330	6,300	7,000
Benefits	122011206	Group Insurance	450	500	400
Benefits	122011207	Long Term Disability Insurance	2,980	3,200	3,000
Benefits	122011208	W.S.I.B.	450	500	500
Benefits	Category	Total	23,920	24,400	25,000
Staff Expense	122013001	Mileage	2,500	2,500	2,500
Staff Expense	122013002	Staff Training	2,500	2,500	2,500
Staff Expense	122013005	Membership Fees	600	600	600
Staff Expense	122013098	Municipal/Emergency/EOC Training	2,000	2,000	2,000
Staff Expense	Category	Total	7,600	7,600	7,600
Office Expense	122013101	Telephone	2,000	2,000	1,300
Office Expense	122013298	Other (Emerg. Oper. Centre, Cogeco)	790	800	800
Office Expense	122013104	Computer Supplies	100	100	100
Office Expense	122013105	Subscriptions & Reference Material	750	800	800
Office Expense	122013109	Courier	50	100	100
Office Expense	122013198	Other / Public Safety Awareness	1,000	1,000	1,000
Office Expense	Category	Total	4,690	4,800	4,100
Equip. Lease & Maint.	122013204	Computer Maintenance	1,120	1,100	400
Equip. Lease & Maint.	Category	Total	1,120	1,100	400
Operating Expense	121013602	Radio Licence Renewal	250	300	300
Operating Expense	121013666	Pandemic Supplies	0	26,000	25,500
Operating Expense	Category	Total	250	26,300	25,800
Purchased Service	121013340	HAZMAT	20,000	20,000	20,000
Purchased Service	121013340	Red Cross/Social Serv. Support Agreement	20,000	20,000	20,000
Purchased Service	121013340	Web EOC / Cross Border Serv. Agree't	10,200	10,200	10,200
Purchased Service	121013340	Transnomis	36,850	36,800	36,900
Purchased Service	121013346	Mass Notification Sys.(Internal-Everbridge)	7,950	6,000	8,000
Purchased Service	Category	Total	95,000	93,000	95,100
Expenditures	Category	Total	223,380	249,800	249,700
Recoveries	122016203	Modernization & Efficiency Grant	13,190	13,200	0
Recoveries	12201-6368	Safe Restart Funding	0	26,000	25,500
Recoveries	Category	Total	13,190	39,200	25,500
Net Operating		Expenditures	210,190	210,600	224,200

Emergency Management Coordination

Capital Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	122013801	Equipment Purchases	4,000	4,000	4,000
	Net Capital	Expenditures	4,000	4,000	4,000
	Total	Departmental Requirement	214,190	214,600	228,200



Emergency Medical Services
Community Paramedicine for Long Term Care
Emergency Management Coordination

2022 Budget Presentation

C O U N T Y O F E S S E X . C A

Emergency Services



Emergency Services	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 10,922,080</u>	<u>\$ 10,696,800</u>	<u>\$ 12,015,600</u>
Net Capital Expenditures	<u>\$ 1,662,560</u>	<u>\$ 1,421,200</u>	<u>\$ 1,227,900</u>
Net Departmental Requirement	<u>\$ 12,584,640</u>	<u>\$ 12,118,000</u>	<u>\$ 13,243,500</u>

Emergency Medical Services



Overview - EMS	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 10,711,890</u>	<u>\$ 10,486,200</u>	<u>\$ 11,791,400</u>
Net Capital Expenditures	<u>\$ 1,658,560</u>	<u>\$ 1,417,200</u>	<u>\$ 1,223,900</u>
Net Departmental Requirement	<u>\$ 12,370,450</u>	<u>\$ 11,903,400</u>	<u>\$ 13,015,300</u>

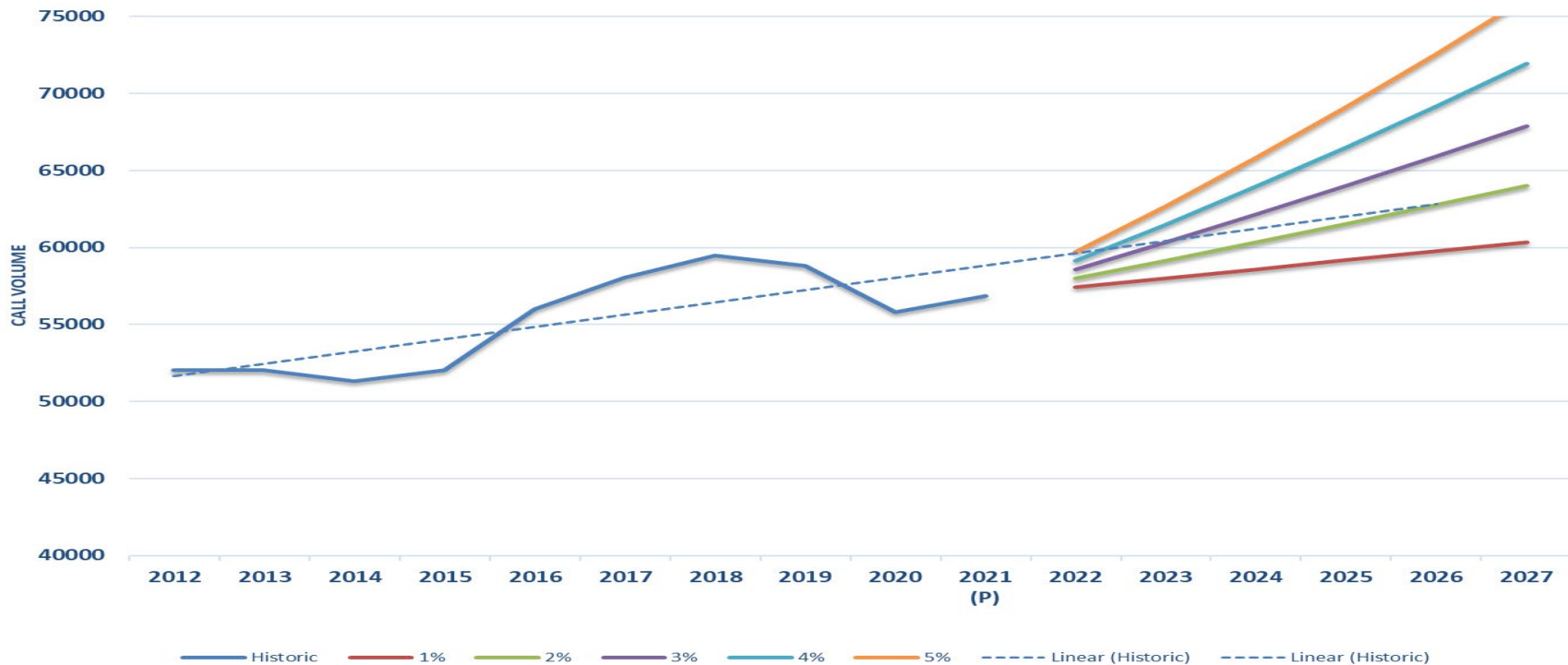
Budget Summary



Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 10,711,890	\$ 10,486,200	\$ 11,791,400
Net Capital Expenditures	\$ 1,658,560	\$ 1,417,200	\$ 1,223,900
Net Departmental Requirement	\$ 12,370,450	\$ 11,903,400	\$ 13,015,300

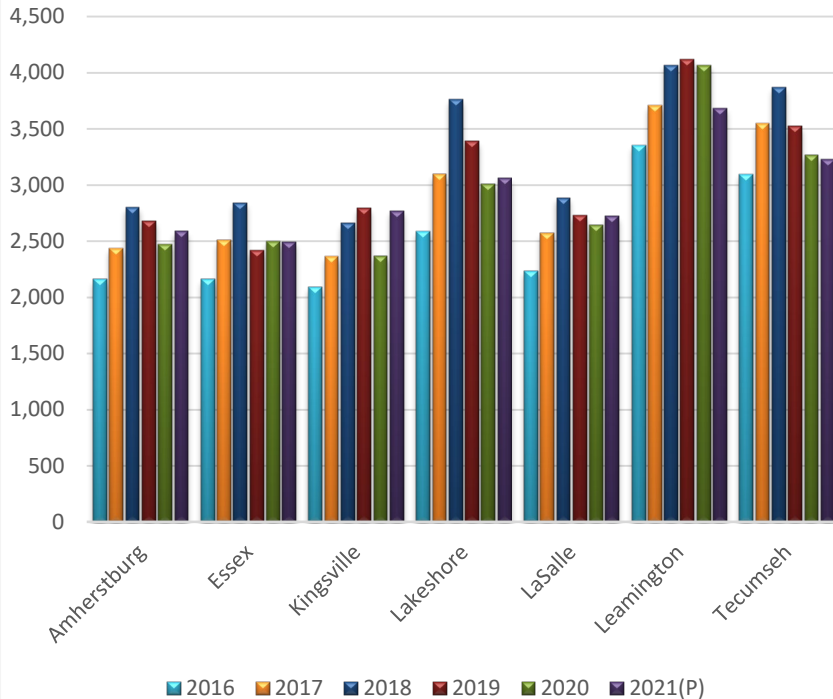
Call Volume Trends

**Projected Code 1-4 Call Volume Growth and Projection
2021(P) thru 2027**

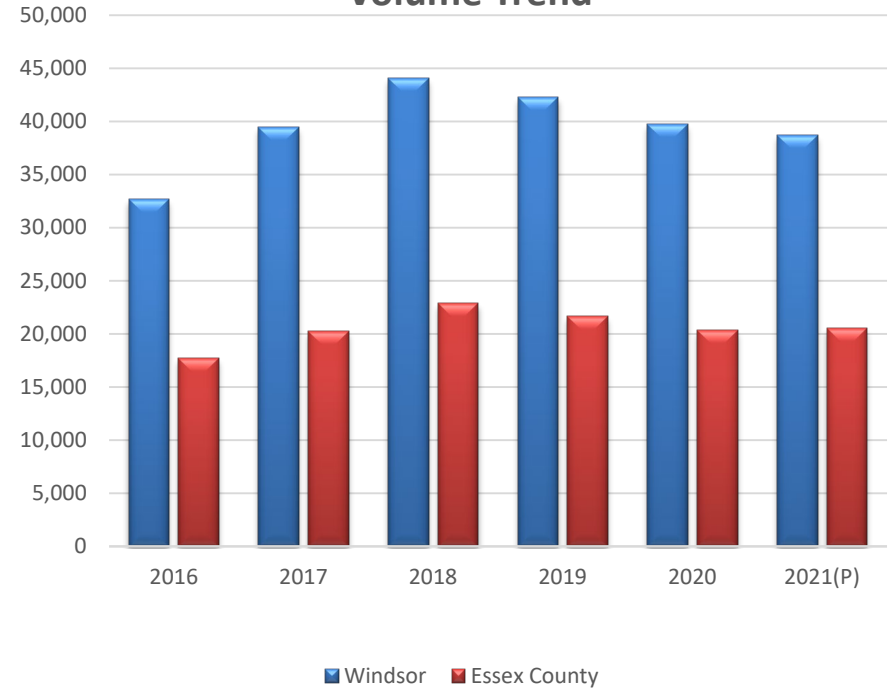


Calls per Population

Call Volume Essex County



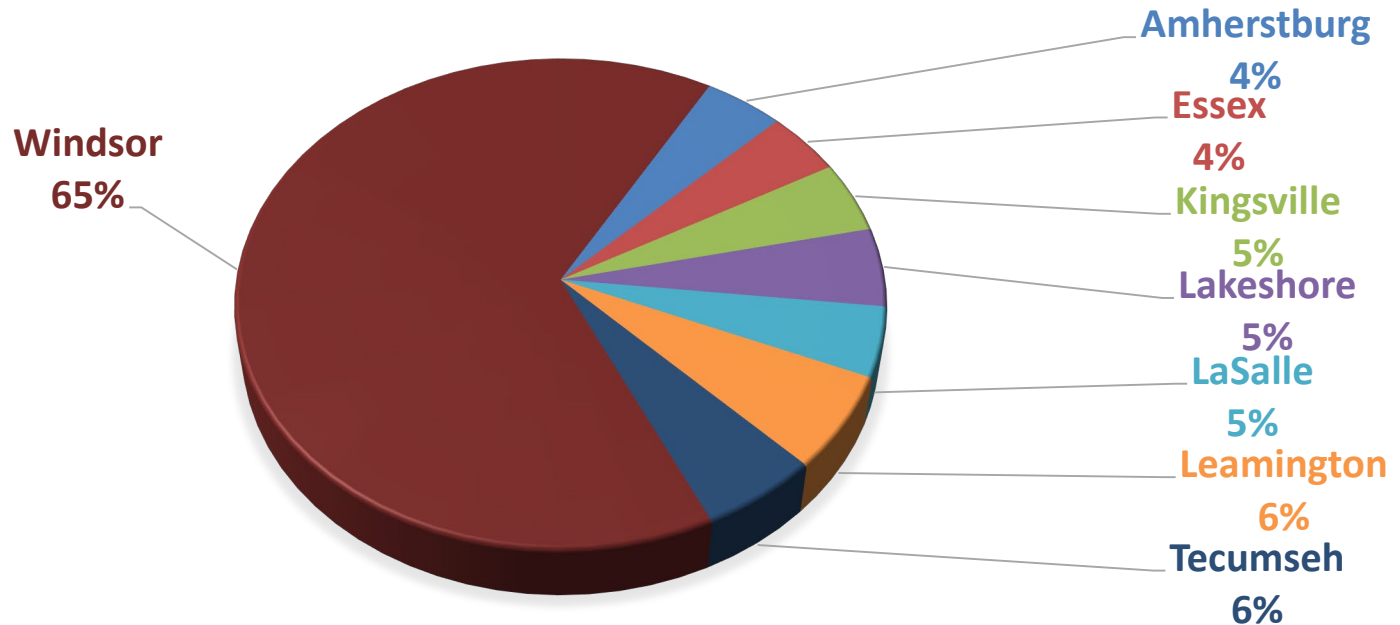
City of Windsor, County of Essex Call Volume Trend



Patient Contact by Municipality



2021 (P) CALL DISTRIBUTION

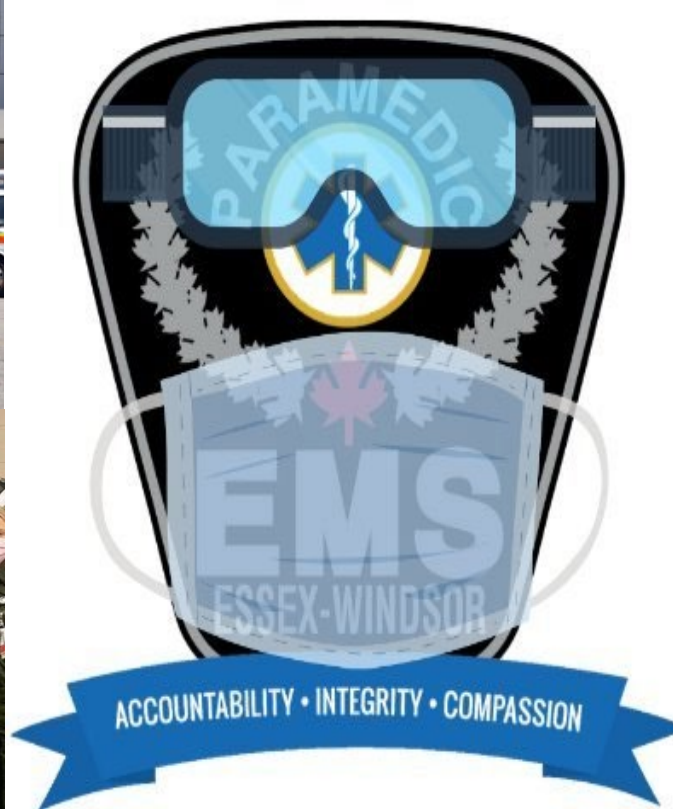


Response Time Standard Target



CTAS	Time Min.	2020 Target	2020 Actual	2021 Target	2021 (YTD) Actual
Sudden Cardiac Arrest	6	55%	53%	55%	50%
CTAS 1	8	75%	75%	75%	68%
CTAS 2	10	90%	83%	90%	83%
CTAS 3	12	90%	85%	90%	88%
CTAS 4	14	90%	90%	90%	86%
CTAS 5	14	90%	90%	90%	86%

2022 Proposed EWEMS Budget



Budget Summary

Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 10,711,890	\$ 10,486,200	\$ 11,791,400
Net Capital Expenditures	\$ 1,658,560	\$ 1,417,200	\$ 1,223,900
Net Departmental Requirement	\$ 12,370,450	\$ 11,903,400	\$ 13,015,300

2021 Funding Partners



Weighted Assessment



Municipal Share % Allocation	ACTUAL 2021 Wgt Assess	EST 2022 Wgt Assess
City of Windsor	49.442%	49.122%
Township of Pelee	0.268%	0.268%
Total recovery-service partners	49.710%	49.390%
County Responsibility	50.290%	50.610%

Fiscal Responsibility



COVID-19



System Impacts

- Off load delays continue to affect response times
- Recommendations from the 2019 Ten Year Master Plan
- Continuing Quality Improvement initiatives
- Regular scheduled replacement of assets
- COVID-19

Therefore the 2022 budget proposal includes:

- Continued educational and mental wellness supports and components
- Paramedic staffing enhancement
- Addresses inflationary increases to operational costs

Challenges Facing EWEMS



External influences:

- Lack of acute care beds
- Lack of long term care beds
- Lack of mental health and addiction services, acute and chronic
- Aging in home care strategies
- Long distance treatment and emergent transfers
- Local retirement recruitment
- Increased tourism initiatives
- COVID-19

External influences impact the daily operations and increase costs and pressure to the Health care system.

Paramedic/Patient Safety



COVID-19 Testing in the Zehrs Parking Lot in Tecumseh from 10 a.m. to 4 p.m.



Capital Assets



Community Paramedicine for Long Term Care



Overview – CPLTC	2021 Budget	2021 Projection	2022 Budget
Operating Expenditures	\$ 0	\$ 399,500	\$ 983,400
Operating Recoveries	\$ 0	\$ 399,500	\$ 983,400
Net Departmental Requirement	\$ 0	\$ 0	\$ 0



Emergency Management Coordination



Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 210,190	\$ 210,600	\$ 224,200
Net Capital Expenditures	\$ 4,000	\$ 4,000	\$ 4,000
Net Departmental Requirement	\$ 214,190	\$ 214,600	\$ 228,200



County of
Essex



ACCOUNTABILITY

INTEGRITY

COMPASSION



Questions?

C O U N T Y O F E S S E X . C A



Administrative Report

Infrastructure Services

To: Warden McNamara and Members of Essex County Council

From: Peter Bziuk, P.Eng., Manager, Design and Construction
Jerry Behl, P.Eng., Manager, Transportation Planning and Development

Date: Wednesday, December 01, 2021

Subject: 2022 Infrastructure Rehabilitation Program

Report #: 2021-1201-ISD-R024-PB-JB

Purpose

The purpose of this report is to provide to County Council information and recommendations pertaining to the development of the 2022 Rehabilitation Program and approval of early release projects.

Background

The County Construction Program (Program), consisting of the Capacity Expansion, Rehabilitation, Municipal Drainage, Planning/Engineering, CWATS as well as the Administration programs, provides for major improvements to the roads, bridges, railway crossings, active transportation and drainage infrastructure that make up the Essex County Highway Network. The Program, subject to approval of the 2022 budget, consists of sub programs that are undertaken on an annual basis. The sub-programs include:

- Roadway Expansion
- Rehabilitation Program
- Traffic Operations
- Municipal Drainage

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- Planning / Design / Engineering
- CWATS

Continuing in 2022, staff is evaluating various strategies to optimize the use of capital funding for these road sub-programs while considering complexity of projects, opportunities in delivery strategy and coordination of work with the local municipalities.

A brief overview of the select subprograms is provided, however, the focus of this report is to present the Rehabilitation Program and the request to advance approval for early release for some of the projects.

Roadway Expansion Program

This program includes a series of Roadway Expansion projects supporting the network capacity improvements identified in the Essex Windsor Regional Transportation Master Plan and include the undertaking of Environmental Assessments, Engineering Studies, Preliminary and Detailed Design assignments, utility works and property acquisition. Construction projects related to highway capacity expansion, rehabilitation, Municipal drains, and County Connecting Links and intersection improvements are also supported through this program.

CWATS Program

The Countywide Active Transportation System Master Plan is in the process of completing its first full update since its adoption in 2012. The review and update consider the recommendations of the original study, implementations to date and changes to the active transportation environment, as well as pertinent legislative changes. The CWATS Program is developed with local partners to construct and maintain active transportation facilities across the County.

The program also supports numerous initiatives to promote and encourage active transportation, as well as a sub program for the paving of shoulders on County Roads. The 2022 CWATS Core Program will be brought forward for County Council's consideration in a separate report.

Infrastructure Services continues to bring forward specific details related to the annual rehabilitation program prior to the annual budget presentation as the department continues the delivery of its **early release program**.

Discussion

Rehabilitation Program

The Rehabilitation Program focuses on maintaining and improving the condition of all the assets on the County Road Network including:

- Road Pavements
- Drainage Systems
- Bridge Structures
- Culvert Structures
- Intersections & Guiderails

2021 Infrastructure Rehabilitation Program Highlights

The current construction year has been busy and challenging through the pandemic. It was necessary to implement measures to protect all workers by keeping jobsites clean, social distancing and installation of hand washing stations to support hand washing and disinfection on a regular basis.

In 2021, the department delivered 100% of the rehabilitation projects. This includes the rehabilitation of 50km of roads, the rehabilitation of 2 bridges and replacement of 4 culverts. Multiple preservation projects were also completed including emergency culvert replacements on various roads.

County Road System Needs 2022

Programming and packaging of projects must consider the following needs and considerations:

- Prioritized pavement preservation needs;
- Other roadway needs including other roadway components (e.g., culverts, bridges);
- Operational improvements (e.g., widening at an intersection and system expansion), and safety improvements.
- System operation including staging projects to minimize inconvenience to the public and advancing projects because of new development; and/or

- Related projects, such as work on underground utilities, or alignment with municipal works is coordinated to minimize disruption to the public

The Infrastructure Services Department annually evaluates pavement condition based on surface condition, ride quality, friction, rutting, base condition and drainage. The Department uses a three-tier approach of reconstruction, rehabilitation and preventative maintenance to address the worst highways through reconstruction, improve poor highways by rehabilitation and extend the life of good pavement through preventative maintenance. Also incorporated is an asset management philosophy by developing programs that prioritize projects based on factors such as remaining service life, traffic volumes, truck volumes, cost/benefit, ride quality, maintenance savings and condition of bridge/culverts in a corridor.

In addition to the factors described above, consideration is also given to: years since last rehabilitation, history of maintenance and preservation works completed and field experience with the observed rate of deterioration.

Based on the information collected and analyzed, each road section is assigned a rating indicating an approximate time period in which reconstruction/rehabilitation should be undertaken. The rating is not representative of preservation timings. The classification of 1 to 3 years is further reviewed to identify road sections that are comparably in the worst condition.

2022 Rehabilitation Program Development

The Annual Program, as well as the 5 Year Rehabilitation Program, supports the principles and objectives established in the Corporation's Asset Management Plan. The 2022 Rehabilitation program is valued at \$11,541,200 and is supported by the following documents:

- Infrastructure Services 2022 Program Presentation (Appendix 1.0)
- County Road Map (Appendix 2.0)
- Bridge Location Map (Appendix 3.0)
- Culvert (Span over 3m) Location Map (Appendix 4.0)
- Pavement Condition Rating Map (Appendix 5.0)
- Proposed 2022 Rehabilitation Program Project Listing (Appendix 6.0)
- 2022 Rehabilitation Project Location Map (Appendix 7.0)
- 5-year Rehabilitation Project Listing (Appendix 8.0)

- 5-year Rehabilitation Program Map (Appendix 9.0)
- 2022 Paved Shoulder Candidate Project Map (Appendix 10.0)

Bridges

The Bridge inventory currently includes 84 structures ranging in age from new to 88 years with an average age of 52 years and full replacement value of all structures estimated at \$160,000,000.

Under the Public Transportation and Highway Improvement Act, 1990 and Ontario Regulation 104/97 and Ontario Regulation 472/10 Standards for Bridges, municipalities are required to inspect bridges every two years in accordance with the OSIM document procedure. From the inspections completed in 2020, a maintenance workplan was developed for the 1-5 year timeframe. The information noted for overall structure conditions was analyzed and updated for a majority "condition-based" management program, with minor consideration to "age-based" management. A general asset management best practice is to maintain good assets in good condition. In such cases, the focus of these assets should be preventative maintenance activity and rehabilitation efforts. Ultimately, this will extend the useful life of that asset, reduce long term total life-cycle costs, and continue to delay costly full replacement activities.

Bridge projects are typically undertaken as multiyear projects owing to the length of time required to complete the design/approval process. The engineering work and approvals are done in one year and construction typically follows the next.

Culverts

The culvert inventory includes 113 culverts with a span greater than 3m. These structures range in age from new to 88 years with an average age of 46 years and full replacement value of \$90,000,000.

A similar process is used for culvert inspections with completion in alternate years. The culvert inspections were completed in 2019. Culvert projects are also typically undertaken as multiyear projects owing to the length of time required to complete the design/approval process. The engineering work and approvals are done in one year and construction typically follows the next.

The costs associated with the smaller culverts are accounted for in two different methods. When considering a multiyear corridor improvement project, the costs to rehabilitate or replace several culverts are identified as a stand-alone project. This allows for the work to be undertaken in the year before the road project is undertaken.

In other circumstances where only one culvert or several small culverts require rehabilitation/replacement, these costs are built into the overall costs for the road project. Large culvert rehabilitation /replacements may also be considered as candidates for a stand-alone project.

In 2010, a new program to address the needs within the medium size culvert inventory was introduced and is continued for 2022 as it has proven to be very successful.

Roads

The County of Essex maintains a network of approximately 1500 km of road. The pavement infrastructure has been constructed, maintained and enhanced over many years.

The most cost-effective way to maintain the road system is to provide timely preventative treatments to the pavements. The benefits of timely and appropriate application of these options are realized in the form of lower costs, longer serviceability and less disruption to the travelling public.

Costs increase significantly if roads are allowed to deteriorate too far, resulting in full reconstruction costs. Consequently, pavements can deteriorate faster as they can be disturbed at any time during the year and sometimes different utilities or local municipalities may need access to their infrastructure on a shorter frequency cycle resulting in pavements that have been cut into and repaired many times.

Periodic overlays eliminate the need for major repairs or full replacement of a badly deteriorated road. Many more kilometers of road can be maintained, with the same budget, by applying lower cost preventative treatments than can be achieved by performing major repairs.

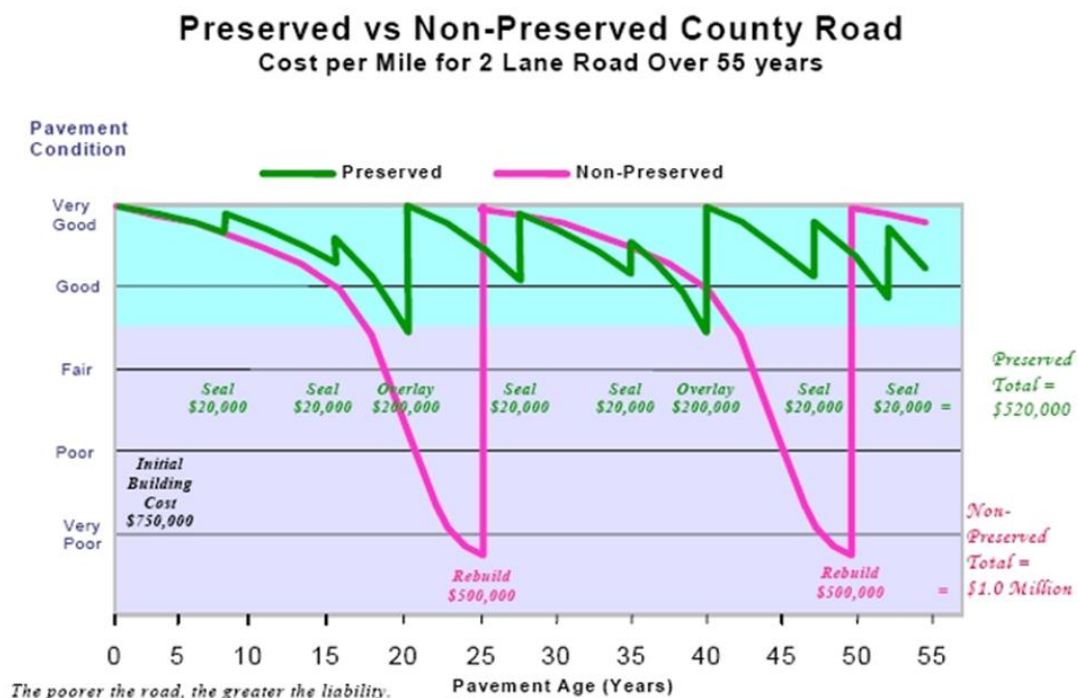
Pavement evaluations are conducted to determine functional and structural conditions of a road section for the purposes of either routine monitoring or planned corrective action. Pavement surveys are completed to evaluate the Pavement Condition Index (PCI). After establishing the PCI, the road is classified as Very Good, Good, Fair, or Poor. Evaluation is based on physical parameters such as riding quality of the surface and the extent and severity of distress. The "poor to fair" road sections are brought forward as potential candidate projects for the Rehabilitation Program utilizing various technologies. Further review of the candidate projects is undertaken to evaluate potential conflicts with other projects within the program or with other partner projects.

Figure 1: Pavement Condition



The sample chart below represents the costs to maintain a road over a life span of 55 years through a Preserved or Non-Preserved maintenance strategy. The chart shows a typical method that demonstrates with the timely application of preservation works the full life cycle costing can be reduced from \$1.0 million to \$520,000 over its 55-year life cycle for each mile of 2-lane road. Such procedures are reviewed annually for each road segment in the five (5) year plan to review and evaluate the differences between competing pavement design alternatives and subsequent rehabilitation strategies.

Figure 2 – Life Cycle of Pavement Condition



Rehabilitation strategies are designed to help extend the life of an existing pavement. At the project level, resurfacing vs. reconstruction options should be selected based on the current condition and service life of the pavement, pavement type, road classification and traffic. A proper geotechnical investigation and/or non-destructive testing, along with a life cycle cost analysis as part of a pavement design report is required to determine the best strategy to maintain the pavement in a good state of repair. Recognizing that pavement damage is largely a function of traffic loading, higher volume roads (Class 1 and 2) are considered higher priority.

Asset Management Plan

The Asset Management Plan and its projected expenditure requirements is updated on an annual basis to address changes resulting from updated asset condition ratings, scope of work adjustments and market forces. The Asset Management Plan supports the County's corporate goals that rely upon adequate infrastructure and a defined level of service that the County is committed to providing. The objectives of the process are (a) to establish the amount of money available or needed and (b) to decide on the best way to invest the money in the pavement infrastructure. The quality of the planning and budgeting process has a major impact on the condition of the pavement network and on the life-cycle cost of maintaining it.

O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure came into effect on January 1, 2018 and requires municipalities to have a Council approved Asset Management Plan for core infrastructure assets by July 1, 2021. Development of the updated Asset Management Strategy to drive sustainable long-term investment in 'State of Good Repair' (SOGR) projects and reduce the backlog is underway.

Pavement Performance Prediction

Performance prediction is a critical requirement for the identification of future pavement preservation needs. There are various pavement preservation treatments that are utilized on the County Road network.

Pavement type selection balances issues of both short and long-term performance while considering initial and long-term costs. A common method includes cold-in-place recycling (CIR) as a rehabilitation technique where an existing asphalt layer with distresses is milled, screened, processed and mixed with an asphalt recycling agent and compacted with a paver. The County continues to consider sustainability principles when evaluating rehabilitation treatments.

A significant percentage of a road maintenance program budget should be spent on preservation of fair and good pavements, rather than full rehabilitation or reconstruction. The transition will be undertaken incrementally to improve the overall rating of the network. As the overall condition of the network is improved, there will be a planned transition to a higher percentage of the program being dedicated to preservation activities intended to extend the life cycle of the pavements, bridges and culverts.

Level of Service

The intent of the Rehabilitation Program is to provide a safe and reliable road network while providing for value added and cost-effective maintenance of the County's road network. Specific objectives include:

- To maintain 100% of bridges in the good to fair condition range
- To maintain 80% of culverts in the good to fair condition range
- To maintain 100% Class 1 /2 roads in the good to very good condition

The assets are continually inspected and provide defined condition ratings which are used to establish network priorities. *Minimum safety-related levels of service* are typically defined in terms of individual pavement defects, such as potholes, cracking, and wheel track rutting and are captured in the overall pavement preservation project.

Trigger values are usually associated with specific pavement preservation treatments (such as sealing cracks in asphalt concrete pavement or sealing joints in concrete pavement) and are related to the need to apply a preservation treatment at the right time to be effective, or before the pavement reaches a condition where a different, more expensive treatment would be required.

Cost Escalation

The overall condition of the network has been improving over the last several years due to increased annual funding and utilization of funding programs from the senior levels of Government. Utilization of the Federal Canada Community Building Fund has allowed the Annual Rehabilitation Program to incrementally increase to the targeted annual funding level.

Cost escalations have been experienced across all types of construction activities from rehabilitation and preservation projects through large road and bridge projects. Labour, material and equipment costs have all increased. A good example of this escalation is the unit rate for a tonne of hot mix asphalt laid in a resurfacing project.

The following information and graph clearly show the cost escalation experienced since 2012 to 2021 for a tonne of Hot Mix Asphalt (HMA).

Year	HMA Cost/Tonne	Year	HMA Cost/Tonne
2012	92.87	2017	100.10
2013	86.63	2018	107.18
2014	100.55	2019	108.09
2015	102.25	2020	109.95
2016	111.14	2021	114.37

Figure 3 – Asphalt Cost

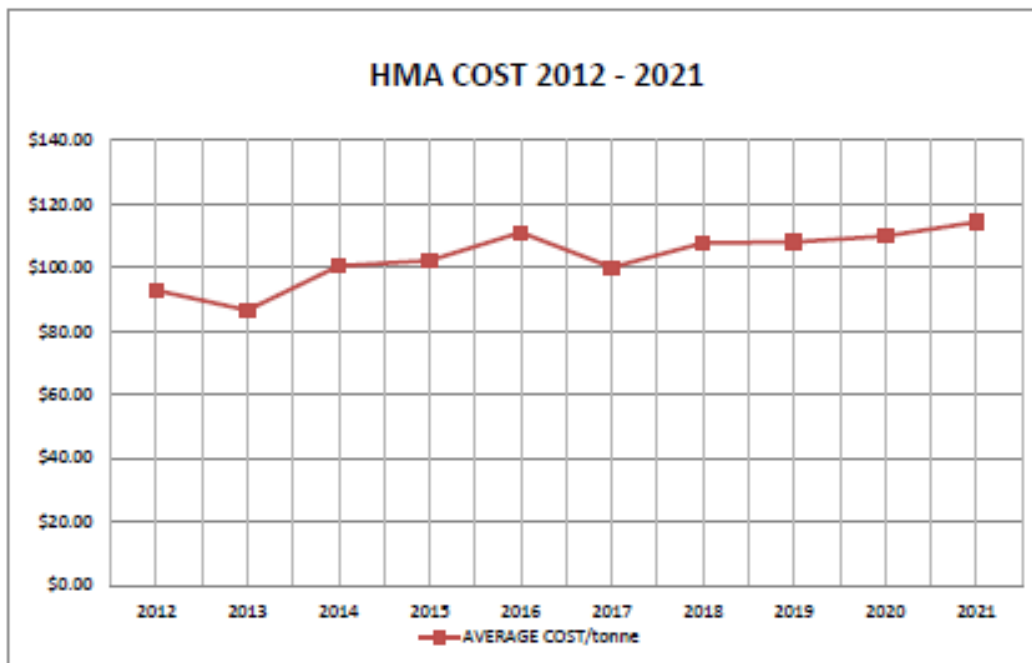
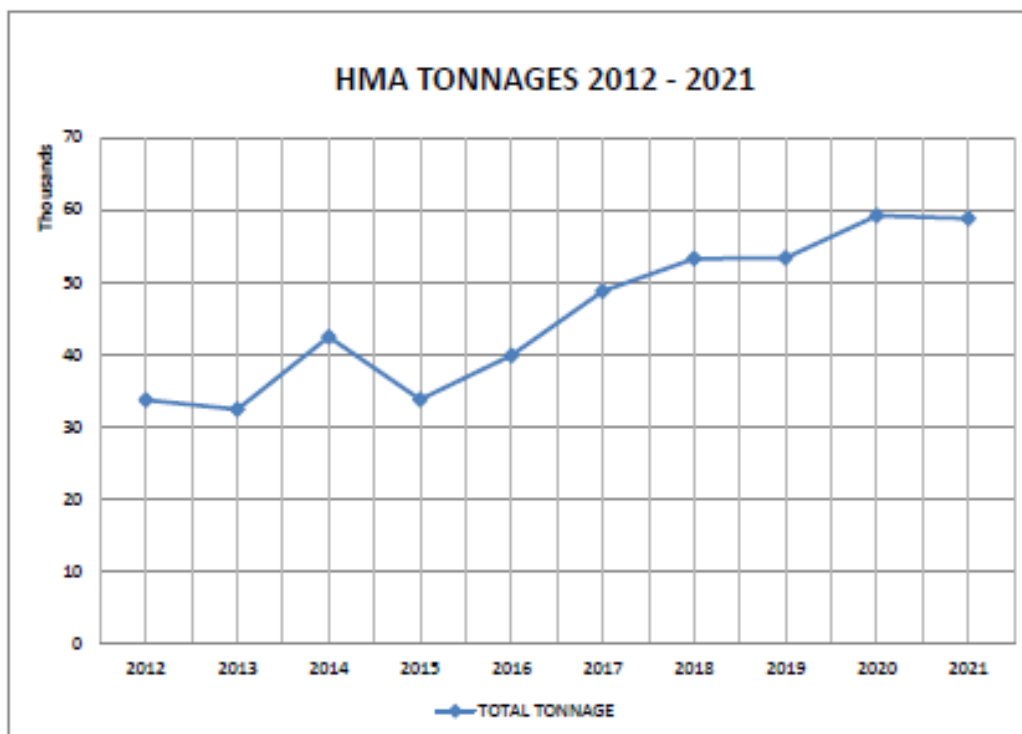


Figure 4 – Asphalt Tonnage



5 Year Rehabilitation Program – Roads, Bridges & Culverts

The County has implemented a tailored life cycle activity framework for the road network as described in the 2017 Asset Management Plan strategy. Key attributes for the road network, including quantities of various assets, their useful life, replacement cost and the valuation method by which replacement cost is derived is valued at \$398 million.

The priority planning and budgeting process determines which sections should receive pavement preservation treatments and during which year, the approximate type of the treatment (e.g., a thin overlay), and the estimated cost of the treatment. Project design determines the actual treatment type and provides additional details required for the construction of the project (such as the layer thickness, type of material, and construction methods). Properly designing a durable and economical rehabilitation strategy requires knowledge of a pavement's structural capacity. Staff continuously utilize non-destructive testing to select the appropriate rehabilitation method for each road segment.

The accessible funding level does not adequately address the needs of the network. Increased traffic volumes, age of the network, severe weather and lack of timely preservation works have resulted in a rate of deterioration that is outpacing the rate of rehabilitation. The cost of rehabilitation work continues to escalate each year resulting in less volume of works completed within the fixed budget.

2022 Rehabilitation Program

A 5 Year Rehabilitation Program project listing and map is attached to this report for information. This program is developed as a planning tool that establishes a listing of proposed projects and associated costs for works to be undertaken over the next five years. The program is focused mainly on full rehabilitation or reconstruction; with some preservation projects included. The attached project listing includes:

- 2 Bridge Rehabilitations
- 2 Bridge Engineering Assignments
- 2 Culvert Rehabilitation/Replacements
- 4 Culvert Engineering Assignments

- 17 Road Rehabilitation Projects

Another program to address the deficiencies in the medium sized culvert inventory is continued for 2021 and 2022. These are the culverts with spans or diameters under 3m that are not included in the Culvert Inventory (>3m). Many of these culverts are in deteriorated condition and require replacement. The preservation allocation within the Rehabilitation Program provides funding to improve the condition of this culvert inventory.

The 2022 Rehabilitation Program represents a program at the accessible funding level inclusive of Canada Community Building Fund revenue in the amount of \$11,541,200. This includes the Canada Community Building Fund contribution of \$2,302,900.

Challenges continue to be presented related to the purchasing power of the program as the unit rates for rehabilitation continue to escalate. As a result, the target level of expenditure will require monitoring and an upward adjustment in the future in order to keep pace with the rate of deterioration experienced across the network.

Since 2004, a revised program was approved by County Council, which pre-committed a level of expenditure for the early development and release of tenders associated with bridge, culvert and road projects. This approach has worked well allowing for completion of road projects on an expedited schedule with highly competitive tender results. Based on previous years' experiences, it is proposed to follow a similar process for the 2022 Rehabilitation Program.

Project Prioritization and Risk Management

Infrastructure needs exceed municipal capacity and the County has relied on provincial and federal programs to finance the annual rehabilitation program. The goal is to deliver a program at the best possible cost over an asset's life cycle within an acceptable level of risk. The Corporate Asset Management Plan, was approved by County Council in 2017 and provides general guidance to deliver the program. In 2017 the performance of the road network was graded as a C+ and the rehabilitation needs were forecasted to top \$54 million over the next five years.

In 2021 the pavement condition ratings were performed by a third-party firm using specialized assessment vehicles that drove the entire road network. The deliverables confirmed the annual pavement condition ratings performed by County of Essex staff are equal to the vehicle assessment.

The assessment vehicle collected scientific data and the respective computer software provided the output reports. Based on 2021 data, the road network rehabilitation deficit is \$54.2 million and there are 177 km of the road network in need of rehabilitation.

The 2022 program developed with the allocated funding captures a fraction of those road segments for a total of 46.15 km.

As the County and its associated infrastructure ages, the need for maintenance, repairs, servicing, upgrades and replacement of utilities continues to grow. The timing and frequency of these various events fluctuates significantly. Consequently, pavements can be disturbed at any time during the year and sometimes different utilities may need access to their infrastructure on a shorter frequency cycle resulting in pavements that have been cut into and repaired many times. Cuts made during the winter months exasperate pavement damage because of infiltration of moisture resulting in freeze/thaw action. In the 2017 AMP, the probability of failure is predicted by the condition of the asset as shown in Figure 5.

Figure 5 –Probability of Failure – All Assets

Condition Rating	Probability of Failure
0-20 Very Poor	5 – Very High
21-40 Poor	4 – High
41-60 Fair	3 – Moderate
61-80 Good	2 – Low
81-100 Excellent	1 – Very Low

2022 Paved Shoulder Program

County Council adopted the Paved Shoulder Program in 2016 that provides for the efficient and cost-effective construction of paved shoulders currently included in the CWATS network. As per recommendation 7-37 in the CWATS master plan, the twenty-year implementation plan be fully integrated with the County Rehabilitation and Capacity Improvement Programs.

The construction of CWATS facilities when a County Road is rehabilitated or reconstructed within the County's 5-year Road Rehabilitation Program requires an additional annual budget to realize the opportunities. Funding to support the program is provided from the Infrastructure Expansion Reserve with a 2022 construction value of \$2,800,000. The following table highlights

the proposed 2022 Projects and are shown on the attached map as Appendix 10.0.

2022 Paved Shoulder Program – Candidate Projects

CWATS ID.	Road Number	Limits	Length	Estimate
Amh-1	CR 18	CR 11 to CR 9	2.5 km	\$500,000
Ess-1	CR 18	Coulter to CR 11	5.9 km	\$900,000
Amh-2	CR 50	7 th Conc. to Collison Sideroad	1.4 km	\$850,000
Ess-11	CR 50	Dunn Road to Dahinda	1.3 km	\$250,000
Amh-2	CR 50	CR 41 to 7 th Concession utility relocation	4.7 km	\$300,000

Paved Shoulders are built in accordance with Ontario Provincial Standards Specifications (OPSS) and the Ontario Traffic Manual (OTM) Book 18 with desirable measurement of shoulder widths for rural bicycle routes as 1.5 to 2.0 meters on both sides of the road plus buffer separation where applicable.

Financial Implications

The financial implications to the 2022 budget are outlined in this report.

Recommendation

That Essex County Council approve the 2022 Rehabilitation Program as presented and the highlighted projects be advanced as early release projects; and

That the Paved Shoulder Program be approved, and advanced as early release projects to coincide with the rehabilitation projects.

Respectfully Submitted

Peter Bziuk

Peter Bziuk, P.Eng., Manager, Design and Construction

Jerry Behl

Jerry Behl, P. Eng., Manager, Transportation Planning and Development

Concurred With,

Mike Galloway

Mike Galloway, Chief Administrative Officer

Appendix Number	Title
1.0	Infrastructure Services 2022 Program Presentation
2.0	County Road Map
3.0	Bridge Location Map
4.0	Culvert (Span over 3m) Location Map
5.0	Pavement Condition Rating Map
6.0	Proposed 2022 Rehabilitation Program Project Listing
7.0	2022 Rehabilitation Project Location Map
8.0	5-year Rehabilitation Project Listing
9.0	5-year Rehabilitation Program Map
10.0	2022 Candidate Paved Shoulder Program



Infrastructure Services

2022 Construction Program

C O U N T Y O F E S S E X . C A

County Road 17 – Culvert at Sullivan Creek Structure Replacement



County Road 18 – County Road 23 to Coulter Road

New Paved Shoulders



Pre Construction



Post Construction

County Road 50 – Collison Sideroad to County Road 20

Part 1



Pre Construction



Post Construction

County Road 50 – Collison Sideroad to County Road 20

Part 2



Pre Construction



Post Construction

Construction Challenge Part 1



Construction Challenge Part 2



Construction Safety

Part 1

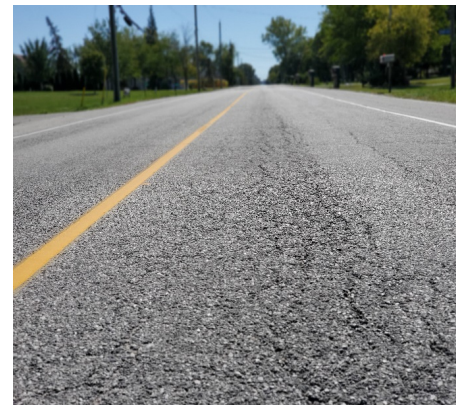


Construction Safety

Part 2



2022 Rehabilitation Program



2022 Program Summary

2 Bridge Rehabilitations

2 Bridge Engineering Assignments

2 Culvert Replacements

4 Culvert Engineering Assignments

Multiple Road Rehabilitation Projects

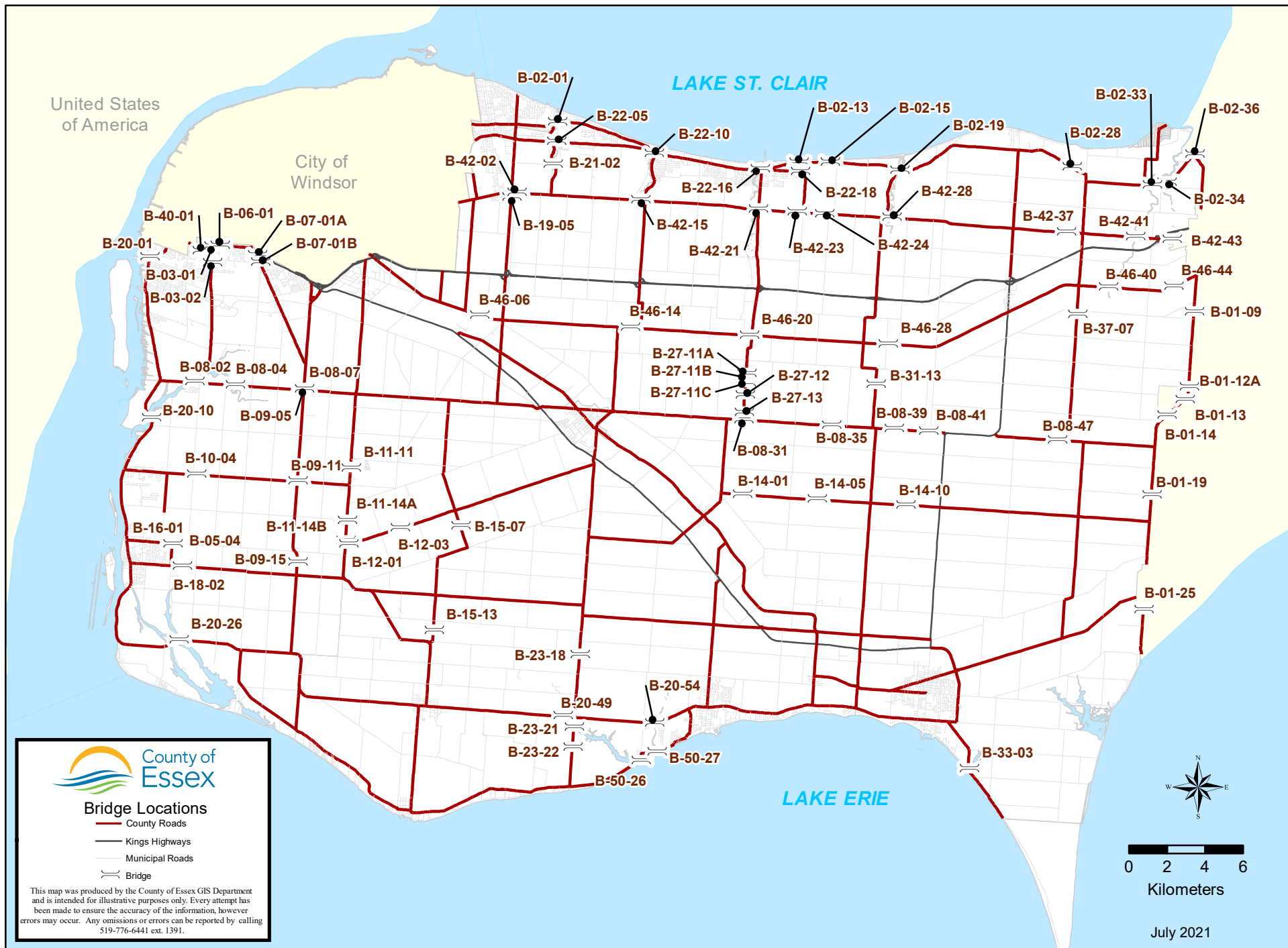
CWATS Paved Shoulder Projects



Questions?

C O U N T Y O F E S S E X . C A





United States
of America

City of
Windsor

LAKE ST. CLAIR

LAKE ERIE



Culvert Locations

- County Roads
- Kings Highways
- Municipal Roads
- Culvert

This map was produced by the County of Essex GIS Department and is intended for illustrative purposes only. Every attempt has been made to ensure the accuracy of the information, however errors may occur. Any omissions or errors can be reported by calling 519-776-6441 ext. 1301



0 2 4 6
Kilometers

Printed: July 2021

UNITED STATES
OF AMERICA

CITY OF WINDSOR

Lake St. Clair

Detroit River

MUNICIPALITY OF
CHATHAM-KENT

Lake Erie

POINT
PELEE
NATIONAL
PARK

Pavement Condition Rating

YEARS	PCI	KM
1-3	1-20	91
3-5	21-40	152
5-7	41-60	147
7-10	61-80	144
10 and up	81-100	181

Page 214 of 381



0 2 4 6 8 Kilometers

- Municipal Roads
- County Roads
- Kings Highways
- Greenway
- Railway
- County Boundary

September 2021

**ISD- 2022 State of Good Repair Program
with Paved Shoulder Program - Roads, Bridges and Culverts**

November 3, 2021

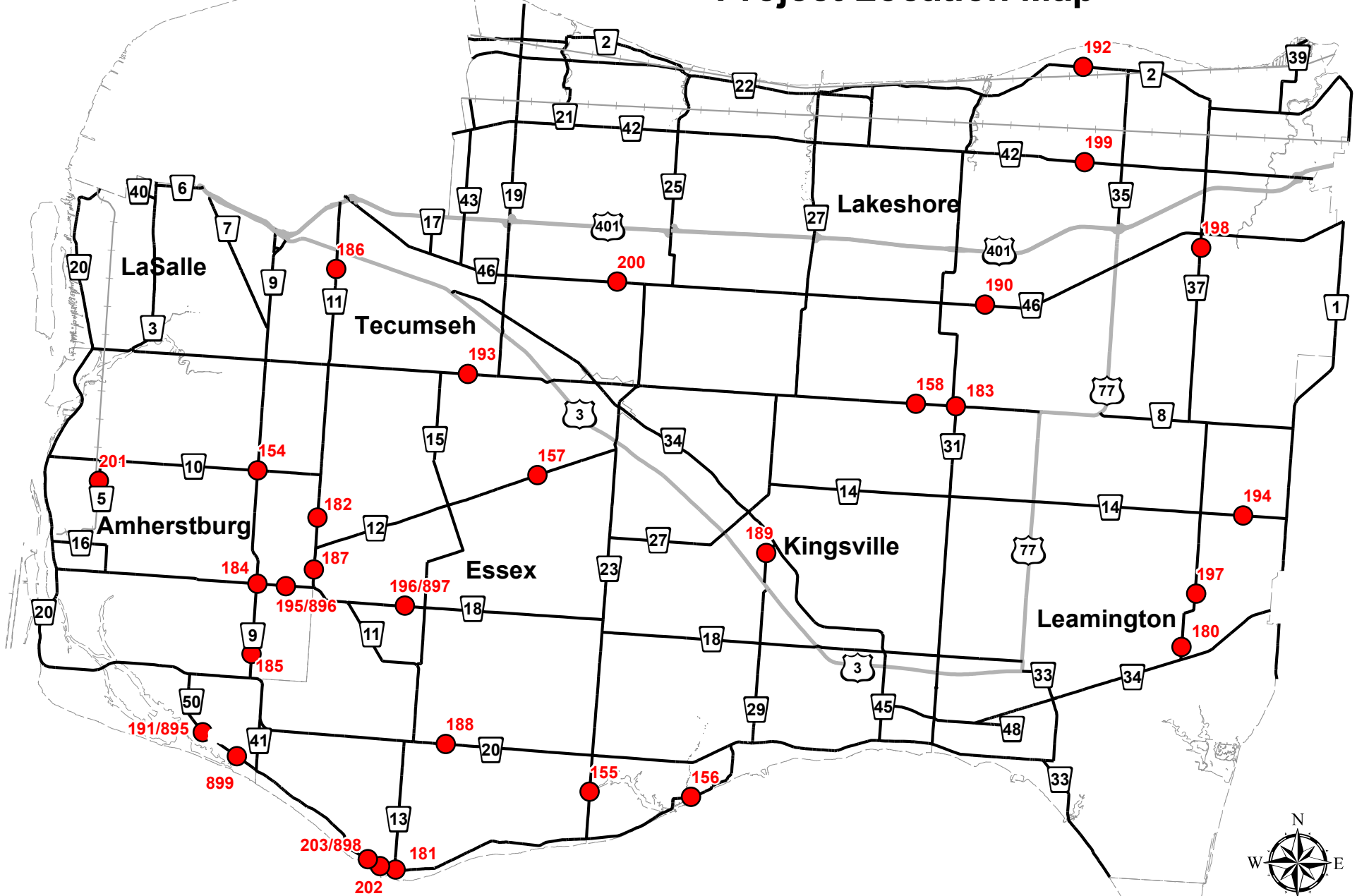
Project	Road #	Description	Remarks	Estimate
100	Various	Various Preservation Projects Roads, Bridges, Culverts	Extend Lifecycle	\$291,200
154	CR 9	Bridge at River Canard Amherstburg/Essex B-09-11	Structural Deterioration Engineering & Approvals	\$65,000
155	CR 23	Bridge at S. Branch Cedar Essex/Kingsville B-23-22	Structural Deterioration Replacement	\$1,500,000
156	CR 50	Bridge at Wile Creek Kingsville B-50-27	Structural Deterioration Rehabilitation	\$450,000
157	CR 12	Culvert at Essex Outlet Drain Essex C-12-106	Structural Deterioration Replacement	\$590,000
158	CR 8	Culvert at Cameron Curry Drain Lakeshore/Kingsville RC-08-335	Structural Deterioration Replacement	\$500,000
180	CR 37	Culvert at Wiper Drain Leamington C-37-239	Structural Deterioration Engineering & Approvals	\$65,000
181	CR 50	Culvert at Tom Wright Drain Essex RC-50-135	Structural Deterioration Engineering & Approvals	\$65,000
182	CR 11	Bridge at Canard River Amherstburg/Essex B-11-14A	Structural Deterioration Engineering & Approvals	\$75,000
183	CR 31	Culvert at Irwin Drain Kingsville/Leamington C-31-147	Structural Deterioration Engineering & Approvals	\$65,000
184	CR 18	Culvert at Long Marsh Drain Amherstburg C-18-088	Structural Deterioration Engineering & Approvals	\$65,000
185	CR 9	Pavement Rehabilitation CR 20 to South Side Road Amherstburg	Deteriorated Pavement CIR & Pave 1.9 km	\$415,000
186	CR 11	Pavement Rehabilitation 1 km S. of South Talbot to Highway 3 Tecumseh	Deteriorated Pavement CIR & Pave 2.5 km	\$585,000
187	CR 11	Pavement Rehabilitation CR 18 to CR 12 Amherstburg/Essex	Deteriorated Pavement CIR & Pave 1.8 km	\$390,000
188	CR 20	Pavement Rehabilitation 100 m east of Sunset to Ferriss Road Essex	Deteriorated Pavement CIR & Pave 1.3 km	\$340,000
189	CR 29	Pavement Rehabilitation South Talbot to CR 34 Kingsville	Deteriorated Pavement CIR & Pave 1.8 km	\$415,000
190	CR 46	Pavement Rehabilitation Rochester Townline to CR 31 Lakeshore	Deteriorated Pavement CIR & Pave 3.5 km	\$760,000
191	CR 50	Pavement Rehabilitation 7th Conc. to Collison Sideroad Amherstburg	Deteriorated Pavement CIR & Pave 1.4 km	\$230,000
895	CR 50	Paved Shoulder (Amh-2) 7th Conc. to Collison Sideroad Amherstburg	PS with Rehab #191 1.4 km	\$850,000

**ISD- 2022 State of Good Repair Program
with Paved Shoulder Program - Roads, Bridges and Culverts**

November 3, 2021

Project	Road #	Description	Remarks	Estimate
192	CR 2	Pavement Rehabilitation Maple Ave. to St. Clair Road Lakeshore	Deteriorated Pavement Overlay (HM) 3.2 km	\$430,000
193	CR 8	Pavement Rehabilitation CR 15 to CR 19 Tecumseh/Essex	Deteriorated Pavement Overlay (HM) 2.5 km	\$335,000
194	CR 14	Pavement Rehabilitation CR 1 to CR 37 Leamington	Deteriorated Pavement Overlay (HM) 3.7 km	\$470,000
195	CR 18	Pavement Rehabilitation CR 11 to CR 9 Amherstburg	Deteriorated Pavement Overlay (HM) 2.5 km	\$330,000
896	CR 18	Paved Shoulder (Amh-1) CR 11 to CR 9 Amherstburg	PS with Rehab #195 2.5 km	\$500,000
196	CR 18	Pavement Rehabilitation Coulter to CR 11 Essex	Deteriorated Pavement Overlay (HM) 5.9 km	\$800,000
897	CR 18	Paved Shoulder (Ess-1) Coulter to CR 11 Essex	PS with Rehab #196 5.9 km	\$900,000
197	CR 37	Pavement Rehabilitation Mersea Rd 6 to Mersea Rd 7 Leamington	Deteriorated Pavement Overlay (HM) 1.4 km	\$220,000
198	CR 37	Pavement Rehabilitation South Middle Road to CR 46 Lakeshore	Deteriorated Pavement Overlay (HM) 1.3 km	\$170,000
199	CR 42	Pavement Rehabilitation CR 35 to Rochester Townline Lakeshore	Deteriorated Pavement Overlay (HM) 3.7 km	\$550,000
200	CR 46	Pavement Rehabilitation CR 23 to Lakeshore Rd 203 Lakeshore	Deteriorated Pavement Overlay (HM) 3.6 km	\$510,000
201	CR 5	Pavement Rehabilitation Texas Road to CR 10 Amherstburg	Deteriorated Pavement Mill and Pave 2.1 km	\$310,000
202	CR 50	Pavement Rehabilitation CR 13 to Dunn Road Essex	Deteriorated Pavement Mill and Pave 0.75 km	\$160,000
203	CR 50	Pavement Rehabilitation Dunn Road to Dahinda Essex	Deteriorated Pavement CIR and Pave 1.3 km	\$390,000
898	CR 50	Pavement Rehabilitation Dunn Road to Dahinda Essex	PS with Rehab #203 1.3 km	\$250,000
899	CR 50	Utility Relocation CR 41 to 7th Conc. Essex	PS with future Rehab 4.7 km	\$300,000
2022 SOGR Program Budget with CWATS Paved Shoulder Program				\$14,341,200
2022 Early Release Program				\$6,525,000

2022 Rehabilitation Program Project Location Map



State Of Good Repair (SOGR) Program Summary

Year	Location	Value
2022	Roads	\$8,101,200
2022	Bridges	\$2,090,000
2022	Culverts	\$1,350,000
2022	Total	\$11,541,200
2023	Roads	\$7,141,270
2023	Bridges	\$1,830,000
2023	Culverts	\$2,855,000
2023	Total	\$11,826,270
2024	Roads	\$7,455,270
2024	Bridges	\$1,650,000
2024	Culverts	\$2,910,000
2024	Total	\$12,015,270
2025	Roads	\$7,198,270
2025	Bridges	\$1,750,000
2025	Culverts	\$3,260,000
2025	Total	\$12,208,270
2026	Roads	\$7,595,270
2026	Bridges	\$1,675,000
2026	Culverts	\$3,135,000
2026	Total	\$12,405,270
Total SOGR Program		\$59,996,280

Road Rehabilitation Program

Construction Year	Road	Limits	KM	Method	Value
2022	CR 2	Maple Ave to St. Clair Road	3.20	Overlay (HM)	\$430,000
2022	CR 5	Texas Road to CR 10	2.10	Mill & Pave	\$310,000
2022	CR 8	CR 15 to CR 19	2.50	Overlay (HM)	\$335,000
2022	CR 9	CR 20 to South Side Road	1.90	CIR & Pave	\$415,000
2022	CR 11	1 km S. of South Talbot to Hwy 3	2.50	CIR & Pave	\$585,000
2022	CR 11	CR 18 to CR 12	1.80	CIR & Pave	\$390,000
2022	CR 14	CR 1 to CR 37	3.70	Overlay (HM)	\$470,000
2022	CR 18	CR 11 to CR 9	2.50	Overlay (HM)	\$330,000
2022	CR 18	Coulter to CR 11	5.90	Overlay (HM)	\$800,000
2022	CR 20	100 m east of Sunset to Ferriss Road	1.30	CIR & Pave	\$340,000
2022	CR 29	South Talbot to CR 34	1.80	CIR & Pave	\$415,000
2022	CR 37	Mersea Rd 6 to Mersea Rd 7	1.40	Overlay (HM)	\$220,000
2022	CR 37	South Middle Road to CR 46	1.30	Overlay (HM)	\$170,000
2022	CR 42	CR 35 to Rochester Townline	3.70	Overlay (HM)	\$550,000
2022	CR 46	Rochester Townline to CR 31	3.50	CIR & Pave	\$760,000
2022	CR 46	CR 23 to Lakeshore Rd 203	3.60	Overlay (HM)	\$510,000
2022	CR 50	7th Conc. to Collison Sideroad	1.40	CIR & Pave (FDR)	\$230,000
2022	CR 50	CR 13 to Dunn Road	0.75	Mill & Pave	\$160,000
2022	CR 50	Dunn Road to Dahinda	1.30	CIR & Pave (FDR)	\$390,000
2022		Preservation/spot repairs			\$291,200
2022		Total	46.15		\$8,101,200
2023	CR 2	CR 35 to CR 37	3.70	Overlay (HM)	\$490,000
2023	CR 8	CR 27 to Graham Sideroad	3.60	CIR & Pave	\$720,000
2023	CR 8	CR 37 to Hwy 77	3.90	Overlay (HM)	\$520,000
2023	CR 11	CR 8 to 1 km. S. of South Talbot	2.70	CIR & Pave	\$620,000
2023	CR 11	CR 12 to North Malden	2.20	CIR & Pave	\$500,000
2023	CR 20	Ferriss Road to Iler Road	3.70	CIR & Pave	\$810,000
2023	CR 21	CR 42 to CR 22	3.20	Overlay (HM)	\$436,000
2023	CR 25	Hwy 401 to CR 42	4.00	CIR & Pave	\$740,000
2023	CR 25	North Rear Road to Hwy 401	1.10	Overlay (HM)	\$170,000
2023	CR 42	CR 37 to CR 35	3.70	CIR & Pave	\$810,000
2023	CR 46	8th Concession Road to COW Limit	1.40	Overlay (HM)	\$450,000
2023	CR 50	500 m east of Wright Rd to CR 41	4.60	CIR & Pave	\$750,000
2023		Preservation/spot repairs			\$125,270
2023		Total	37.80		\$7,141,270
2024	CR 9	CR 8 to CR 20	2.00	Overlay (HM)	\$260,000
2024	CR 8	CR 23 to Cameron Sideroad	4.00	CIR & Pave	\$900,000
2024	CR 8	Walker Sideroad to CR 15	2.40	Overlay (HM)	\$320,000
2024	CR 18	McCain Sideroad to CR 23	3.50	Overlay (HM)	\$475,000
2024	CR 20	McCormick to CR 23	3.60	CIR & Pave	\$820,000
2024	CR 20	CR 50 to McCain Sideroad	2.60	CIR & Pave	\$580,000
2024	CR 27	CR 8 to South Middle Road	3.10	CIR & Pave	\$700,000
2024	CR 23	Gosfield Townline to CR 8	1.50	Overlay (HM)	\$230,000
2024	CR 34	Mersea Road 15 to CR 33	3.60	Overlay (HM)	\$475,000
2024	CR 34	Essex Town Limits to Wilson Sideroad	1.50	CIR & Pave	\$338,000
2024	CR 42	Hwy 401 to CR 37	4.00	CIR & Pave	\$900,000
2024	CR 46	Lakeshore Rd 203 to CR 19	3.60	Overlay (HM)	\$480,000
2024	CR 50	CR 41 to 7th Conc.	4.70	CIR & Pave	\$810,000
2024		Preservation/spot repairs			\$167,270
2024		Total	40.10		\$7,455,270
2025	CR 3	CR 8 to Canard Dr.	2.20	Overlay (HM)	\$290,000
2025	CR 8	Lakeshore Rd 219 to CR 27 north	1.70	CIR & Pave	\$385,000
2025	CR 8	CR 11 to Walker Sideroad	2.50	Overlay (HM)	\$325,000
2025	CR 9	CR 10 to CR 8	4.80	CIR & Pave	\$1,080,000
2025	CR 12	Brush Rd to CR 11	3.00	Overlay (HM)	\$400,000
2025	CR 20	CR 10 to Canard Bridge	3.20	Mill & Pave	\$800,000
2025	CR 20	McCain Sideroad to CR 23	3.60	CIR & Pave	\$820,000

Road Rehabilitation Program

Construction Year	Road	Limits	KM	Method	Value
2025	CR 27	Hwy 3 to CR 14	3.00	Mill & Pave	\$525,000
2025	CR 34	Cameron Side Road to Malden Road	1.90	Overlay (HM)	\$247,000
2025	CR 33	Park Entrance to Sturgeon Creek	3.20	Overlay (HM)	\$416,000
2025	CR 37	Mersea Road 7 to CR 14	2.60	Overlay (HM)	\$364,000
2025	CR 37	CR 42 to CR 2	2.40	CIR & Pave	\$550,000
2025	CR 50	Cedar Creek to Conservation	1.30	Mill & Pave	\$200,000
2025	CR 50	Lombard Ave to Park Street	2.10	Mill & Pave	\$310,000
2025		Preservation/spot repairs			\$486,270
2025		Total	37.50		\$7,198,270
2026	CR 2	Gracey Sideroad to Mun 11625	0.90	Overlay (HM)	\$130,000
2026	CR 8	Lakeshore Rd 215 to Lakeshore Rd 219	1.70	CIR & Pave	\$385,000
2026	CR 8	CR 31 to Graham Sideroad	4.30	Overlay (HM)	\$580,000
2026	CR 9	CR 8 to Laurier Parkway	4.50	CIR & Pave	\$1,020,000
2026	CR 10	CR 11 to CR 9	2.70	Overlay (HM)	\$360,000
2026	CR 12	Gesto Rd to Brush Rd	3.00	Overlay (HM)	\$400,000
2026	CR 17	CR 46 to Hwy 401	1.60	Overlay (HM)	\$220,000
2026	CR 18	CR 29 to McCain Sideroad	3.50	Overlay (HM)	\$475,000
2026	CR 23	CR 8 Roundabout	1.00	Mill & Pave	\$400,000
2026	CR 31	CR 14 to CR 8	3.90	CIR & Pave	\$880,000
2026	CR 37	CR 14 to CR 8	3.90	Overlay (HM)	\$510,000
2026	CR 42	CR 25 to CR 21	5.00	CIR & Pave	\$1,125,000
2026	CR 43	CR 46 to Baseline Rd	4.20	Overlay (HM)	\$570,000
2026		Preservation/spot repairs			\$540,270
2026		Total	40.20		\$7,595,270

Bridge Rehabilitation Program

Year	Bridge ID	Location	Value	Comments
2022	B-50-27	CR50 at Wigle Creek	\$450,000	Construction
2022	B-23-22	CR23 at S.Br. Cedar Creek	\$1,500,000	Construction
2022	B-11-14A	CR11 at Canard River	\$75,000	Engineering & Approvals
2022	B-09-11	CR9 at Canard River	\$65,000	Engineering & Approvals
2022		Total	\$2,090,000	
2023	B-09-11	CR9 at Canard River	\$1,100,000	Construction
2023	B-11-14A	CR11 at Canard River	\$580,000	Construction
2023	B-08-07	CR8 at Merrick Creek	\$75,000	Engineering & Approvals
2023	B-15-13	CR15 at Richmond Drain	\$75,000	Engineering & Approvals
2023		Total	\$1,830,000	
2024	B-08-07	CR8 at Merrick Creek	\$850,000	Construction
2024	B-15-13	CR15 at Richmond Drain	\$650,000	Construction
2024	B-11-14B	CR11 at McCain Drain	\$75,000	Engineering & Approvals
2024	B-27-11A	CR27 at Belle River	\$75,000	Engineering & Approvals
2024		Total	\$1,650,000	
2025	B-11-14B	CR11 at McCain Drain	\$850,000	Construction
2025	B-27-11A	CR27 at Belle River	\$750,000	Construction
2025	B-12-03	CR12 at Canard River	\$75,000	Engineering & Approvals
2025	B-27-11B	CR27 at Belle River	\$75,000	Engineering & Approvals
2025		Total	\$1,750,000	
2026	B-12-03	CR12 at Canard River	\$800,000	Construction
2026	B-27-11B	CR27 at Belle River	\$725,000	Construction
2026	B-42-41	CR42 at Big Creek	\$75,000	Engineering & Approvals
2026	B-23-21	CR23 at N.Br. Cedar Creek	\$75,000	Engineering & Approvals
2026		Total	\$1,675,000	
Total Bridge Rehabilitation Program			\$8,995,000	

Culvert Rehabilitation Program

Year	Culvert ID	Location	Value	Comments
2022	C-12-106	CR12 at Essex Outlet Drain	\$590,000	Construction
2022	RC-08-335	CR8 at Cameron Curry Drain	\$500,000	Construction
2022	C-18-088	CR18 at Long Marsh Drain	\$65,000	Engineering and Approvals
2022	C-31-147	CR31 at Irwin Drain	\$65,000	Engineering and Approvals
2022	C-37-239	CR37 at Wiper Drain	\$65,000	Engineering and Approvals
2022	RC-50-135	CR50 at Tom Wright Drain	\$65,000	Engineering and Approvals
2022		Total	\$1,350,000	
2023	C-18-088	CR18 at Long Marsh Drain	\$580,000	Construction
2023	C-31-147	CR31 at Irwin Drain	\$600,000	Construction
2023	C-37-239	CR37 at Wiper Drain	\$580,000	Construction
2023	RC-50-135	CR50 at Tom Wright Drain	\$900,000	Construction
2023	RC-09-027	CR9 at Taylor Gunn Drain	\$65,000	Engineering and Approvals
2023	C-34-454	CR34 at South Dales Drain	\$65,000	Engineering and Approvals
2023	C-08-479	CR8 at Robb Dales Drain	\$65,000	Engineering and Approvals
2023		Total	\$2,855,000	
2024	RC-09-027	CR9 at Taylor Gunn Drain	\$450,000	Construction
2024	C-34-454	CR34 at South Dales Drain	\$950,000	Construction
2024	C-08-479	CR8 at Robb Dales Drain	\$675,000	Construction
2024	RC-33-091	CR33 at B&C Concession Drain West	\$575,000	Construction
2024	C-27-256	CR27 at Seventh Concession Drain	\$65,000	Engineering and Approvals
2024	C-18-231	CR18 at West Townline Drain	\$65,000	Engineering and Approvals
2024	C-34-385	CR34 at William James Drain	\$65,000	Engineering and Approvals
2024	C-12-070	CR12 at Adams Sweet Drain	\$65,000	Engineering and Approvals
2024		Total	\$2,910,000	
2025	C-27-256	CR27 at Seventh Concession Drain	\$625,000	Construction
2025	C-18-231	CR18 at West Townline Drain	\$800,000	Construction
2025	C-34-385	CR34 at William James Drain	\$1,000,000	Construction
2025	C-12-070	CR12 at Adams Sweet Drain	\$575,000	Construction
2025	C-20-396	CR20 at Richmond Drain	\$65,000	Engineering and Approvals
2025	C-34-438	CR34 at Derbyshire Drain	\$65,000	Engineering and Approvals
2025	C-14-186	CR14 at East Ogle Drain	\$65,000	Engineering and Approvals
2025	C-09-098	CR9 at Sucker Creek	\$65,000	Engineering and Approvals
2025		Total	\$3,260,000	
2026	C-20-396	CR20 at Richmond Drain	\$650,000	Construction
2026	C-34-438	CR34 at Derbyshire Drain	\$1,000,000	Construction
2026	C-14-186	CR14 at East Ogle Drain	\$475,000	Construction
2026	C-09-098	CR9 at Sucker Creek	\$750,000	Construction
2026	RC-14-115	CR14 at W. Branch Reid Drain	\$65,000	Engineering and Approvals
2026	C-29-086	CR29 at Mill Creek	\$65,000	Engineering and Approvals
2026	C-27-152	CR27 at Noble Drain	\$65,000	Engineering and Approvals
2026	C-20-037	CR20 at Marentette Drain	\$65,000	Engineering and Approvals
2026		Total	\$3,135,000	
Total Culvert Rehabilitation Program			\$13,510,000	

LAKE ST. CLAIR

City of Windsor

Municipality
of Chatham-Kent

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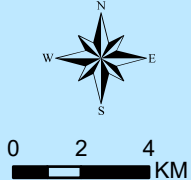
Rehabilitation Program

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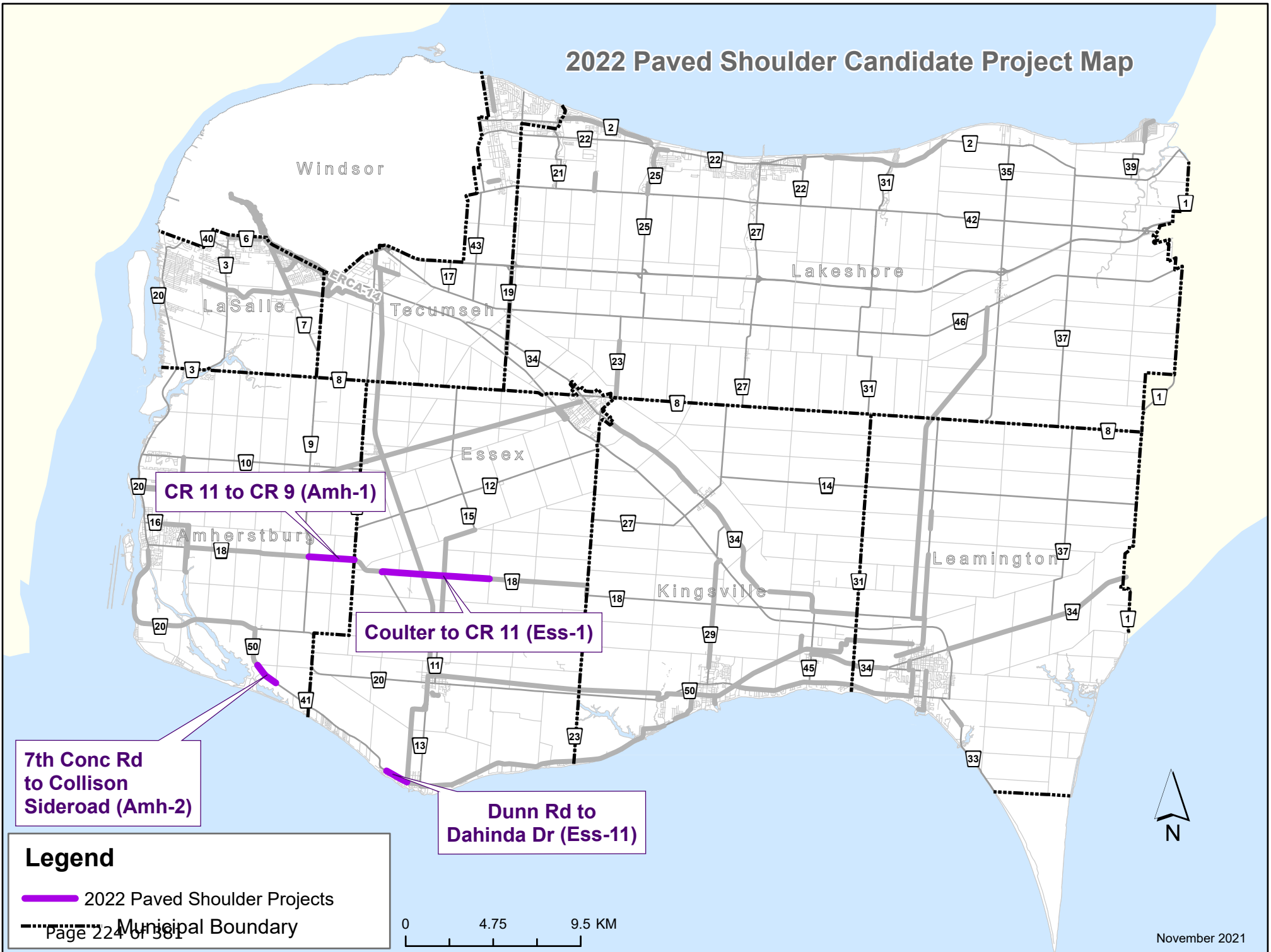


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| | Municipal Roads | | Greenway |
| | County Roads | | Railway |
| | Kings Highways | | County Boundary |

November 2021



2022 Paved Shoulder Candidate Project Map





Infrastructure Services

Service Delivery Promise

Infrastructure Services has the responsibility to build safe and sustainable infrastructure that enhances the quality of life for the people of the County, through professionalism in project planning, engineering, construction, administration and maintenance activities required to manage the County Road Network, and the operation of civic facilities.

Our mission is to manage the County Road Network and Facilities in a manner that protects the people who use our roads and facilities, preserves the infrastructure and provides for long term sustainability while working cooperatively with Community Stakeholders.

Service delivery is offered through several initiatives: policy, planning and programming, operations and maintenance, traffic management, permits and facility strategy and implementation programs. With a continued focus on multi-modal mobility, asset management, service delivery, and our people and culture, the Infrastructure Services Department will continue to provide responsible road related and facilities infrastructure services.

Infrastructure Services



Level of Service Statement

Infrastructure Services maintains 1503 km of various classes of road, 84 bridges, 127 large drainage culverts, 42 traffic control systems, a single pedestrian crossover and 414 km of bike lanes/trails/routes.

In terms of key service areas, Infrastructure Services performs transportation planning, design and construction, maintenance operations, and building and facility management. The goal of these services is to execute to a level that maintains infrastructure in a state of good repair, considers the integration of sound planning, design and construction of multi-modal transportation networks, delivers quality and timely service and adapts to changing cultures and challenges.

2021 Achievements and Challenges

The transportation system in Essex County is a complex network of freeways, arterial, collector and local roads, public transit systems, airport, rail lines, sidewalks, bikeways and trails. It links communities within the County of Essex and connects us to the City of Windsor / Michigan to the west and Chatham-Kent to the east.

Amounts levied for roadway expansion projects will be contributed to reserve in 2021 to provide funding as construction begins in 2022. Planning, design and goal alignment with local municipalities was a priority for 2021 as the department realigned long term construction plans to meet the system's capacity needs.

Most projects supporting traffic operations were completed within budget. Phase 1 of the Centralized Traffic Control system saw the installation of new

controllers throughout the system. This is the groundwork for implementation of the full software suite that begins in 2022. A warrant for a pedestrian crossover was identified in late 2021 and work will begin in 2022.

Roadway, bridge and culvert rehabilitation projects were completed as planned, with a total expenditure (which included emergency culvert repairs on County Road 50) expected to be just over budget. There are five (5) projects that were designed in 2021 and will carry forward to 2022 for construction.

Long range planning in the form of the Regional Roadway Rationalization Study continued in 2021. In addition, the Traffic Impact Study Best Practice and the County Road 22 Corridor Study were completed. The department also participated in a full-service delivery review throughout the summer. A summary of findings is anticipated shortly and will provide the foundation for possible opportunities to improve the overall effectiveness and efficiency of the department's current service delivery model.

In addition to the initiatives noted above, the Department is heavily involved in numerous projects and undertakings with other agencies including MTO, City of Windsor, Chatham-Kent and the local municipalities.

Projected 2021 results of operations indicate a favourable variance of \$127,130.

The Early Release Program resulted in favourable costs in the early tenders; however, higher than anticipated material costs were observed in the subsequent rehabilitation contracts. Roadway maintenance costs were higher than usual due to unusually mild weather leading to extended periods of roadside maintenance (mowing, ditching). This was offset by savings in Fleet & Facility operations as supply chain issues caused delays in delivery of equipment and operational issues delayed the undertaking of renovations at the Civic Centre.

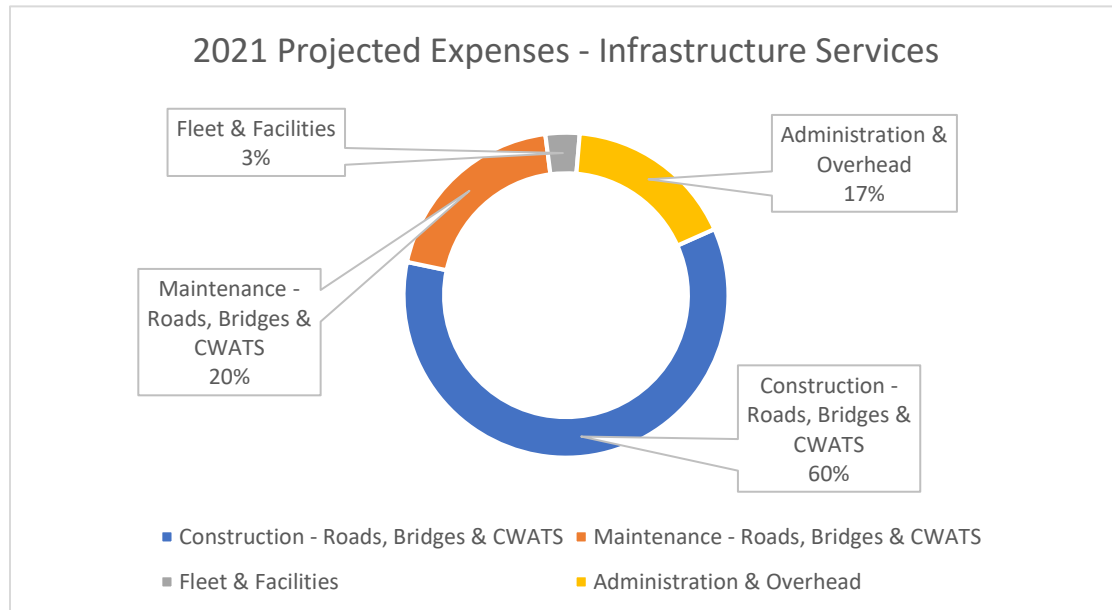


Key Challenges Facing our Transportation System:

- Transportation management is growing in terms of technology, software and applications;
- Service level expectations and the ability to keep up with day to day maintenance demands at appropriate service levels for the road network and facilities;
- Increase in operating costs resulting from new infrastructure;

- Significant project cost increases due to material escalation;
- Demographic change and projected growth rate variability;
- Emerging demands and ability to apply Corridor Management strategies while supporting local development; and
- The reality of Energy Demand Management & Climate Change

The graph below illustrates the key areas of spending in Infrastructure Services for this past year (projected to December 31, 2021).



The County of Essex implemented a review of its Fuel Management System and determined that an updated system would be required. The Gasboy Islander/Veeder Root System was chosen and was installed in four EMS Bases and four Road Depots. This system incorporates three main components, a FOB reader to identify the user, a cube or ring installed on the vehicle for vehicle identification and FHO (Fuel Head Office) where data is collected from the Fuel Pedestals. The system provides accountability of fuel transactions, creates reports, measures tank levels vs usage and sends automatic emails to the fuel supplier to refill tanks.

Opportunities and Challenges Facing Infrastructure Services in 2022

Growth & Development

Planning and design studies include:

- CWATS Master Plan Update
- Regional Master Transportation Plan update
- County Road 19 from CR 22 to Highway 3
- County Road 46 at Rochester Town Line Intersection Design
- County Rd 19 - CR 22 and CR 19 Intersection Design
- County Road 42/43 Detailed Design

The 2022 Budget includes more active transportation facilities, adaptive traffic signal control, and projects to address competing demands for the right-of-way. Population growth, ageing infrastructure, rising congestion, and increasing concerns for road safety are putting pressure on existing land transportation networks, challenging road authorities to adopt a more robust approach.

As the network continues to grow and the desired levels of service increases, the demand for maintenance intensifies. The Essex Windsor Regional Transportation Master Plan (EWRTMP) will be started in 2022, and the department relies on transportation planning studies to manage effective use of the County's transportation network and plan for future outcomes. The findings of the Road Rationalization study (to be completed in 2022) will serve as background information to support the updating effort.

Improved Safety

Requests for improvement in road safety for all road users, especially pedestrians, children in school zones, older adults and cyclists have increased and will require countermeasures that reduce aggressive and distracted driving. The department is a member of the Windsor Essex Road Safety Group and collaborates on policies and initiatives to make the entire road network safer.

Cost-effective safety interventions and investment will form a substantial component within new projects, maintenance and reconstruction works, and will also support improved worksite safety management.

State of Good Repair (SOGR) & Accessibility

To support the asset management strategy and to identify annual work programs, Infrastructure Services collects condition index information on an annual basis for the County's roads, bridges, culverts and facilities.

A formalized process utilizing a third-party data collection firm using specialized equipment was conducted in 2021 and the department used this as a basis to update the condition rating of all roadways. Aging infrastructure and the need to balance service levels with affordability will be addressed in the Asset Management Plan update. This update is imperative to develop a robust 25-year asset management plan.

The department continues to explore opportunities to design, operate and maintain accessible infrastructure. Meeting and exceeding these accessibility standards, and providing mobility options for everyone, is an evolving practice.

Proposed 2022 Budget Plan

The proposed increase over the 2021 Budget is \$347,110, which represents an increase of 0.8% year over year. With the results of the Service Delivery Review pending, this department has exercised financial restraint in the preparation of 2022 work plans. A strong focus is placed on successful completion of expansionary roadwork projects, with only inflationary increases in most other areas.

The Departmental gross expenditures of \$66,335,700 are summarized as follows:

Operating Expenditures:

Maintenance – Roads, Bridges & CWATS	\$8,473,000
Administration & Facility Operations	\$6,973,400

Capital Expenditures:

Construction – Roads, Bridges & CWATS	\$45,461,700
(reference Appendix C, D, E and F for budget details and maps)	
Administrative Capital	\$609,000
Fleet & Facilities	\$4,818,600

Maintenance Operational Program:

This program consists of sub programs with a total expenditure of \$8,473,000. The following are the sub programs and corresponding expenditure levels:

Summer (roadside, pavement, drainage, bridge/culvert)	\$3,670,000
Winter (patrol, ploughing, salting)	\$2,750,000
Traffic/safety devices	\$1,013,000
Equipment Maintenance	\$1,040,000

Regular roadside maintenance activities include:

- Mowing/brushing, tree trimming, ditching, surface sweeping & grading of shoulders
- Pot hole patching and spray patching, which helps eliminate minor imperfections in the road surface to improve life cycle
- Guidepost installation and maintenance
- Centerline Marking/Painting
- Sign/Signal Maintenance

Winter maintenance standards establish levels of service for snow and ice control across the County, for various classes and priorities of roadways and paths, to ensure the safe and efficient movement of people, goods and services, throughout the community. These levels of service recognize the difference in traffic conditions and associated required risk management, on various classes of roadways and paths. The County utilizes the Provincial Maintenance Standards as a framework and benchmark for determining level of service standards.



Traffic Signals/Safety Devices includes road signs, guiderails and posts. Some initiatives aimed at creating efficiencies include the full conversion of street lights to LED on all major road projects and improvements to some paint applied bike lane markings to more durable plastic markings in high traffic areas.

Construction Capital Program

The program consists of six sub programs with a total expenditure level of **\$45,461,700**. The following are the sub programs and corresponding expenditure levels:

Capacity Expansion -	\$26,777,500
Rehabilitation -	\$11,654,200
Traffic Operations -	\$960,000
Municipal Drainage -	\$650,000
Planning/Engineering -	\$500,000
CWATS -	\$4,920,000

The program includes Environmental Assessments, Engineering Studies, Preliminary and Detailed Design assignments.



The 2022 annual Capital Budget represents new capital projects and increases to previously approved capital projects that have been prioritized through the capital budget process based on various factors, including funding availability, readiness to proceed and the County's capacity to deliver. The Multi-Year Capital Budget represents the aggregate of all approved multi-year capital project budgets. A revised strategy will be required when the Essex Windsor Regional Transportation Master Plan update is complete. Work plans also include data collection and analysis to assist with road network management. Construction projects related to highway capacity expansion, rehabilitation, municipal drains, and County Connecting Links and intersection improvements are supported through this program.

The Rehabilitation program was developed based on the available funding allocation. An early release program is presented to Council ahead of budget deliberations.

Traffic Signal Operations provide guidance on various signal operations practices to promote consistent, safe, and efficient control of traffic signals within the County for all road users. Traffic Operations is responsible for:

- Operation of the County's traffic control systems
- Implementation of signal timing changes; and
- Signal coordination, modifications, construction timings and special event timings

Enhancements to monitor traffic on roads and paths including video detection and advanced traffic controllers at each of the signal-controlled intersections were initiated in 2020 and will continue to completion in the 2022 Budget.

A significant sub-program is the delivery of the annual CWATS program including construction projects, educational initiatives and monitoring activities. It is fully anticipated that the expenditure levels within the CWATS program will increase significantly as the network is reviewed and updated to provide facilities that are more desirable and meet the provincial guidelines.

Fleet & Facilities Capital

This program consists of sub programs with a total expenditure of \$4,818,600. The following are the sub programs and corresponding expenditure levels:

Fleet/Equipment - \$1,648,600

Facility Renewal - \$3,170,000

The program was developed with consideration of key cost drivers to maintain current service levels, recommended service changes to achieve budget targets as well as recommended service priorities to meet outcomes.

Facilities Management provides custodial, security, building maintenance, energy and construction services to County Facilities. The division continues to invest in tools and technology to improve and address an increasing amount of work orders annually.

Work orders will continue to increase as Facilities Management implements a comprehensive preventative maintenance program across its asset base. Opportunities for modernization and continuous improvement initiatives, including the integration of appropriate technology to enhance security, are identified for some facilities.

Included in the 2022 budget is the demolition & construction of remaining office areas in the Civic Centre. These offices have remained virtually unchanged for many years and can no longer appropriately support the staff and demands of the departments located there. The renovations will allow for more efficient use of the floor space, better utilization of available storage and meeting space as well as address employee safety, security and access. It is intended to also improve the air handling and lighting systems to bring them up to modern standards that complement the heavy computer-based work performed by the staff.

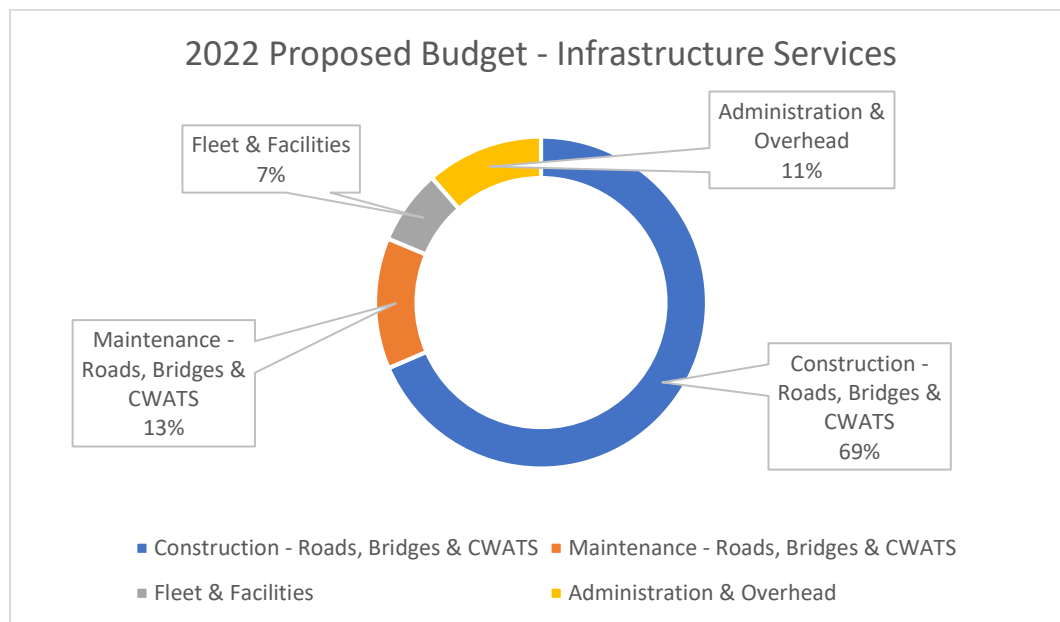


The division continues to direct the lifecycle management of the County's fleet including the acquisition, maintenance and disposal of vehicles and equipment while ensuring compliance with Provincial legislation. Fleet Services will continue to pursue ways to offset budget pressures through the development of preventative maintenance programs. As per the

AMP, the estimates include:

- Replacement of four (4) Fleet (includes upgrade to a sprinter van)
- Replacement of three (3) pieces of Equipment;
- Replacement of two (2) units (2 tandems);
- Replacement of tractor / mower to address safety concerns
- Retrofit of two (2) units (2 tandems purchased in 2021); and
- The purchase of a new forklift

The graph below illustrates the key areas of proposed 2022 Budget spending in Infrastructure Services:



Overall, the 2022 Budget for Infrastructure Services, net of recoveries, totals \$44,038,000 (0.8% increase over the 2021 Budget).

Infrastructure Services

Operating Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Expenditures	Maintenance - Roads, Bridges & CWATS	8,208,000	8,618,200	8,473,000
Expenditures	Administration & Overhead	7,323,690	7,110,150	6,973,400
Expenditures	Total	15,531,690	15,728,350	15,446,400
Recoveries	Maintenance - Roads, Bridges & CWATS	2,200,000	2,520,000	2,600,000
Recoveries	Administration & Overhead	1,068,750	1,084,400	1,007,400
Recoveries	Total	3,268,750	3,604,400	3,607,400
Contributions to (from)	Rate Stabilization Reserve	(499,400)	(440,000)	0
Contributions to (from)	Health Benefit Rate Stabilization Reserve	(47,040)	(47,040)	0
Contributions to (from) Total		(546,440)	(487,040)	0
Net Operating Expenditures		11,716,500	11,636,910	11,839,000

Capital Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Expenditures	Construction - Roads, Bridges & CWATS	54,458,670	26,246,750	45,461,700
Expenditures	Administration & Overhead	964,110	324,270	609,000
Expenditures	Fleet & Facilities	4,283,000	1,484,210	4,818,600
Expenditures	Total	59,705,780	28,055,230	50,889,300
Recoveries	Construction - Roads, Bridges & CWATS	5,694,040	6,080,710	2,493,200
Recoveries	Administration & Overhead	0	0	107,000
Recoveries	Fleet & Facilities	61,500	41,000	61,500
Recoveries	Total	5,755,540	6,121,710	2,661,700
Contributions to (from)	Capital Reserve	(2,535,790)	723,060	(2,420,740)
Contributions to (from)	Roadway Expansion Reserve	(18,126,860)	9,840,270	(12,537,860)
Contributions to (from)	Rate Stabilization Reserve	(1,250,000)	(570,000)	(1,070,000)
Contributions to (from)	Can. Community Building Fund Reserve	(63,200)	0	0
Contributions to (from) Total		(21,975,850)	9,993,330	(16,028,600)
Net Capital Expenditures		31,974,390	31,926,850	32,199,000
Total Departmental Requirement		43,690,890	43,563,760	44,038,000

County Construction - Roads, Bridges and CWATS (see Appendix C, D)

Capital Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Expenditures	Roadway Expansion Program	31,861,500	4,201,170	26,777,500
Expenditures	Rehabilitation Program	14,640,170	14,751,680	11,654,200
Expenditures	Traffic Operations Program	1,080,000	588,700	960,000
Expenditures	Municipal Drain Projects	995,000	995,000	650,000
Expenditures	Planning / Engineering	695,000	365,000	500,000
Expenditures	CWATS Program	5,187,000	5,345,200	4,920,000
Expenditures	Total	54,458,670	26,246,750	45,461,700
Recoveries	CWATS Program	387,000	552,000	0
Recoveries	Construction Program	5,307,040	5,528,710	2,493,200
Recoveries	Total	5,694,040	6,080,710	2,493,200
Contributions to (from)	Can. Community Building Fund Reserve	(63,200)	0	0
Contributions to (from)	Roadway Expansion Reserve	(18,126,860)	9,840,270	(12,537,860)
Contributions to (from)	Capital Reserve	(482,190)	(189,190)	(293,000)
Contributions to (from)	Rate Stabilization Reserve	(930,000)	(570,000)	(750,000)
Contributions to (from) Total		(19,602,250)	9,081,080	(13,580,860)
Total Departmental Requirement		29,162,380	29,247,120	29,387,640

County Maintenance - Roads, Bridges and CWATS

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Bridge & Culverts	13101-01	Bridge / Culvert Repair	180,000	210,000	180,000
Bridge & Culverts	Category	Total	180,000	210,000	180,000
Roadside Maintenance	13101-02	Roadside Maintenance	1,590,000	1,803,000	1,775,000
Roadside Maintenance	Category	Total	1,590,000	1,803,000	1,775,000
Pavement Maintenance	13101-07	Pavement Maintenance	1,065,000	1,065,000	1,065,000
Pavement Maintenance	13101-14	Surface Treatment/Crack Filling by Contract	250,000	250,000	250,000
Pavement Maintenance	Category	Total	1,315,000	1,315,000	1,315,000
Winter Control	13101-15	Snow Plowing & Salting	2,408,000	2,408,000	2,408,000
Winter Control	13101-18	Hired Contractor and Standby	342,000	342,000	342,000
Winter Control	Category	Total	2,750,000	2,750,000	2,750,000
Safety Devices	13101-21	Signs	360,000	467,800	400,000
Safety Devices	13101-22	Railroad Signal Maintenance	60,000	60,000	60,000
Safety Devices	Category	Total	420,000	527,800	460,000
Traffic Operations	13101-20	Traffic Signal Maintenance	400,000	425,000	400,000
Traffic Operations	13101-33	Streetlight Maintenance	120,000	120,000	120,000
Traffic Operations	13101-32	Signal Communications Maintenance	33,000	28,200	33,000
Traffic Operations	Category	Total	553,000	573,200	553,000
Miscellaneous / Others	13101-24	Drainage Assessment	350,000	350,000	350,000
Miscellaneous / Others	13101-26	Essex / Kent County Road 1	50,000	50,000	50,000
Miscellaneous / Others	Category	Total	400,000	400,000	400,000
Other Maintenance	13103-3700	Equipment Maintenance	1,000,000	1,039,200	1,040,000
Other Maintenance	Category	Total	1,000,000	1,039,200	1,040,000
Expenditures	Category	Total	8,208,000	8,618,200	8,473,000
Recoveries	13101-3797	Equipment Utilization Recovery	2,200,000	2,520,000	2,600,000
Recoveries	Category	Total	2,200,000	2,520,000	2,600,000
Total Departmental Requirement			6,008,000	6,098,200	5,873,000

Administration and Overhead

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries / Wages	1101	Full Time - Salaried	2,507,120	2,423,110	2,495,300
Salaries / Wages	1103	Full Time Hourly - Teamsters	2,472,600	2,419,800	2,495,100
Salaries / Wages	1104	Part Time - Hourly	12,720	20,000	13,600
Salaries / Wages	1105	Students	154,900	136,400	151,000
Salaries / Wages	Category	Total	5,147,340	4,999,310	5,155,000
Benefits	1201	Employment Insurance	72,530	71,000	75,300
Benefits	1202	Canada Pension Plan	192,430	178,980	208,400
Benefits	1203	O.M.E.R.S.	469,510	461,980	462,400
Benefits	1204	Employer's Health Tax	100,390	97,350	100,500
Benefits	1205	Health Insurance	438,350	433,520	491,200
Benefits	1206	Group Insurance	32,850	31,920	31,600
Benefits	1207	Long-Term Disability Insurance	132,150	130,060	137,700
Benefits	1209	Short-Term Disability Insurance	81,790	79,340	63,500
Benefits	1208	W.S.I.B.	63,380	61,700	63,700
Benefits	Category	Total	1,583,380	1,545,850	1,634,300
Staff Expense	3001	Mileage	3,900	3,900	3,900
Staff Expense	3002	Staff Training	151,500	138,700	138,700
Staff Expense	3005	Association Membership Fees	12,620	12,620	12,700
Staff Expense	3006	Clothing Allowance	38,700	42,000	42,600
Staff Expense	3629	Health and Safety	3,500	4,920	3,500
Staff Expense	3098	Other	3,500	3,500	3,600
Staff Expense	Category	Total	213,720	205,640	205,000
Office Expense	3101	Telephone	33,320	29,430	33,200
Office Expense	3103	Office Supplies	11,550	14,280	11,600
Office Expense	3130	Communications Services	8,550	9,200	8,600
Office Expense	3203	Copier Lease / Maintenance	5,500	5,000	12,100
Office Expense	3204	Computer Lease / Maintenance	95,090	94,510	207,700
Office Expense	3608	Engineering Supplies	2,000	0	2,000
Office Expense	3198	Other	1,750	1,750	1,800
Office Expense	Category	Total	157,760	154,170	277,000
Operating Expense	3117	Answering & Security Service	6,000	6,000	6,000
Operating Expense	3220	Tool and Tool Repairs	16,000	16,000	16,000
Operating Expense	3221	Radio Communications Maintenance	68,400	65,000	67,800
Operating Expense	3222	AVL / GPS Operational Cost	500	0	500
Operating Expense	3698	Other	500	500	500
Operating Expense	Category	Total	91,400	87,500	90,800

Administration and Overhead

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Purchased Service	3301	Legal Fees	100,000	100,000	10,000
Purchased Service	3303	Consultant Engineering Services	5,000	5,000	5,000
Purchased Service	3390	Employee Assistance Program	1,500	1,500	1,500
Purchased Service	3303	Service Delivery Review	150,000	130,000	0
Purchased Service	3308	LAS StreetScan	200,000	200,000	0
Purchased Service	3514	Credit Card Fees	10,000	10,250	11,000
Purchased Service	Category	Total	466,500	446,750	27,500
Occupancy	3401	Insurance	490,980	456,000	450,000
Occupancy	3490	Insurance Deductibles	75,000	75,000	75,000
Occupancy	3403	Utilities	363,000	324,400	330,100
Occupancy	3405	Janitorial Services and Supplies	224,660	218,800	246,500
Occupancy	3406	Mtce / Repairs / Services - Facilities	132,500	136,790	120,000
Occupancy	3407	Facility Lease / Office Rental	90,720	90,720	93,000
Occupancy	3462	Contract Maintenance - Facilities	117,160	96,990	94,700
Occupancy	3666	Pandemic Supplies	30,000	37,230	35,000
Occupancy	Category	Total	1,524,020	1,435,930	1,444,300
Labour Allocation	3699	Total	(1,860,430)	(1,765,000)	(1,860,500)
Expenditures	Category	Total	7,323,690	7,110,150	6,973,400
Recoveries	6301	Ministry of Natural Resources	27,000	30,000	27,000
Recoveries	6601	Recoveries, Permit Fees, Signs, Maps	100,000	100,000	100,000
Recoveries	6787	Export of Electricity	15,000	15,000	15,000
Recoveries	6794	Tenant Rent Revenue	876,750	876,750	813,400
Recoveries	6368	Safe Restart Fund	45,000	50,450	47,000
Recoveries	6798	Miscellaneous Revenue	5,000	12,200	5,000
Recoveries	Category	Total	1,068,750	1,084,400	1,007,400
Contributions to (from)	6801	Rate Stabilization Reserve	(499,400)	(440,000)	0
Contributions to (from)	6801	Health Benefit Rate Stab. Reserve	(47,040)	(47,040)	0
Contributions to (from) Category	Category	Total	(546,440)	(487,040)	0
Net Operating		Expenditures	5,708,500	5,538,710	5,966,000

Administration and Overhead

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Operating Capital	3801	Equipment & Software Purchases	749,110	324,270	467,000
Operating Capital	3803	Capital - Civic Centre Facility	215,000	0	142,000
Expenditures	Category	Total	964,110	324,270	609,000
Recoveries	6368	Safe Restart Fund	0	0	107,000
Recoveries	Category	Total	0	0	107,000
Contributions to (from)	4110	Capital Reserve (Amortization)	650,000	650,000	650,000
Contributions to (from)	6801	Capital Reserve	(516,460)	(186,670)	(55,000)
Contributions to (from)	6801	Rate Stabilization Reserve	(320,000)	0	(320,000)
Contributions to (from) Category	Total		(186,460)	463,330	275,000
Net Capital	Expenditures		777,650	787,600	777,000
Total Departmental Requirement			6,486,150	6,326,310	6,743,000

Fleet and Facilities

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital	131033820	1.5 Ton Pickup	25,000	15,740	65,000
Capital	131033898	Centerline Painter Retrofit	75,000	79,420	0
Capital	131033898	Mini Excavator	90,000	110,000	0
Capital	131033898	Forklift	30,000	30,480	45,000
Capital	131033898	Grader (refurbished)	20,000	0	0
Capital	131033820	Pickups (2)	80,000	112,110	80,000
Capital	131033820	Panel Van	0	0	80,000
Capital	131033820	Tandem Dump Trucks	650,000	283,400	710,000
Capital	131033820	Tandem Dump Trucks (Prior Year Retrofits)	300,000	305,910	366,600
Capital	131033898	Loader (refurbished)	0	0	40,000
Capital	131033821	Tractor	120,000	112,340	115,000
Capital	131033821	Mower	50,000	60,650	65,000
Capital	131033898	Trailer	0	0	15,000
Capital	131033898	Trackless Machine - AT Facilities	140,000	0	0
Capital	131033898	Lawnmower	25,000	16,990	17,000
Capital	131033898	Tandem Hoist (additional legs)	38,000	29,310	0
Capital	131033898	Crash Attenuator	45,000	42,780	0
Capital	131033898	Miscellaneous Equipment	50,000	50,000	50,000
Capital	131033802	Maintenance Depot - WM Installation & Washout	50,000	0	0
Capital	131033802	Maintenance Depot - Washbay Facility Upgrade	0	7,000	50,000
Capital	131033802	West Pike - Washroom Upgrade	0	0	50,000
Capital	131033802	Salt Dome Maintenance Program	0	0	25,000
Capital	131033802	Maintenance Depot - Roof Upgrade	50,000	0	0
Capital	131033802	Door Replacements	40,000	0	100,000
Capital	131033802	West Pike - Asphalt Parking Lot	75,000	75,000	0
Capital	131033802	West End - Lean To Building (Carport)	30,000	0	45,000
Capital	171013851	Construction - IT Office	0	3,080	0
Capital	171013853	Construction - Administration Office	2,000,000	0	2,800,000
Capital	171013854	Design - Civic Centre	300,000	150,000	100,000
Expenditures	Category	Total	4,283,000	1,484,210	4,818,600
Recoveries	131036798	Sale of Surplus Equipment	61,500	41,000	61,500
Recoveries	Category	Total	61,500	41,000	61,500
Contributions to (from)	131034110	Capital Reserve (re: Surplus Equipment)	61,500	41,000	61,500
Contributions to (from)	131036801	Capital Reserve (re: Equipment)	(903,640)	(567,080)	(814,240)
Contributions to (from)	131036801	Capital Reserve (re: Facilities)	(2,545,000)	(225,000)	(3,170,000)
Contributions to (from)	131034110	Capital Reserve (re: Amortization)	1,200,000	1,200,000	1,200,000
Contributions to (from)	Category	Total	(2,187,140)	448,920	(2,722,740)
Total Departmental Requirement			2,034,360	1,892,130	2,034,360

Infrastructure Services

Construction - Project Listing - Roads and Bridges

Appendix C

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Roadway Expansion	131063826	Land for Right-of-Way - Major	250,000	250,000	250,000
Roadway Expansion	13107-722	CR 3 - Environmental Assessment - update (LA)	25,000	28,590	0
Roadway Expansion	13107-717	CR 11 & South Talbot RAB - (TEC)	2,700,000	153,450	0
Roadway Expansion	13107-137	CR 19 - Jamsyl to CR 22 - Detailed Design (TEC)	12,500,000	170,000	6,230,000
Roadway Expansion	13107-775	CR 42 / 43 Phase 1 Construction (TEC)	4,000,000	1,200,000	14,500,000
Roadway Expansion	13107-139	CR 46 - Intersection CR 46 @ RTL - Detailed Design (LS)	1,000,000	50,000	500,000
Roadway Expansion	13107-176	CR 22 - Commercial Drive Intersection (LS)	1,200,000	797,630	0
Roadway Expansion	13107-781	CR 22 - IC Roy to West Belle River (LS)	0	0	1,000,000
Roadway Expansion	13107-xxx	CR 19 / 22 Corridor (Jamsyl to Hwy 3)	0	0	350,000
Roadway Expansion	13107-784	CR 19 Corridor - CR 22 to Lanoue	560,000	100,000	100,000
Roadway Expansion	13107-777	CR 20 - Front Road M&P - ETR to Turkey Creek (LA-CCL)	150,000	0	250,000
Roadway Expansion	13107-146	CR 20 - Roseborough to Sunset - Mill & Pave (SX-CCL)	268,000	268,000	0
Roadway Expansion	13107-144	CR 20 - Main Street Westerly (KV-CCL)	480,000	480,000	0
Roadway Expansion	13107-725	CR 22 - Notre Dame CCL Improvements - Ph 4 (LS-CCL)	703,500	703,500	0
Roadway Expansion	13107-142	CR 1 - Bridge - Wheatley Rd over Campbell Drain (CK-CCL)	325,000	0	0
Roadway Expansion	13107-178	CR 1 - Bridge - Wheatley Rd over Burgess Drain (CK-CCL)	362,500	0	331,250
Roadway Expansion	13107-178	CR 1 - Bridge - Wheatley Rd over Gov Drain No 4 (CK-CCL)	125,000	0	331,250
Roadway Expansion	13107-178	CR 19 - Manning Road Improvements - Ph 3 (TEC-CCL)	635,000	0	0
Roadway Expansion	13107-178	CR 20 - Cherry Lane to Regatta (LEA-CCL)	280,000	0	0
Roadway Expansion	13107-178	CR 33 - Seaclyffe to Urban Limit (LEA-CCL)	500,000	0	0
Roadway Expansion	13107-178	Tecumseh Rd - Ph.1 - E. of Regent to E. of Lexham Gardens (TEC)	0	0	1,700,000
Roadway Expansion	13107-178	CR 29 - Water Street to Palmer - M&P (KV-CCL)	0	0	320,000
Roadway Expansion	13107-178	CR 1 - Bridge - Romney Rd over Gov 4 Drain (CK-CCL)	0	0	175,000
Roadway Expansion	13107-178	Oak Street - from Erie St. westerly (LEA-CCL)	0	0	500,000
Roadway Expansion	13107-xxx	CR 16 - Alma to Tofflemire Court (AB-CCL)	0	0	240,000
Roadway Expansion	13107-178	2021 Various CCL Projects	5,797,500	0	0
Roadway Expansion	Category	Total	31,861,500	4,201,170	26,777,500
2022 Rehab Program	Category	Total (also see Appendix E)	0	0	11,541,200
Traffic Operations	13107-305	Rural Intersection Illumination (annual)	80,000	80,000	80,000
Traffic Operations	13107-147	Speed Studies	120,000	108,700	0
Traffic Operations	13107-148	Intersection Safety Improvements	100,000	100,000	100,000
Traffic Operations	13107-149	Video Detection System	250,000	250,000	250,000
Traffic Operations	13107-728	Centralized Traffic Control System	350,000	50,000	350,000
Traffic Operations	13107-736	Various - Pedestrian Crossover Updates	180,000	0	180,000
Traffic Operations	Category	Total	1,080,000	588,700	960,000
Resurfacing	13107-160	CR 18 - Pavement Rehab - CR 23 to McCormick - SX	1,187,840	967,790	0
Resurfacing	13107-161	CR 20 - Pavement Rehab - Big Creek to Front Rd S - AB	740,000	579,480	0
Resurfacing	13107-162	CR 20 - Pavement Rehab - Harrow to CR 41 - SX	1,400,000	1,411,070	0
Resurfacing	13107-163	CR 23 - Pavement Rehab - CR 27 to CR 18 West - SX/KV	810,000	891,920	0
Resurfacing	13107-164	CR 34 - Pavement Rehab - Upcott to Inman Sideroad - KV	931,000	676,850	0
Resurfacing	13107-165	CR 46 - Pavement Rehab - CR 31 to Myers Rd - LS	833,000	950,930	0
Resurfacing	13107-166	CR 50 - Pavement Rehab - Collison Sideroad to CR 20 - AB	540,000	540,000	0
Resurfacing	13107-167	CR 22 - Pavement Rehab - Rourke Line to Right Away Lane - LS	675,000	709,690	0
Resurfacing	13107-168	CR 2 - Pavement Rehab - CR 1 to CR 39 - LS	450,000	504,120	0
Resurfacing	13107-169	CR 25 - Pavement Rehab - CR 46 to North Rear Road - LS	180,000	215,610	0
Resurfacing	13107-170	CR 31 - Pavement Rehab - CR 34 to Road 3 - KV/LS	160,000	244,220	0
Resurfacing	13107-171	CR 11 - Pavement Rehab - Mun 9497 to Sucker Creek - SX/AB	490,000	408,690	0
Resurfacing	13107-172	CR 20 - Pavement Rehab - Pinecrest to CR 31 - LEA	475,000	817,660	0
Resurfacing	13107-173	CR 50 - Pavement Rehab - Cedar Creek to Ford Road - KV	640,000	787,590	0
Resurfacing	13107-174	CR 20 - Pavement Rehab - CR 50 to Big Creek - AB	765,000	528,640	0
Resurfacing	13107-175	CR 18 - Pavement Rehab - Regional Landfill (EWSWA)	0	94,430	0
Resurfacing	Category	Total	10,276,840	10,328,690	0
Bridges & Drainage	13107-100	Various Preservation Projects (Roads, Bridges, Culverts)	731,140	250,000	0
Bridges & Drainage	13107-104	Various - Intersection Rehabilitation	100,000	80,800	0
Bridges & Drainage	13107-154	CR 9 - Bridge at River Canard (B-09-11) D&A - AB/SX	85,000	70,000	0
Bridges & Drainage	13107-155	CR 23 - Bridge at S. Branch Cedar (B-23-22) D&A - SX/KV	50,000	54,740	0
Bridges & Drainage	13107-156	CR 50 - Bridge at Wigle Creek (B-50-27) D&A - KV	50,000	61,790	0
Bridges & Drainage	13107-157	CR 12 - Culvert at Essex Outlet Drain (C-12-106) D&A - SX	65,000	60,000	5,000

Infrastructure Services
Construction - Project Listing - Roads and Bridges

Appendix C

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Bridges & Drainage	13107-158	CR 8 - Culvert at Cameron Curry Drain (RC-08-335) D&A - LS/KV	65,000	60,000	8,000
Bridges & Drainage	13107-159	CR 50 - Culvert at West Townline Drain (C-50-060) - AB/SX	65,000	750,000	100,000
Bridges & Drainage	13107-115	CR 15 - Bridge at River Canard (B-15-07) - SX	647,020	509,080	0
Bridges & Drainage	13107-116	CR 27 - Bridge at Belle River (B-27-12) - LS	725,000	587,970	0
Bridges & Drainage	13107-117	CR 17 - Culvert at Sullivan Creek (C-17-010) - TEC	558,880	577,060	0
Bridges & Drainage	13107-118	CR 27 - Culvert at Centre Branch of No 47 Drain (C-27-219) - KV	615,000	558,360	0
Bridges & Drainage	13107-119	CR 42 - Culvert at 4th Conc. Drain (C-42-113) - LS	606,290	704,780	0
Bridges & Drainage	13107-741	CR 34 - Culvert at Hillman (Pelee) Creek (C-34-379) - LEA	0	98,410	0
Bridges & Drainage	Category	Total	4,363,330	4,422,990	113,000
Municipal Drain	13107-179	Various Municipal Drains	995,000	995,000	650,000
Municipal Drain	Category	Total	995,000	995,000	650,000
Planning / Engineering	13107-633	Road Rationalization Study	0	70,000	50,000
Planning / Engineering	13107-177	Essex Windsor Regional Transportation Master Plan Update	300,000	0	300,000
Planning / Engineering	13107-780	Salt Management Plan - Update	15,000	0	0
Planning / Engineering	13107-781	CR 22 Corridor Study (shared with LS)	30,000	90,000	0
Planning / Engineering	13107-151	Traffic Impact Study (TIS) Update	200,000	155,000	0
Planning / Engineering	13107-152	Consulting Services	50,000	50,000	50,000
Planning / Engineering	13107-153	Energy Demand Management Plan (Regional)	100,000	0	100,000
Planning / Engineering	Category	Total	695,000	365,000	500,000
Expenditures	Category	Total	49,271,670	20,901,550	40,541,700
Recoveries	131066404	Canada Community-Building Fund (net)	4,516,740	4,516,740	2,302,900
Recoveries	131066363	Ontario Communities Infrastructure Fund	765,000	862,140	0
Recoveries	13107-671	Road User Agreement Fees	10,300	10,300	10,300
Recoveries	13107-781	CR 22 Corridor Study (shared with LS)	15,000	45,000	0
Recoveries	13107-777	CR 20 - Front Road M&P - ETR to Turkey Creek (LA-CCL)	0	0	150,000
Recoveries	13107-xxx	CR 16 - Alma to Tofflemire Court (AB-CCL)	0	0	30,000
Recoveries	13107-175	CR 18 - Pavement Rehab - Regional Landfill (EWSWA)	0	94,530	0
Recoveries	Category	Total	5,307,040	5,528,710	2,493,200
Contributions to (from)	13106xxxx	Canada Community-Building Fund (net)	(63,200)	0	0
Contributions to (from)	131066801	Roadway Expansion Reserve	(15,326,860)	12,633,470	(9,717,860)
Contributions to (from)	13106xxxx	Capital Reserve - Prior year projects,carried over (net)	(482,190)	(189,190)	(293,000)
Contributions to (from)	131066801	Rate Stabilization Reserve	(930,000)	(570,000)	(750,000)
Contributions to (from)	Category	Total	(16,802,250)	11,874,280	(10,760,860)
Net Departmental Requirement			27,162,380	27,247,120	27,287,640

Infrastructure Services

Appendix D

Construction Project Listing - County Wide Active Transportation System (CWATS)

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Expenditures	13107-800	County-Wide Active Transportation Infrastructure	0	52,850	2,100,000
Expenditures	13107-801	Municipal Partnership Program	100,000	60,100	0
Expenditures	13107-802	CWATS Supportive Programs	300,000	300,000	0
Expenditures	13107-803	Consulting Services / Preliminary Engineering	94,000	0	0
Expenditures	13107-804	CWATS Marketing & Encouragement	100,000	100,000	0
Expenditures	13107-805	CWATS Monitoring & Evaluation	100,000	50,000	0
Expenditures	13107-872	BL - Talbot St W - Albert St to Rail Corridor (Leam-8)	0	14,000	0
Expenditures	13107-873	BL - Talbot St. E - Victoria Ave to CR 33 (Leam-9)	0	22,800	0
Expenditures	13107-874	BL - CR 20 - 120m W of Sherk St to Erie St S (Leam-22)	0	32,000	0
Expenditures	13107-875	MUT - CR 11 - N Talbot Rd to Hwy 401 (Tec-3)	0	(320)	0
Expenditures	13107-882	PS / MUT - CR 2 - Patillo Rd to E. Pike Creek (Lake-11a/b)	0	143,290	0
Expenditures	13107-883	FDS / BL - CR 34 - 200m W CR 33 to 200m E CR 33 (Leam-6)	0	17,300	0
Expenditures	13107-884	FDS / BL - CR 33 - 350m S. Monarch Lane to Mersea Rd 12 (Leam-17a)	0	0	20,000
Expenditures	13107-890	MUT - CR 45 - CR 20 to CR 34 (Kings-12)	500,000	70,000	0
Expenditures	13107-891	PS - CR 2 - Molson Creek Bridge to Strong Rd (Lake-9)	125,000	238,930	0
Expenditures	13107-892	FDS - CR 2 - Brighton Rd to E. Pike Creek Rd (Lake-28)	20,000	7,300	0
Expenditures	13107-893	PS - CR 50 - CR 20 to Collision Sideroad (Amh-2)	598,000	636,050	0
Expenditures	13107-894	PS - CR 34 - Inman Sideroad to CR 29 (Kings-2)	450,000	603,060	0
Expenditures	13107-886	PS #1 -- CR 18 - CR 23 to McCormick (Ess-1)	685,000	810,790	0
Expenditures	13107-887	PS #1 -- CR 20 - CR 50 to Front Road S (Amh-3)	1,460,000	1,726,230	0
Expenditures	13107-888	PS #1 -- CR 23 - CR 18 to CR 18 (COE-3)	130,000	175,090	0
Expenditures	13107-889	PS #1 -- CR 34 - Upcott to Inman (Kings-2)	525,000	285,730	0
Expenditures	13107-xxx	2022 Paved Shoulder Program	0	0	2,800,000
Expenditures	Category	Total	5,187,000	5,345,200	4,920,000
Recoveries	131066363	Ontario Communities Infrastructure Fund (OCIF)	0	165,000	0
Recoveries	13107-890	MUT - CR 45 - CR 20 to CR 34 (Kings-12)	300,000	300,000	0
Recoveries	13107-891	PS - CR 2 - Molson Creek Bridge to Strong Rd (Lake-9)	75,000	75,000	0
Recoveries	13107-892	FDS - CR 2 - Brighton Rd to E. Pike Creek Rd (Lake-28)	12,000	12,000	0
Recoveries	Category	Total	387,000	552,000	0
Contributions to (from)	131066801	Roadway Expansion Reserve	(2,800,000)	(2,793,200)	(2,820,000)
Contributions to (from)	Category	Total	(2,800,000)	(2,793,200)	(2,820,000)
Total Departmental Requirement			2,000,000	2,000,000	2,100,000

**Infrastructure Services Department - 2022 State of Good Repair Program
with Paved Shoulder Program - Roads, Bridges and Culverts**

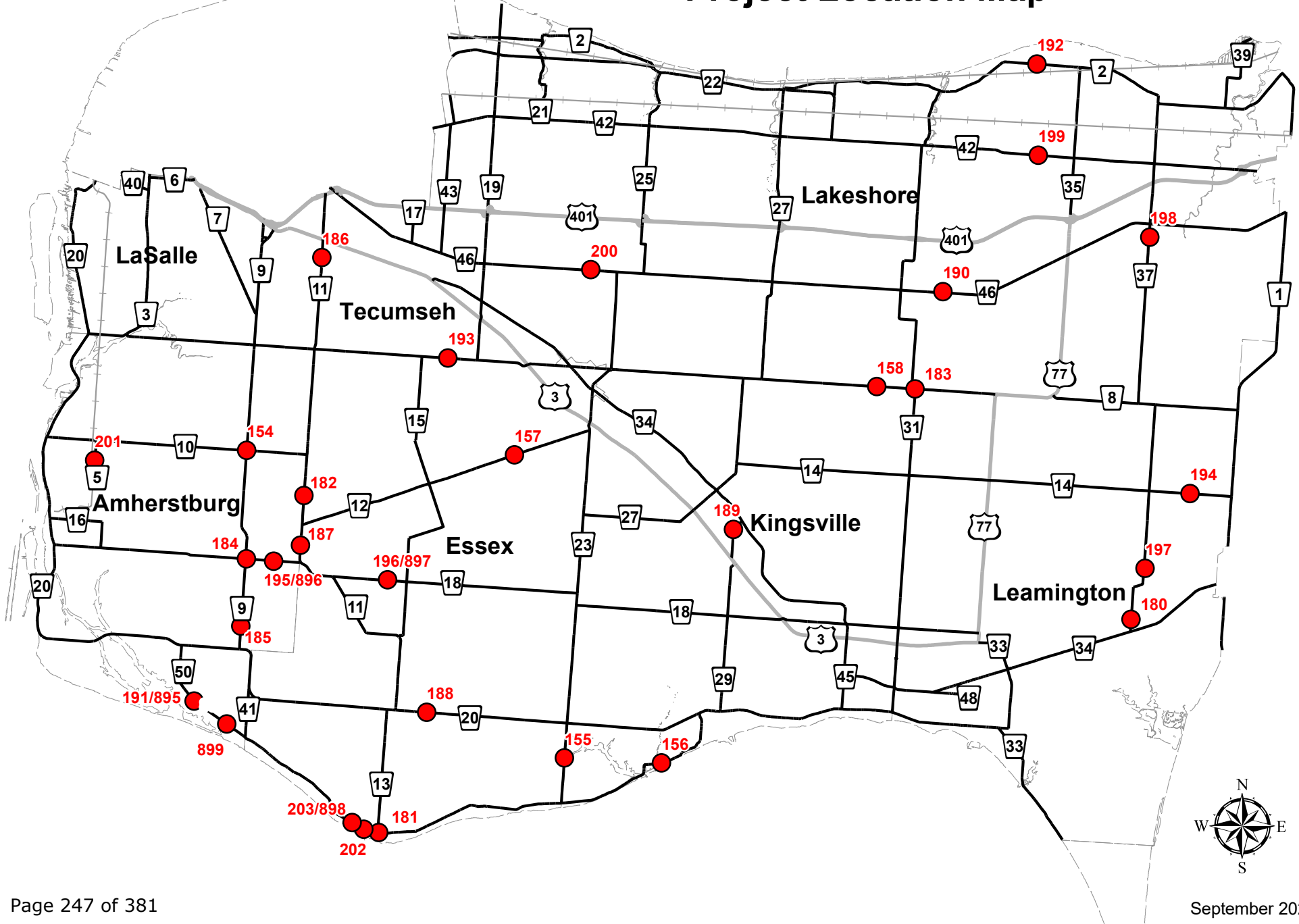
Appendix E

Project	Road #	Description	Remarks	Estimate
100	Various	Various Preservation Projects Roads, Bridges, Culverts	Extend Lifecycle	\$291,200
154	CR 9	Bridge at River Canard Amherstburg/Essex B-09-11	Structural Deterioration Engineering & Approvals	\$65,000
155	CR 23	Bridge at S. Branch Cedar Essex/Kingsville B-23-22	Structural Deterioration Replacement	\$1,500,000
156	CR 50	Bridge at Wigle Creek Kingsville B-50-27	Structural Deterioration Rehabilitation	\$450,000
157	CR 12	Culvert at Essex Outlet Drain Essex C-12-106	Structural Deterioration Replacement	\$590,000
158	CR 8	Culvert at Cameron Curry Drain Lakeshore/Kingsville RC-08-335	Structural Deterioration Replacement	\$500,000
180	CR 37	Culvert at Wiper Drain Leamington C-37-239	Structural Deterioration Engineering & Approvals	\$65,000
181	CR 50	Culvert at Tom Wright Drain Essex RC-50-135	Structural Deterioration Engineering & Approvals	\$65,000
182	CR 11	Bridge at Canard River Amherstburg/Essex B-11-14A	Structural Deterioration Engineering & Approvals	\$75,000
183	CR 31	Culvert at Irwin Drain Kingsville/Leamington C-31-147	Structural Deterioration Engineering & Approvals	\$65,000
184	CR 18	Culvert at Long Marsh Drain Amherstburg C-18-088	Structural Deterioration Engineering & Approvals	\$65,000
185	CR 9	Pavement Rehabilitation CR 20 to South Side Road Amherstburg	Deteriorated Pavement CIR & Pave 1.9 km	\$415,000
186	CR 11	Pavement Rehabilitation 1 km S. of South Talbot to Highway 3 Tecumseh	Deteriorated Pavement CIR & Pave 2.5 km	\$585,000
187	CR 11	Pavement Rehabilitation CR 18 to CR 12 Amherstburg/Essex	Deteriorated Pavement CIR & Pave 1.8 km	\$390,000
188	CR 20	Pavement Rehabilitation 100 m east of Sunset to Ferriss Road Essex	Deteriorated Pavement CIR & Pave 1.3 km	\$340,000
189	CR 29	Pavement Rehabilitation South Talbot to CR 34 Kingsville	Deteriorated Pavement CIR & Pave 1.8 km	\$415,000
190	CR 46	Pavement Rehabilitation Rochester Townline to CR 31 Lakeshore	Deteriorated Pavement CIR & Pave 3.5 km	\$760,000
191	CR 50	Pavement Rehabilitation 7th Conc. to Collison Sideroad Amherstburg	Deteriorated Pavement CIR & Pave 1.4 km	\$230,000
895	CR 50	Paved Shoulder (Amh-2) 7th Conc. to Collison Sideroad Amherstburg	PS with Rehab #191 1.4 km	\$850,000

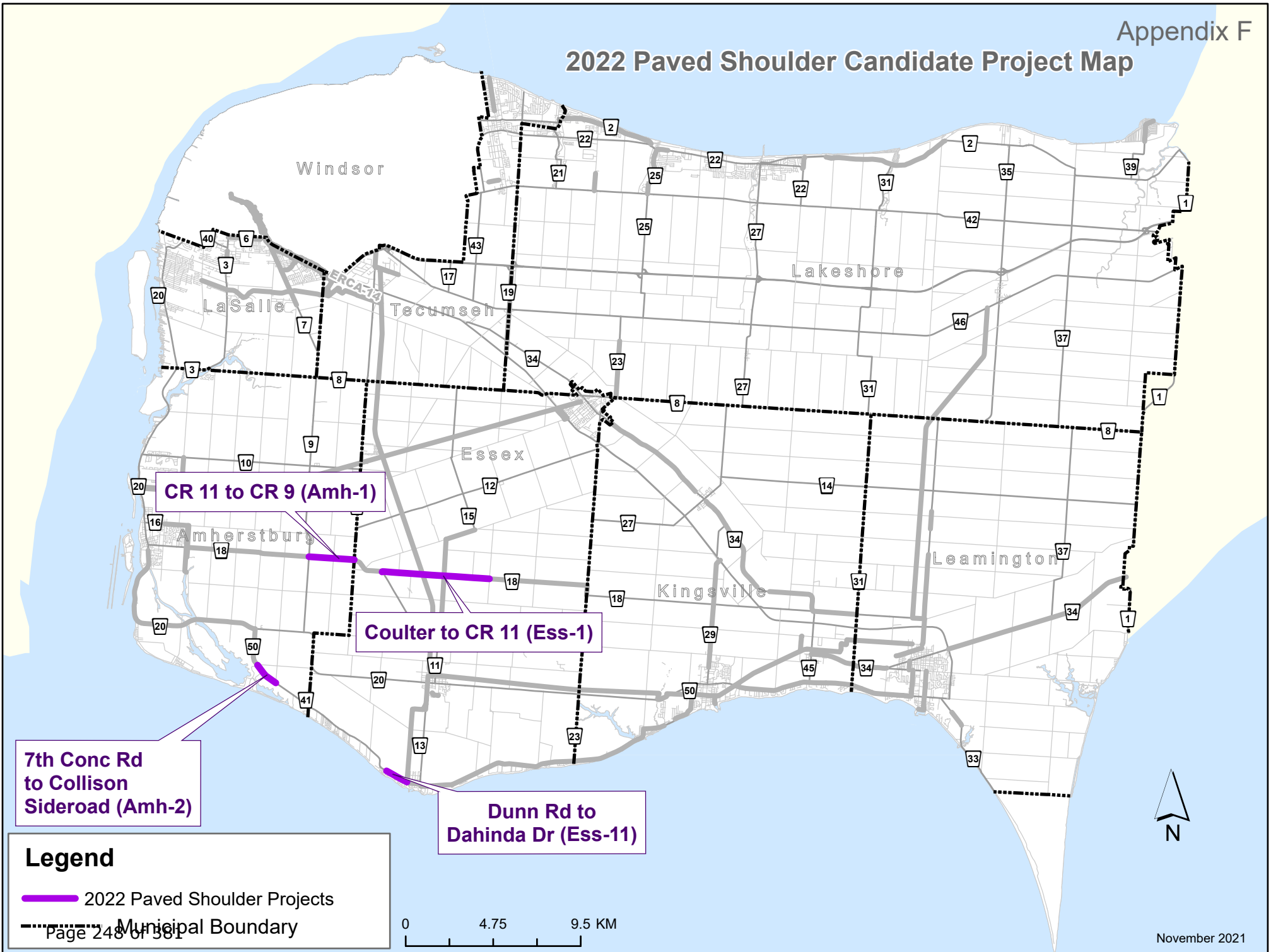
**Infrastructure Services Department - 2022 State of Good Repair Program
with Paved Shoulder Program - Roads, Bridges and Culverts**

Project	Road #	Description	Remarks	Estimate
192	CR 2	Pavement Rehabilitation Maple Ave. to St. Clair Road Lakeshore	Deteriorated Pavement Overlay (HM) 3.2 km	\$430,000
193	CR 8	Pavement Rehabilitation CR 15 to CR 19 Tecumseh/Essex	Deteriorated Pavement Overlay (HM) 2.5 km	\$335,000
194	CR 14	Pavement Rehabilitation CR 1 to CR 37 Leamington	Deteriorated Pavement Overlay (HM) 3.7 km	\$470,000
195	CR 18	Pavement Rehabilitation CR 11 to CR 9 Amherstburg	Deteriorated Pavement Overlay (HM) 2.5 km	\$330,000
896	CR 18	Paved Shoulder (Amh-1) CR 11 to CR 9 Amherstburg	PS with Rehab #195 2.5 km	\$500,000
196	CR 18	Pavement Rehabilitation Coulter to CR 11 Essex	Deteriorated Pavement Overlay (HM) 5.9 km	\$800,000
897	CR 18	Paved Shoulder (Ess-1) Coulter to CR 11 Essex	PS with Rehab #196 5.9 km	\$900,000
197	CR 37	Pavement Rehabilitation Mersea Rd 6 to Mersea Rd 7 Leamington	Deteriorated Pavement Overlay (HM) 1.4 km	\$220,000
198	CR 37	Pavement Rehabilitation South Middle Road to CR 46 Lakeshore	Deteriorated Pavement Overlay (HM) 1.3 km	\$170,000
199	CR 42	Pavement Rehabilitation CR 35 to Rochester Townline Lakeshore	Deteriorated Pavement Overlay (HM) 3.7 km	\$550,000
200	CR 46	Pavement Rehabilitation CR 23 to Lakeshore Rd 203 Lakeshore	Deteriorated Pavement Overlay (HM) 3.6 km	\$510,000
201	CR 5	Pavement Rehabilitation Texas Road to CR 10 Amherstburg	Deteriorated Pavement Mill and Pave 2.1 km	\$310,000
202	CR 50	Pavement Rehabilitation CR 13 to Dunn Road Essex	Deteriorated Pavement Mill and Pave 0.75 km	\$160,000
203	CR 50	Pavement Rehabilitation Dunn Road to Dahinda Essex	Deteriorated Pavement CIR and Pave 1.3 km	\$390,000
898	CR 50	Pavement Rehabilitation Dunn Road to Dahinda Essex	PS with Rehab #203 1.3 km	\$250,000
899	CR 50	Utility Relocation CR 41 to 7th Conc. Essex	PS with future Rehab 4.7 km	\$300,000
2022 SOGR Program Budget with CWATS Paved Shoulder Program				\$14,341,200
2022 Early Release Program				\$6,525,000

2022 Rehabilitation Program Project Location Map



2022 Paved Shoulder Candidate Project Map





Infrastructure Services

2022 Budget Presentation

C O U N T Y O F E S S E X . C A

Infrastructure Services



Integrated Departmental Services

- Policy, Planning & Program Development
- Design & Construction
- Maintenance & Operations
- Technical & Facility Services

Budget Summary



Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	<u>\$ 11,716,500</u>	<u>\$ 11,636,910</u>	<u>\$ 11,839,000</u>
Net Capital Expenditures	<u>\$ 31,974,390</u>	<u>\$ 31,926,850</u>	<u>\$ 32,199,000</u>
Net Departmental Requirement	<u>\$ 43,690,890</u>	<u>\$ 43,563,760</u>	<u>\$ 44,038,000</u>

Budget Summary

Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 11,716,500	\$ 11,636,910	\$ 11,839,000
Net Capital Expenditures	\$ 31,974,390	\$ 31,926,850	\$ 32,199,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

2021 Achievements

- Goal alignment with local municipalities & agencies
- Foundational planning
 - Roadway Rationalization
 - Corridor Study / Traffic Impact Study
 - Service Delivery Review
- Centralized Traffic Control System
- Rehabilitation Projects / CWATS completed as planned
- Emergency culvert repair on County Road 50
- Fuel management System
- Roadway Maintenance / weather
- Civic Centre Administration / common area design

2021 Risk Factors

- Environmental Factors / Weather Events
- Inflationary pressures / fuel prices
- COVID-19

Budget Summary

Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 11,716,500	\$ 11,636,910	\$ 11,839,000
Net Capital Expenditures	\$ 31,974,390	\$ 31,926,850	\$ 32,199,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

Budget by Program



Net Requirement by Program	2021 Budget	2021 Projection	2022 Budget
Construction	\$ 29,162,380	\$ 29,247,120	\$ 29,387,640
Maintenance	\$ 6,008,000	\$ 6,098,200	\$ 5,873,000
Fleet & Facilities	\$ 2,034,360	\$ 1,892,130	\$ 2,034,360
Administration & Overhead	\$ 6,486,150	\$ 6,326,310	\$ 6,743,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

Construction Program



Net Requirement by Program	2021 Budget	2021 Projection	2022 Budget
Construction	\$ 29,162,380	\$ 29,247,120	\$ 29,387,640
Maintenance	\$ 6,008,000	\$ 6,098,200	\$ 5,873,000
Fleet & Facilities	\$ 2,034,360	\$ 1,892,130	\$ 2,034,360
Administration & Overhead	\$ 6,486,150	\$ 6,326,310	\$ 6,743,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

Construction Program

KEY INITIATIVES

- **Infrastructure Programming** – Deliver capital road infrastructure including road widenings, road resurfacing, CWATS infrastructure, intersection improvements, and other road improvements to accommodate growth within the County and connect to surrounding municipalities
- **Long Range Policy Development** – Develop strategies to guide decision making. Continue to develop strong collaborative partnerships with local municipalities and other internal/ external stakeholders

Construction Program

KEY INITIATIVES

- **Strategic Plans**–EWRTMP, CWATS, AMP, Capacity Program, Environmental Assessments
- **Construction Program** –Maintain the condition of road, bridge & culvert network and achieve the best possible standards
- **Pavement Preservation** –Determine functional and structural conditions of a road section for the purposes of either routine monitoring or planned corrective action. Pavement surveys are completed to evaluate the Pavement Condition Index (PCI).

Maintenance Program

Net Requirement by Program	2021 Budget	2021 Projection	2022 Budget
Construction	\$ 29,162,380	\$ 29,247,120	\$ 29,387,640
Maintenance	\$ 6,008,000	\$ 6,098,200	\$ 5,873,000
Fleet & Facilities	\$ 2,034,360	\$ 1,892,130	\$ 2,034,360
Administration & Overhead	\$ 6,486,150	\$ 6,326,310	\$ 6,743,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

Maintenance Program

KEY INITIATIVES

- **Maintenance & Operations**– Deliver programmed and scheduled work for all road maintenance while meeting Provincial minimum levels of service standards. (Winter/Summer) in the face of competing priorities
- **Traffic Operations** – Responsibility of traffic signals, signs and illumination. Support for CCL and local signals
- **Equipment Maintenance** – Using both internal & external resources, maintain fleet and equipment to ensure safety and risk mitigation

Fleet & Facilities Program



Net Requirement by Program	2021 Budget	2021 Projection	2022 Budget
Construction	\$ 29,162,380	\$ 29,247,120	\$ 29,387,640
Maintenance	\$ 6,008,000	\$ 6,098,200	\$ 5,873,000
Fleet & Facilities	\$ 2,034,360	\$ 1,892,130	\$ 2,034,360
Administration & Overhead	\$ 6,486,150	\$ 6,326,310	\$ 6,743,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

Fleet & Facilities Program



KEY INITIATIVES

- **Fleet & Equipment Renewal**– Fleet and Equipment are replaced and / or restored based on service life or repair history to provide safe and effective vehicles and equipment & ensure adequate availability of fleet
- **Facility Renewal** - Provide technical expertise with planning, design, and construction services for a variety of County owned facilities.

Administration & Overhead



Net Requirement by Program	2021 Budget	2021 Projection	2022 Budget
Construction	\$ 29,162,380	\$ 29,247,120	\$ 29,387,640
Maintenance	\$ 6,008,000	\$ 6,098,200	\$ 5,873,000
Fleet & Facilities	\$ 2,034,360	\$ 1,892,130	\$ 2,034,360
Administration & Overhead	\$ 6,486,150	\$ 6,326,310	\$ 6,743,000
Net Departmental Requirement	\$ 43,690,890	\$ 43,563,760	\$ 44,038,000

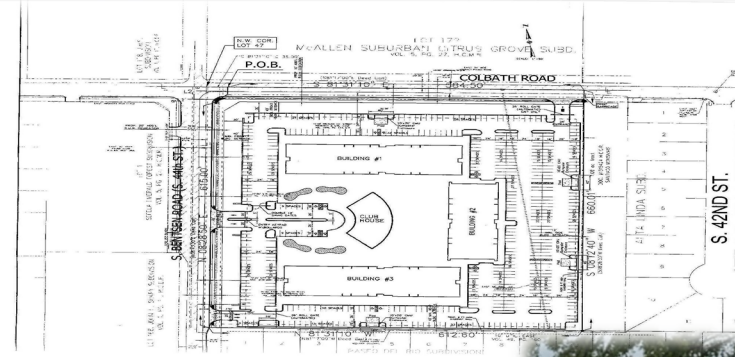
Administration & Overhead



KEY INITIATIVES

- **Service Delivery** – Continuous review of Network needs (asset condition, safety, capacity, environmental, maintenance, drainage, loading, stakeholder feedback)
- **Permit Needs** – allows use of vehicles not allowed under regulation, by permit (enabled by the Highway Traffic Act); Building, Driveways, Signs, Work in corridor all require permits - Delivered solely by internal staff.
- **Facility Management** - Provide technical expertise with planning, design, and construction services for all County owned facilities.
- **Fuel Management Services** – administers the Corporate Fleet Management program used by ISD, EMS, SPH

Infrastructure Services





Questions?

C O U N T Y O F E S S E X . C A



Essex County Library Board Regular Meeting Minutes

(also available at www.essexcountylibrary.ca under About the Library)

Wednesday, October 27, 2021
Virtual Meeting

Mission

Essex County Library welcomes you to a world of discovery, creativity and lifelong learning through accessible resources, programs, and innovative services.

Vision

ECL strives to welcome a diverse community to a warm and inviting space where:

- Knowledgeable staff are sensitive to the needs and aspirations of the community
- Innovative ideas and cutting-edge technology are embraced
- Engaging programs and current comprehensive collections are created
- Creative partnerships encourage social interaction and cultural vitality

Members Present:

Tracey Bailey
Terry Burns
Andrew Dowie – Vice Chair
Richard Meloche
Nelson Santos - Chair
Ron Sutherland
Larry Verbeke

Staff Present:

Bianca Azzopardi, Administrative Assistant, HR
Manuel Denes, Manager, Community Services
Natalia Mauro, Lakeshore Community Supervisor
Robin Greenall, CEO/Chief Librarian,
Audrey Maodus, Manager, Human Resources

6:00 PM Regular Meeting

1. Approval of the Agenda

21/62

Moved by Mr. Sutherland

Seconded by Mr. Burns

That the Agenda be accepted as distributed.

Carried

2. Disclosure of Pecuniary Interest

There was no disclosure of pecuniary interest.

3. Discussion Period

There was no discussion period.

4. Adoption of Regular Meeting Minutes

21/63

Moved by Mr. Verbeke

Seconded by Ms. Bailey

That the minutes of the September 29, 2021 Regular Meeting of Essex County Library Board be adopted as presented.

Carried

5. Delegations and Presentations

A) Over Drive for Kids and Teens

Presented by Natalia Mauro, Lakeshore Community Supervisor

Natalia provided a virtual tutorial of the Libby database.

Over Drive and Libby are Essex County Library's (ECL) databases for e-book and audiobook resources. This presentation focused primarily on the Libby App. Patrons can access Libby through the ECL website or download the application on their smart phone via the applicable application store. To access the system, a library card is required. Libby has the capability to track all electronic materials checked out and/or on hold for patron information. Material guides are available along with a variety of preferencing filters to assist patrons with their search. E-books and audiobooks can be borrowed directly through the database.

The presentation concluded with a preview of ECL's promotional video for Libby.

6. Business Arising from the Minutes of September 29, 2021

A) Resolution Number: 20/60

Adoption and implementation of a mandatory COVID-19 vaccination policy for Essex County Library board members and staff. STATUS: COMPLETE

7. Communications

There were no communications received.

8. Consent Agenda

A) Managers' Reports

21/64

Moved by Mr. Dowie

Seconded by Mr. Sutherland

That the Board receive the consent items: Managers' reports for information.

Carried

9. Reports

A) Treasurer's Reports

Robin Greenall, CL/EO, anticipates a positive variance for the end of 2021.

21/65

Moved by Mr. Meloche

Seconded by Mr. Dowie

That the Board receive the Treasurer's Reports for information.

Carried

B) McGregor and Harrow Branch Update Verbal Report

The McGregor branch opened to the public as of October 26th, 2021. Hours of operation are Tuesday, Wednesday, Thursday from 4pm-8pm and Friday and Saturday from 1pm-5pm.

McGregor's transition to the enhanced community service facility will be introduced to the community later in the year. The Harrow branch renovations are currently underway. It is expected to open at the beginning of December.

21/65

Moved by Mr. Verbeke

Seconded by Mr. Sutherland

That the Board receive the McGregor and Harrow Branch Progress Report for information.

Carried

C) 2022 Budget Report

The County of Essex Finance committee approved the Essex County Library 2022 budget. Robin Greenall, CL/EO provided the approved proposal to board members.

The 2022 budget estimates reflect Essex County Library returning to its full level of service delivery, as well as completion of outstanding projects.

21/66

Moved by Mr. Verbeke

Seconded by Mr. Dowie

That the Board receive the 2022 Budget Report for information; and approve the proposed 2022 budget.

Carried

10. Unfinished Business

Board Member, Richard Meloche, inquired about the reopening of remaining branch locations.

The reopening of the 4 remaining branches is being considered when ECL has returned to a full staffing capacity and staff being able to supply outside their current teams. Essex County Library is continuing to have conversations with the local municipalities, of said branches, regarding the transition towards community-based models.

The Board's request was presented to the Municipality of Lakeshore Council for their consideration at their October 26th meeting. Council discussed and supported a motion to update a facility in the Comber community for a shared space service and they opted to not update the current Stoney Point branch but are in support of a Programming and Outreach model.

New Business

A) Public Reporting of Closed Meeting

A closed meeting of the Essex County Library Board was held immediately prior this evening's meeting pursuant to Section 16.1 of the *Public Libraries Act*, R.S.O. 1990, as amended to discuss staffing pertaining to identifiable individuals for budgetary purposes.

B) Motion

There were no motions.

C) Notice of Motion

There was no notice of motion.

11. Date and Location of Next Meeting

Date: Wednesday - November 24th, 2021
Location: Virtual

12. Adjournment

Upon motion of Mr. Sutherland and Mr. Dowie, the Chair declared the meeting adjourned at 7:01 PM.

Nelson Santos (Original Copy Signed)

Nelson Santos
Chair – Essex County Library Board

Robin Greenall (Original Copy Signed)

Robin Greenall
CEO/Chief Librarian, Essex County Library
Secretary and Treasurer to the Board



Essex County Library

Service Delivery Promise

The Essex County Library (ECL) is the community's connection to information resources and services for the residents living in the 7 local municipalities within the County of Essex.

ECL is governed by the Essex County Library Board and its Mission is to welcome you to a world of discovery, creativity and lifelong learning through accessible resources, programs, and innovative services.

It is the vision of the Essex County Library to provide welcoming spaces for its membership where:

- Knowledgeable staff are sensitive to the needs and aspirations of the community
- Innovative ideas and cutting-edge technology are embraced
- Engaging programs and current comprehensive collections are created and
- Creative partnerships encourage social interaction and cultural vitality.

Essex County Library



Level of Service Statement

ECL is connecting residents to resources through our community branch locations, 24/7 online service centre, and outreach, partnerships, and programming services:

Town of Amherstburg	Amherstburg Branch, Amherstburg, Ontario
Town of Essex	Essex Branch, Essex, Ontario Harrow Branch, Harrow, Ontario McGregor Branch, McGregor, Ontario
Town of Kingsville	Cottam Branch, Cottam, Ontario Highline Branch, Kingsville, Ontario Ruthven Branch, Ruthven, Ontario
Town of Lakeshore	Comber Branch, Comber, Ontario Toldo Foundation Branch, Emeryville, Ontario Libro Centre Branch, Woodslee, Ontario
Town of LaSalle	William (Bill) Varga Branch, LaSalle, Ontario
Municipality of Leamington	Leamington Branch, Leamington, Ontario
Town of Tecumseh	Cada Branch, Tecumseh, Ontario
24/7 online service	www.essexcountylibrary.ca

ECL provides direct access to, and staffing support for, its collections, programs, and services. The 24/7 online service strengthens the library's collections and resources by providing access to its expanding digital content of eBooks, eMagazines and Databases, and supporting membership through self-service options.

2021 Achievements and Challenges

ECL's 2021 vision planned for the following service and project goals:

- Capital projects to achieve Board visions. Projects included: update/enhance the library's website, increase Open+ service to the Harrow location, minor renovation of the Harrow site, installation of security gates/ people counters at 2 site locations.
- Transition of operational software systems (Human Resources Information System (HRIS) project, website updates)
- Assessment of service delivery methods and options
- Assessment of ongoing operational cost due to COVID-19

The ECL was able to complete most of its objectives for the 2021 year. However, due to the ongoing impact of the COVID-19 pandemic, and the provincial and local public health board regulations and restrictions, adjustments to service and service delivery were made.

Staffing

For most of the 2021 year, the ECL maintained the structure of operating with 8 small distinct teams. Members within each team would support the service delivery from one site location per municipality. As local health conditions changed, team's locations and sizes were adjusted.

Staff levels remain consistent as in the previous year for both the Union and Administrative staff. Throughout the 2021 year the ECL experienced several staffing vacancies mainly due to staff retirements. Those positions that were essential for public service were filled; all other positions remained vacant. All non-union Student Desk Clerk positions remained vacant through 2021; these positions will be filled as branch service levels increase, and when the local COVID-19 case count exposures at local high schools decrease.

Branch Services

ECL restructured their traditional system-wide staffing model into 8 working teams. This model reduces the risk of virus transmissions and potential exposure of multiple staff and limits the number of temporary branch

closures. This model will hopefully limit required testing, contact tracing and enhanced site cleaning.

This model requires service flexibility if a team cannot adequately provide for service. Flexibility may require a site to return to curbside pickup service, mailing service, or to limit public operating hours as needed.

This model will continue to be utilized as additional branches are opened for public access. ECL will continue to adjust its staffing model in reaction to the health of the community, the demands for service and availability of staff to support service needs.

The following services were maintained throughout the 2021 year:

- 60 public service hours per week at one site within each municipality
- Weekly hours were adjusted to:
 - 9A - 8P Monday thru Thursday
 - 9A - 5P Friday and Saturday
- Curbside service – when required due to temporary closures of sites (December 2020 - July 2021)
- Direct to home mailing for all Essex County Library members, regardless of location or proximity to a library branch
- Phone service – staff available to assist with phone inquiries and resource support
- Online digital content and information services
- Online programming via social media sites and virtual meeting platforms
- Programming kits – for home use

As of July 26th, 2021, the ECL opened the 7 main site locations for public access, one site per municipality. Each site providing public access to in-branch resources, WIFI and public computers, printing, and staff support.

Reopening Branch Services

As Covid-19 restrictions and regulations changed, ECL continued to expand access to branch services. The Libro Branch (Woodslee) site was opened for public service in August 2021, for its regularly scheduled 17 hours of public service.

Enhanced Community Services

The ECL previously committed funding to develop specific branches for technology upgrades to support an Enhanced Community Service Model. The following branches were renovated and scheduled to be opened:

- McGregor Centre – the McGregor branch was opened for public service on October 26, 2021. This site will be ready for Enhanced Community Service Access in mid December.
- Harrow Centre – The Harrow branch was renovated and will be opened for public service late November/ Early December and will be ready for Enhance Community Service Access in late January 2022.

The Enhanced Community Service locations will each provide 20 hours of staffing service per week and will provide an additional 29 hours of Enhanced Community Access service, for a total of 49 hours of access per branch per week.

Public and Community Services

The following services were maintained to support community access to resources and programming:

Online Services

ECL continued to cease all in-person programming and outreach services. Instead, ECL adjusted programming to an online platform providing services such as virtual story times, virtual site tours, visual arts spotlights, virtual book clubs, podcasts, online guest speakers and presenters for planned viewing through the ECL social media accounts.

Digital Access Card

ECL maintained a Digital Access Card for community residents to create a virtual library card so they could take advantage of all the eResources and eServices available through our 24/7 web portal.

Direct to Home Mail Delivery

ECL maintained mail delivery service for community members who have limited access to a library branch or cannot attend a branch for curbside pickup. Mailing provides patrons with a direct-to-home delivery of their resources, with return postage for an easy return option. The cost impact for mailing was relatively inexpensive as Ontario public libraries have access to a special library delivery rate through the Canada Postal Services. The

average package of 2-3 items has an estimated mailing cost of \$2.10 (including return postage).

Fees and Fines Amnesty

ECL continued to suspend all fees and fines as the Board recognized a patron's limited ability to return items, the delay for items to be processed due to material being cleaned and quarantined, and the general economic impacts on our community due to loss of employment due to COVID-19.

Staff Training

Staff training focused on the following areas:

- Ontario Library Association (OLA) Super Conference – virtual programs. OLA SuperConference was offered as a “live web-based event” or recorded session programs. Due to the virtual nature of the event, all ECL employee were able to attend sessions of their choosing.
- Crisis Intervention Programs – training to assist with defusing confrontational issues and interactions, this training was offered to all front-line employees.
- Truth and Reconciliation Training – The Essex County Library Board registered for training through “the 4 Seasons of Reconciliation” structure by the Indigenous University in Saskatchewan.

Capital Projects

Enhanced Community Services – Technology installations and branch renovations to support the Enhanced Community Service model, were completed at the McGregor and Harrow branch locations.

Security Gate/ People Counters – 2 gates were purchased and will be installed by year end at the Kingsville and LaSalle site location. This technology will be beneficial to support the following:

- Visual/ Auditory reminders to patrons who use self-service technology to check that all resources are scanned prior to leaving the facility
- Provide accurate daily counts of patron facility use.

Transition Services

HRIS project – in partnership with the County of Essex, ECL is participating in a migration of data from the current payroll and HR software systems to the TELUS combined VIP software solution. Migration of data and development of the new software solution will continue until mid-2022. This

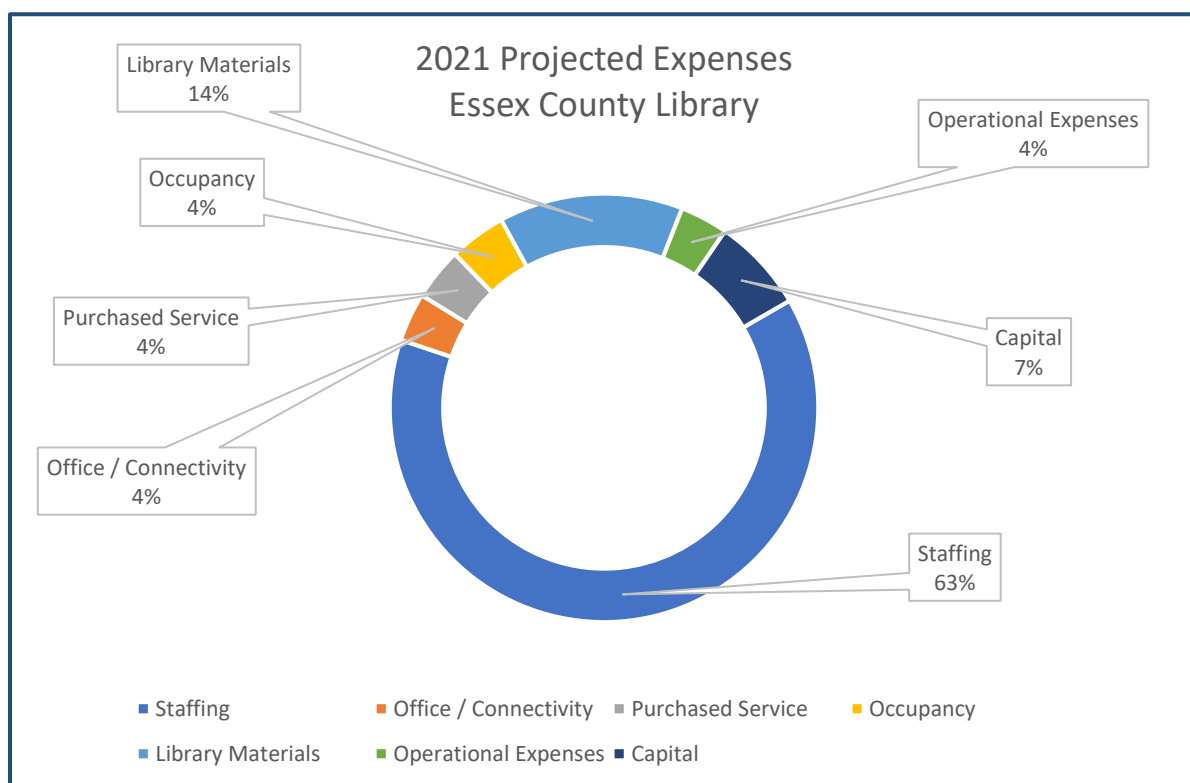
project demands a significant amount of staffing time and efforts, as such other projects and deliverables may be adjusted or delayed.

Web Portal upgrades – due to staffing changes and project demand the ECL web portal upgrade project was delayed until 2022.

Collection Services

Due to COVID-19, ECL reallocated collections funding to support the purchase of additional online resources and services. Spending for intangible collections increased to provide patrons access to online and virtual resources. Tangible collection spending and invoicing was impacted by supply chain delays in material availability and shipping.

The graph below illustrates Essex County Library's key areas of spending for ECL for this past year - projected to December 31, 2021.



Opportunities and Challenges Facing ECL in 2022

The COVID-19 pandemic created an environment where ECL has had to restructure its traditional systems, programs, and services. It encouraged us

to be creative in how we continue to engage and interact with patrons as in-person programming for children, and to investigate new or different ways to deliver services. And, it has allowed us the opportunity to adopt new and supportive technology.

ECL approaches this change as both a challenge and an opportunity to investigate alternate service models, and to develop a balance that supports old traditions and new services. During the 2022 year, ECL's focus will be on returning a full range of information and programs through a restructured service model.

Cost of Operations

The return of libraries for public access in a healthy and safe manner will require maintaining an increase in cleaning and upfitting costs for each branch site. All open branches will require the installation of safety equipment and additional cleaning; this will have an ongoing impact on operational cost. The ECL Board will continue to monitor how to deliver service that is respectful of budget constraints.

Proposed 2022 Budget Plan

On September 29, 2021 – The Essex County Library Board reviewed the 2022 service objectives and project recommendations. The Board approved in theory for the CEO/ Chief Librarian to proceed with developing the 2022 budget estimates for their approval.

On October 20, 2021, the CEO/Chief Librarian met with the County of Essex (COE) Finance department to review the Board's budget estimates. The County Finance department requested the Board prepare budget estimates that realistically reflect the adjustments to the organization's operations due to the ongoing COVID-19 pandemic. It supports a slight adjustment to the structure of the organization and recommends reductions that would minimize the impact to service delivery.

On October 27, 2021, the ECL Board approved the 2022 Budget estimates for submission to Essex County Council (#21/66).

The proposed 2022 Budget provides for the following:

Staffing Wages and Benefits

The 2022 budget includes a contractual obligation increase of 1.4% from the previous year's wage allotment. The proposal is conservative in it estimates as it does not include adjustments for anticipated service implementation

for: programming and outreach, meetings attendance, Sunday service hours, or pay equity enhancements.

Information Services

Information Services and Collections are the core service of a public library. Public Libraries aim to provide a barrier-free access to information that supports educational and recreational interests of its residents. Resource collections should be contemporary, current, and relevant to support the broad interests of our residents. In a contemporary library, the delivery of a curated collection is through a variety of mediums such as traditional print/ hard copy materials (tangible collections) that are accessible to the public through our bricks and mortar facilities, whereas the broad and expanding electronic resources are accessible through the 24/7 web portal/ website.

Costs associated with collection development are influenced by the pricing of resources, the pricing for content licensing, the publishers'/ distributors' cost for access (platform cost), fluctuation of the US exchange rate, and the available discount rates from the distributors.

As a result of the COVID-19 pandemic, the ECL has observed an increased use of online resources and services. The 2022 budget reflects supporting a collection that is accessible to all users, reflects the demand for online resources and services, and our commitment to support traditional resource needs. The 2022 budget proposes an increase in funding to support online and electronic resources, and status quo funding for the tangible items. This budget allows ECL to continue to meet user demands for electronic resources and maintain the quality of the tangible resources collection.

Programming and Outreach

The ECL Board acknowledged in the previous budget a goal to expand community connections through partnerships and programming. The Board understands that programs and outreach services provide a venue to connect with our patrons, partners, and community members. Programming and outreach services often remove barriers that impact our communities from accessing our collections.

Due to the COVID-19 pandemic, ECL had to restrict programming and outreach services and adjust to online and virtual events. As we continue to return to public services, in-person programming and outreach services will be essential for our service delivery. The Essex County Library will redirect the 12 hours of traditional circulation and desk attendance at small branch locations, to focus on providing community outreach and programming that

will meet the specific needs of the local communities. Staffing hours will be directed to provide programming such as storytime, parent and tot programs, adult programs, book clubs, class visit to local school, programming for senior adults (in home service), homework help, and Makerspace programs. This redirection of time is to provide quality service to meet local community needs.

Branches Services

As ECL transitions from the restriction of COVID-19 to a new service model, the following adjustments have been implemented:

Designated Main Branch Sites

One branch per municipality has been designated as a “main” service branch. Each of these branches will operate 60 hours per week, to provide a consistent level of service in all local municipal locations.

Enhanced Community Access Locations

The McGregor Centre and Harrow Centre branches will provide 20 hours of staff supported service and 29 hours of community access services, for a total of 49 hours per week per branch.

Libro Centre – Woodslee

The 2022 budget anticipates renovating the Lakeshore- Libro Centre (Woodslee) to adopt the Enhanced Community Access Service model. Renovations will include the installation of service and security equipment and technology to support community members having access to the facility outside of the scheduled 20 hours of staffed service.

Small branches transforming into Community Spaces

The proposed budget provides opportunity for small branch locations to be renovated and refreshed to create a small community space model. During the August 25, 2021, ECLB meeting, the Board discussed and approved the motion to approach the local communities of Lakeshore and Kingsville to consider a shared project of renovating and refreshing the small branch locations. The Board is asking local communities to commit to renovating their facilities to meet AODA requirements and to improve the overall appearance of the space. The Library Board would then commit reserve funding to update the furnishing and equipment to support a shared community space. The Board would reshape the collections within each space, install and maintain technology to support community access and use

of the space for small meetings and community programming, and restructure service to focus on programming and outreach opportunities.

The Board further supported the motion, if local communities did not agree to support a renovation of their space, the library would adjust its service delivery to support a Programming and Outreach model whereby it would adjust its services to the following:

- Programming and outreach within the local community
- Online access to resources and services
- Direct-to-home mailing
- Partnership with local service groups and community organizations
- Investigate book mobile delivery services
- Investigate community transportation to local neighbouring library facility

24/7 Online Website/Portal

The proposed budget recognizes the value of an appealing and easily accessible website/portal. As the demand for eResources and eServices increase, patrons require access through a site that is easy to navigate, supports self-service options and meets AODA requirements. ECL's web presence should connect to our ILS system, and content should be easy to maintain and push out through our social media and communication avenues. The one-time cost to install a new website, or webservice modules, would be supported through the ECL Capital Reserves, and annual license fees for the first year would be supported through the ECL Enhanced Services Reserve; therefore, the enhancements for web services will not impact the 2022 operating budget.

Transitional Services

The 2021 Budget supported the implementation of a new payroll and integrated HR software system. During the 2022 year the ECL will maintain the license for its current payroll and HR systems to support daily operations, and licensing for the new HRIS system as information is migrated and set up for use. The current budget supports the licencing for both systems. The final-year licencing cost for the new HRIS system will be supported through the County of Essex Reserves.

Further reserve funding is provided through the County of Essex to support the cost of staffing over time to complete the software migration process and maintain their regular duties and responsibilities.

Staff Support and Training

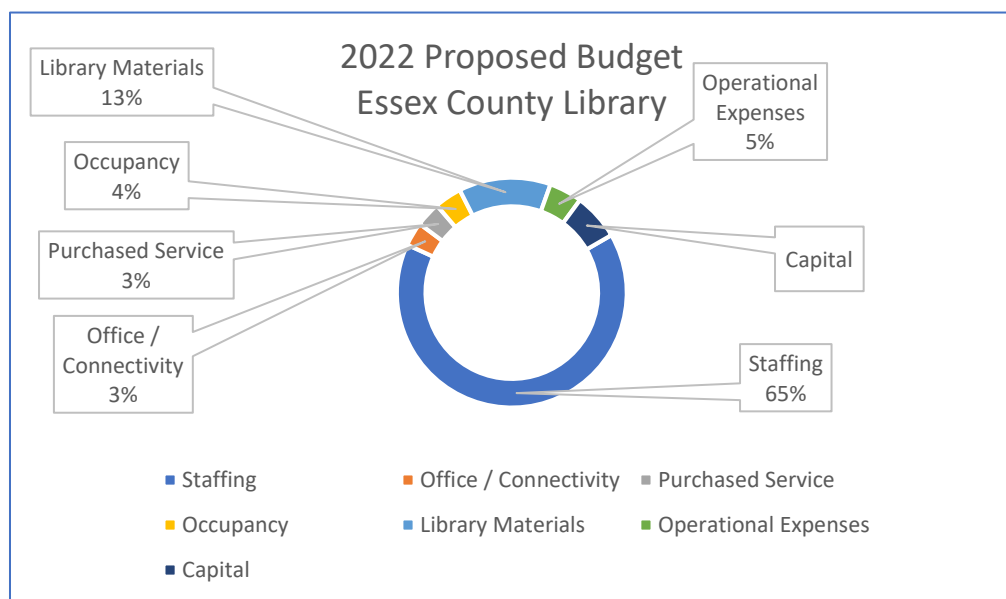
Continuous training is necessary to support an engaged workforce. The 2022 budget will focus to support technology and digital information literacy skills development, as well as rescheduling necessary Health and Safety training.

Contractual Services

ECL continues to use third-party contracts for janitorial services at branch locations. In 2022, janitorial contract services will be required for all site locations. Due to COVID-19, increased cleaning is required at all sites open to public service. Each site will maintain its regular cleaning services, plus additional daily cleaning of washrooms, and sanitization of high-touch services.

ECL also contracts services for electrical, plumbing and facility maintenance issues that are beyond basic repairs. As ECL operates from several aging facilities, the cost for contracted services continues to increase.

The graph below shows the key areas of proposed 2022 Budget spending.



Overall, the 2022 Budget for ECL, net of recoveries, totals \$6,026,200 (2.66% increase over the 2021 Budget of \$5,869,850).

Library Services

Operating Category	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Expenditures	Salaries and Wages	3,431,380	3,043,100	3,479,500
Expenditures	Benefits	890,370	860,000	974,800
Expenditures	Board Expense	32,000	11,000	11,000
Expenditures	Staff Expense	66,760	67,100	67,200
Expenditures	Office Expense	260,200	230,200	234,200
Expenditures	Purchased Services	247,280	247,100	243,500
Expenditures	Occupancy Expense	277,530	269,600	266,100
Expenditures	Operating Expense	294,700	226,700	322,700
Expenditures	Total	5,500,220	4,954,800	5,599,000
Recoveries	Ontario Grants	273,620	273,600	273,600
Recoveries	Other Grants	14,110	14,100	14,100
Recoveries	Fees, Service Charges	105,000	37,000	106,000
Recoveries	Total	392,730	324,700	393,700
Contributions to (from)	Enhanced Service Reserve	(36,580)	0	(36,600)
Contributions to (from)	Rate Stabilization Reserve	(151,000)	216,850	(120,000)
Contributions to (from)	County Health Benefit Rate Stab.	(23,000)	0	(18,000)
Contributions to (from)	County Rate Stabilization Reserve	(50,000)	0	(55,000)
Contributions to (from)	Total	(260,580)	216,850	(229,600)
Net Operating Expenditures		4,846,910	4,846,950	4,975,700
Capital Category	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Expenditures	Library Materials	872,100	872,100	900,100
Expenditures	Capital Expenditures	416,000	445,900	456,000
Expenditures	Total	1,288,100	1,318,000	1,356,100
Recoveries	Special Projects Grant	0	100,400	59,500
Contributions to (from)	Vehicle Reserve	15,840	15,800	(34,600)
Contributions to (from)	Capital Reserve	30,000	(10,000)	(120,000)
Contributions to (from)	Rate Stabilization Reserve	(311,000)	(200,500)	(91,500)
Contributions to (from)	Total	(265,160)	(194,700)	(246,100)
Net Capital Expenditures		1,022,940	1,022,900	1,050,500
Total Departmental Requirement		5,869,850	5,869,850	6,026,200

Library Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	111011101	Library Services	3,431,380	3,043,100	3,479,500
Salaries and Wages	Category	Total	3,431,380	3,043,100	3,479,500
Benefits	111011201	Employment Insurance	61,400	52,300	65,000
Benefits	111011202	Canada Pension	146,680	131,700	162,700
Benefits	111011203	O.M.E.R.S.	282,420	255,600	298,000
Benefits	111011204	Employer Health Tax	63,830	59,300	69,000
Benefits	111011205	Health Insurance	203,900	229,800	258,000
Benefits	111011206	Group Life Insurance	18,200	18,000	16,800
Benefits	111011207	Long Term Disability Insurance	73,000	72,000	72,000
Benefits	111011209	Short Term Disability Insurance	31,600	31,900	23,600
Benefits	111011208	W.S.I.B. (claims)	9,340	9,400	9,700
Benefits	Category	Total	890,370	860,000	974,800
Board Expense	111012101	Indemnities	9,000	9,000	9,000
Board Expense	111012302	Mileage	2,000	2,000	2,000
Board Expense	111012398	Strategic Planning	21,000	0	0
Board Expense	Category	Total	32,000	11,000	11,000
Staff Expense	111013001	Mileage	10,000	10,000	10,000
Staff Expense	111013002	Training	50,000	50,000	50,000
Staff Expense	111013004	Assoc. Meetings	2,000	2,000	2,000
Staff Expense	111013005	Membership Fees	760	1,100	1,200
Staff Expense	111013098	Other	4,000	4,000	4,000
Staff Expense	Category	Total	66,760	67,100	67,200
Office Expense	111013101	Telephone - Voice	8,000	8,000	12,000
Office Expense	111013102	Postage	10,000	10,000	10,000
Office Expense	111013103	Office Supplies	7,000	7,000	7,000
Office Expense	111013110	Printing	6,000	6,000	6,000
Office Expense	111013114	Copier Lease/Maintenance	25,000	25,000	25,000
Office Expense	111013118	Communication / Connectivity	144,000	144,000	144,000
Office Expense	111013119	Cataloguing Supplies	60,000	30,000	30,000
Office Expense	111013198	Miscellaneous	200	200	200
Office Expense	Category	Total	260,200	230,200	234,200
Operating Expense	111013611	Delivery Van Maintenance & Fuel	12,000	12,000	12,000
Operating Expense	111013612	Repairs & Maintenance (Branches)	20,000	20,000	20,000
Operating Expense	111013613	Janitorial & Mtce. Supplies	6,000	6,000	6,000
Operating Expense	111013614	Advertising	25,000	25,000	25,000
Operating Expense	111013615	Computer Systems Operation	202,700	134,700	230,700
Operating Expense	111013616	Prof. Program Services/Supplies	8,000	8,000	8,000
Operating Expense	111013666	Pandemic Supplies	21,000	21,000	21,000
Operating Expense	Category	Total	294,700	226,700	322,700

Library Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Purchased Services	111013301	Legal & Consulting	40,000	40,000	40,000
Purchased Services	111013302	Audit Fees	5,280	5,100	5,300
Purchased Services	111013305	Collection Services	2,500	2,500	2,500
Purchased Services	111013307	Janitorial & Mtce. Contracts	100,000	100,000	100,000
Purchased Services	111013381	Electronic Data Hosting Services	75,000	75,000	75,000
Purchased Services	111013380	Payroll Service	24,500	24,500	20,700
Purchased Services	Category	Total	247,280	247,100	243,500
Occupancy Expense	111013401	Insurance	50,580	42,600	37,100
Occupancy Expense	111013407	Shared Occupancy (Admin. Office)	81,950	82,000	84,000
Occupancy Expense	111013412	Utilities-Gas	25,000	25,000	25,000
Occupancy Expense	111013413	Utilities-Hydro	120,000	120,000	120,000
Occupancy Expense	Category	Total	277,530	269,600	266,100
Expenditures	Category	Total	5,500,220	4,954,800	5,599,000
Recoveries	111016201	Provincial Grant	273,620	273,600	273,600
Recoveries	111016305	Provincial Grant-Pay Equity	14,110	14,100	14,100
Recoveries	111016503	Municipal Recoveries - Kingsville	2,500	2,500	2,500
Recoveries	111016368	Safe Restart Grant	20,000	21,000	21,000
Recoveries	111016607	Copier Fees	20,000	1,800	20,000
Recoveries	111016608	Fees and Fines	50,000	1,400	50,000
Recoveries	111016609	Promotional items	0	1,100	0
Recoveries	111016698	Other	5,000	900	5,000
Recoveries	111016660	Data / Fax	2,000	0	2,000
Recoveries	111016731	Book Sales	1,000	0	1,000
Recoveries	111016784	Staff Recovery	0	3,800	0
Recoveries	111016798	Miscellaneous	4,500	4,500	4,500
Recoveries	Category	Total	392,730	324,700	393,700
Contributions to (from)	111016865	Enhanced Service Reserve	(36,580)	0	(36,600)
Contributions to (from)	111016801	Rate Stabilization Reserve - 1x Legal	(30,000)	(30,000)	(20,000)
Contributions to (from)	111016801	Rate Stabilization Res. - Vision/Values	(21,000)	0	0
Contributions to (from)	111016801	Rate Stabilization Res. - 2016 Surplus	(100,000)	0	(100,000)
Contributions to (from)	111016801	Rate Stabilization Res. - Surplus	0	246,850	0
Contributions to (from)	1110168xx	County Health Benefit Rate Stab.	(23,000)	0	(18,000)
Contributions to (from)	1110168xx	County Rate Stabilization Reserve	(50,000)	0	(55,000)
Contributions to (from)	Category	Total	(260,580)	216,850	(229,600)
Net Operating	Expenditures		4,846,910	4,846,950	4,975,700

Library Services

Capital Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Library Materials	111013860	Books - Tangible	350,000	350,000	350,000
Library Materials	111013868	Books - Virtual	280,000	280,000	300,000
Library Materials	111013861	Electronic Resources	10,000	10,000	10,000
Library Materials	111013862	Periodicals	22,000	22,000	22,000
Library Materials	111013870	Periodicals - Virtual	27,000	27,000	30,000
Library Materials	111013863	Audio Visual Materials - Tangible	55,000	55,000	55,000
Library Materials	111013869	Audio Visual Materials - Virtual	125,000	125,000	130,000
Library Materials	111013866	Bindery	2,000	2,000	2,000
Library Materials	111013867	Express and Postage	1,100	1,100	1,100
Library Materials	Category	Total	872,100	872,100	900,100
Capital Expenditures	111013801	Furnishings & Equipment	30,000	30,000	30,000
Capital Expenditures	111013805	Vehicles	0	0	50,000
Capital Expenditures	111013807	Computer Equipment/Software	75,000	75,000	75,000
Capital Expenditures	111013804	Special Projects Capital	76,000	25,000	66,000
Capital Expenditures	111013827	Amherstburg - Equipment	0	80,900	0
Capital Expenditures	1110138xx	Modern. & Eff. -Open+ systems	85,000	85,000	85,000
Capital Expenditures	1110138xx	Open+ Service - Branch Renovations	150,000	150,000	150,000
Capital Expenditures	Category	Total	416,000	445,900	456,000
Expenditures	Category	Total	1,288,100	1,318,000	1,356,100
Recoveries	111016382	Special Projects Grant	0	40,900	0
Recoveries	111016203	Modernization and Efficiency Grant	0	59,500	59,500
Recoveries	Category	Total	0	100,400	59,500
Contributions to (from)	111014121	Vehicle Reserve - Amortization	15,840	15,800	15,400
Contributions to (from)	111014102	Capital Reserve - Amortization	30,000	30,000	30,000
Contributions to (from)	111016810	Vehicle Reserve	0	0	(50,000)
Contributions to (from)	111016811	Capital Reserve - Furniture & Equip.	0	(40,000)	0
Contributions to (from)	111016811	Capital Reserve - Branch Renov.	0	0	(150,000)
Contributions to (from)	111016801	Rate Stabilization Res. - Branch Renov.	(311,000)	(200,500)	(91,500)
Contributions to (from)	Category	Total	(265,160)	(194,700)	(246,100)
Net Capital	Expenditures		1,022,940	1,022,900	1,050,500
Total Departmental Requirement			5,869,850	5,869,850	6,026,200



2022 Budget Presentation

ESSEXCOUNTYLIBRARY.CA



ESSEX COUNTY LIBRARY

Essex County Library welcomes you to a world of discovery, creativity and lifelong learning through accessible resources, programs and innovative services

ESSEX COUNTY LIBRARY MISSION

- ❑ knowledgeable staff are sensitive to the needs and aspirations of the community
 - ❑ innovative ideas and cutting-edge technology are embraced
 - ❑ engaging programs and current comprehensive collections are created
 - ❑ creative partnerships encourage social interaction and cultural vitality
- ❖ Strategic Goal – Raise awareness through marketing/ promotions

ESSEX COUNTY LIBRARY VISION

Nelson Santos (Chair)
Andrew Dowie (Vice Chair)
Tracey Bailey
Terry Burns
Richard Meloche
Ron Sutherland
Larry Verbeke

ESSEX COUNTY LIBRARY BOARD



REVIEW 2021 SUCSESSES AND CHALLENGES

ESSEXCOUNTYLIBRARY.CA

2021 Goals and Objectives



Assess/ adjust service delivery due to COVID-19



Capital projects to achieve Board visions



Migration of operational software systems



Return to service delivery methods and options

2021 Goals and Objectives

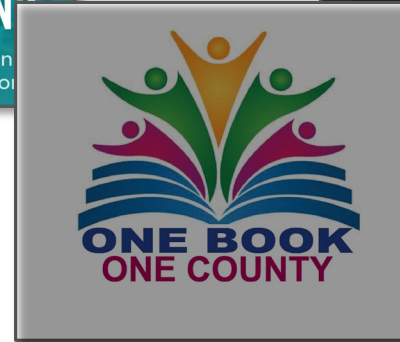




FOCUS ON STAFFING



FOCUS ON BRANCH SERVICES

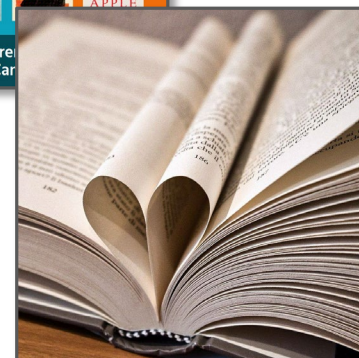
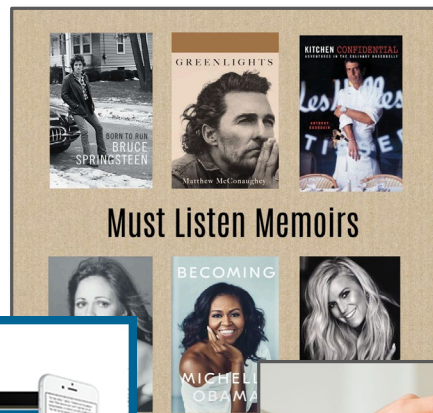


FOCUS ON PROGRAMMING AND OUTREACH



FOCUS ON COLLECTIONS





FOCUS ON COLLECTIONS



FOCUS ON CAPITAL PROJECTS



Future Focus: THE WAY AHEAD

Three green arrows pointing to the right, arranged in a row. Each arrow has a textured, slightly distressed appearance with some white speckling.

FOCUS ON THE FUTURE



2022 BUDGET PROPOSAL

ESSEXCOUNTYLIBRARY.CA

Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 4,846,910	\$ 4,846,950	\$ 4,975,700
Net Capital Expenditures	\$ 1,022,940	\$ 1,022,900	\$ 1,050,500
Net Departmental Requirement	\$ 5,869,850	\$ 5,869,850	\$ 6,026,200

2022 BUDGET PROPOSAL



Staffing
structures



Collection
services



Programs and
outreach



Service
operations

2022 SERVICE RECOMMENDATIONS

Supporting the commitment and vision of the Board:

“Knowledgeable staff are sensitive to the needs and aspirations of the community”



2022 SERVICE CHALLENGES - ADDRESSING ATTRITION

Supporting the commitment and vision of the Board:

“innovative ideas and cutting-edge technology are embraced”



#243934076

2022 SERVICE CHALLENGES - INNOVATION

Supporting the commitment and vision of the Board:

“Engaging programs and current comprehensive collections are created ”



2022 SERVICE CHALLENGES – COLLECTION DEVELOPMENT

Supporting the commitment and vision of the Board:

“creative partnerships encourage social interaction and cultural vitality”



2022 SERVICE CHALLENGES – OUTREACH OPPORTUNITIES

Supporting the vision of the
Board to create welcoming
spaces....



2022 SERVICE CHALLENGES – FACILITY MAINTENANCE

The Essex County Library will contribute:

- \$ 211,500 Rate Stabilization
- \$ 36,600 Enhance Services Reserve

The County of Essex will contribute:

- \$ 55,000 Rate Stabilization
- \$18,000 Health Benefits Rate Stabilization

CONTRIBUTIONS FROM RESERVES



QUESTIONS



General Government Services

Service Delivery Promise

General Government Services provides leadership, planning, risk management and policy setting for the whole of the Corporation. As a strategic support division, General Government Services strives to provide all other departments with the foundational tools and information needed to execute the programs and services set out by County Council. General Government Services includes expertise in Council, Administration, Communications, Legal Counsel, Finance, Information Technology, Human Resource and Planning. Staff in General Government Services seek to understand the information and support needs of County Council and departments and translate those needs into practices and procedures that not only help to coordinate the efforts of all departments but also help to ensure the Corporation is maintaining compliance with legislation and working efficiently and effectively to return the highest value for taxpayer dollars.

General Government Services

Operating Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Operating Expenditures	Council Services	522,150	464,000	557,600
Operating Expenditures	Administrative and Financial Services	5,103,910	7,156,600	5,616,100
Operating Expenditures	Human Resources	1,242,760	1,305,900	1,347,400
Operating Expenditures	Planning Services	694,470	404,050	888,000
Operating Expenditures	Total	7,563,290	9,330,550	8,409,100
Operating Recoveries	Administrative and Financial Services	4,623,350	7,004,400	4,660,200
Operating Recoveries	Human Resources	362,060	362,100	368,400
Operating Recoveries	Planning Services	45,000	60,000	60,000
Operating Recoveries	Total	5,030,410	7,426,500	5,088,600
Contrib. to (from) Reserves	Administrative and Financial Services	1,639,430	1,589,400	1,590,300
Contrib. to (from) Reserves	Human Resources	(194,800)	(208,000)	(114,000)
Contrib. to (from) Reserves	Planning Services	(349,400)	(55,000)	(529,800)
Contrib. to (from) Reserves	Total	1,095,230	1,326,400	946,500
Net Operating Expenditures		3,628,110	3,230,450	4,267,000
Capital Category	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	Administrative and Financial Services	973,460	1,826,200	4,171,000
Capital Expenditures	Human Resources	10,000	10,000	60,000
Capital Expenditures	Planning Services	4,100	4,100	8,900
Capital Expenditures	Total	987,560	1,840,300	4,239,900
Capital Recoveries	Administrative and Financial Services	901,670	906,200	799,400
Capital Recoveries	Total	901,670	906,200	799,400
Contrib. to (from) Reserves	Administrative and Financial Services	2,282,210	1,434,000	(923,700)
Contrib. to (from) Reserves	Human Resources	0	0	(50,000)
Contrib. to (from) Reserves	Total	2,282,210	1,434,000	(973,700)
Net Capital Expenditures		2,368,100	2,368,100	2,466,800
Total Departmental Requirement		5,996,210	5,598,550	6,733,800

Council Services



Essex County Council is comprised of the Mayors and Deputy Mayors of the seven (7) member municipalities of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh. County Council is responsible for establishing the policies governing the operations of the County of Essex. Members of County Council represent taxpayers through participation in meetings, conferences, associations, boards, consultation opportunities and attendance at various events throughout the region. Their representative role ensures the voice of Essex County taxpayers are translated into services and programs that respond to those needs.

Level of Service Statement

The Budget for Council Services supports County Council in their roles and includes the remuneration for fourteen (14) members to participate in meetings of County Council, County Committees and External Boards. Expenses relating to Council member training, education, conferences and travel are also provided for in the Budget in accordance with established corporate policies.

In accordance with the *Municipal Act, 2001*, the Budget for Council Services also includes funding to support the contracted services of an Integrity Commissioner.

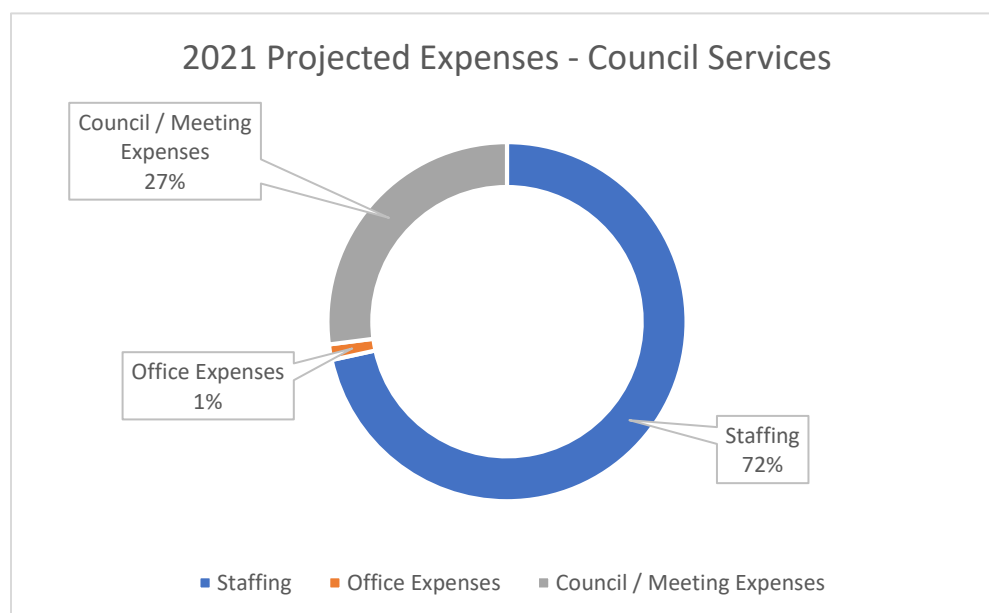
2021 Achievements and Challenges

The continuation of the COVID-19 pandemic in 2021 resulted in ongoing electronic Council meetings. In preparation of a return to partial, then completely in-person meetings, the audio-visual system in Council Chambers was upgraded in 2021, as well as the acquisition of Closed Captioning software. These expenditures were unbudgeted but their cost was supported by the application of provincial COVID-19 funding.

2021 expenditures for agency, board and committee meeting indemnities and travel, as well as conference expenses were under budget due to COVID-19 restrictions on gatherings.

Funds allocated for initiatives of the Essex County Accessibility Advisory Committee in the 2021 budget were utilized for the acquisition of two benches for the ERCA trails, identified as a need through the We Check the Trails project.

The graph below illustrates the key areas of spending in Council Services for this past year (projected to December 31, 2021):



Opportunities and Challenges Facing Council Services in 2022

Technology continues to evolve in Council Services. Additional features available through the electronic meeting management software provide an

opportunity to enhance Council's ability to electronically vote during meetings and annotate the electronic agendas. The next Municipal Election will be held on October 24, 2022 and it is the intention of Administration to install computers in Council Chambers for training and use by the Council Elect so everyone is able to utilize the meeting management software features. Ensuring residents and business owners in Essex County have access to County Council information in an accessible format, maintaining engagement with the public and ensuring an open and transparent municipal government are priorities.

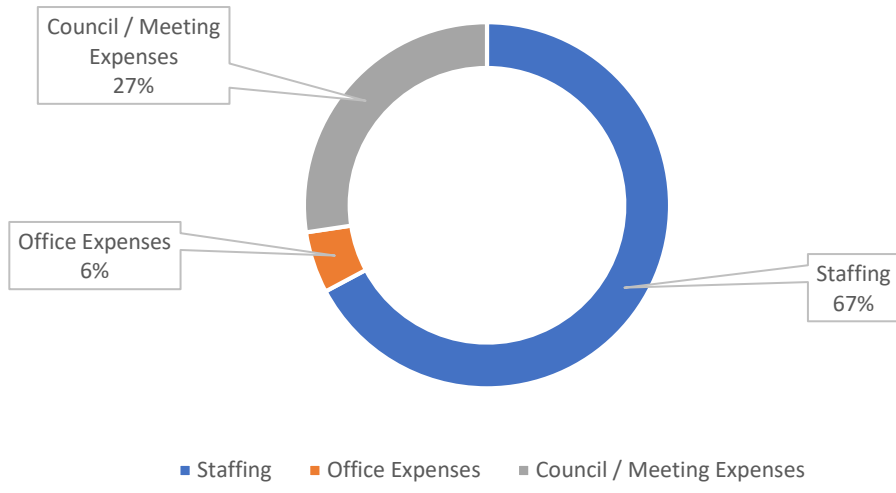
Proposed 2022 Budget Plan

The primary increases in the Council Services budget for 2022 relate to the 2022 Municipal Election. Once again, the County of Essex will host and sponsor the municipal candidates' information session for the region. Events such as the Warden's Banquet, Inaugural Meeting of Council/Warden's Election, Council Orientation and recruiting new Committee members create increased expenditures during an election year.

Ongoing costs related to software that supports the electronic meeting management, including live streaming and closed captioning, is also reflected in the proposed 2022 Budget for Council Services. With the exception of modest increases in municipal association memberships, council related expenses not related to the Municipal Election are status quo for 2022.

Overall, the 2022 Budget for Council Services totals \$557,600 (7% increase over the 2021 Budget of \$522,150). The graph below illustrates the key areas of proposed 2022 Budget spending in Council Services:

2022 Proposed Budget - Council Services



General Government Services - Council Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries/Indemn.	11101-1101/2101	Warden's Salary & Indemnities	96,605	100,200	97,100
Salaries/Indemn.	11102-2101	Agency, Board, Committee Indemnities	31,930	32,000	32,000
Salaries/Indemn.	11102-1107	Deputy Warden's Salary & Indemnities	16,320	15,300	16,300
Salaries/Indemn.	11102-1101	Councillors' Regular Salaries & Indem.	162,775	155,000	161,500
Salaries/Indemn.	Category	Total	307,630	302,500	306,900
Benefits	11101-1202	Canada Pension Plan	10,600	10,600	11,000
Benefits	11101-1204	Employer Health Tax	6,000	6,000	6,000
Benefits	11101-1205	Health Insurance	0	0	300
Benefits	Category	Total	16,600	16,600	17,300
Warden's Office	11101-2201	General Expenses	6,000	5,000	10,500
Warden's Office	11101-2202	Warden's Election & Reception	0	0	7,000
Warden's Office	11101-2203	Warden's Banquet	0	0	10,100
Warden's Office	11101-3101	Telephone / Technology	1,000	1,000	1,000
Warden's Office	11101-2206	Out-of-town Meetings	1,650	500	1,700
Warden's Office	Category	Total	8,650	6,500	30,300
Council Expense	11102-2304	Out-of-town Meetings	230	200	300
Council Expense	11102-2308	Meeting Expenses	12,840	12,600	22,800
Council Expense	11102-2340	Accessibility Initiatives	7,000	7,000	7,000
Council Expense	11102-2309	Subscriptions	3,140	3,200	3,100
Council Expense	11102-2310	Council Picture, Photos	0	0	500
Council Expense	11102-2311	Name Plates, Scrolls, Plaques	400	400	300
Council Expense	11102-2314	Municipal Membership Fees	71,840	72,300	74,900
Council Expense	11102-3204	Agenda Software	21,080	21,100	22,600
Council Expense	11102-2398	Other	5,500	5,500	5,500
Council Expense	Category	Total	122,030	122,300	137,000
Conferences	11101-2205	Warden	18,450	4,000	18,800
Conferences	11102-2305	Councillors	28,250	6,000	26,100
Conferences	11102-2306	Convention Expenses	4,000	2,000	4,000
Conferences	11102-2307	Association Meetings & Workshops	1,570	1,000	1,600
Conferences	Category	Total	52,270	13,000	50,500
Mileage	11101-2204	Warden - all other	3,020	800	3,100
Mileage	11101-2220	Warden - Council Sessions	0	800	0
Mileage	11102-2301	Council - Council Sessions	7,050	1,000	7,600
Mileage	11102-2302	Council - Agency & Committee Meetings	4,900	500	4,900
Mileage	Category	Total	14,970	3,100	15,600
Total Operating		Expenditures	522,150	464,000	557,600
Total Departmental		Requirement	522,150	464,000	557,600

Administrative and Financial Services



Administrative and Financial Services reflects the combined operations of the Office of the Chief Administrative Officer (CAO), the Director of Council and Community Services / Clerk and the Director of Financial Services / Treasurer. Working in collaboration with Council, the community and our partners, the CAO is responsible for the strategic leadership of the Corporation as well as fulfilling the role of key advisor to Council and the Senior Management Team. The Director of Council and Community Services / Clerk is responsible for the legislated duties of the Clerk which are focused on serving as the secretariat and official communicator for Council. By establishing systems of records management, freedom of information and protection of privacy and communications, the department ensures access to County of Essex business is open and transparent. The Director of Financial Services / Treasurer is responsible for the legislated duties of the Treasurer which are focused on serving as the primary overseer for all financial affairs of the Corporation. Services in the finance department also include risk management, payroll, procurement, information technology and

geographical information systems. The combined expertise in Administrative and Financial Services ensures the Corporation's compass remains aligned with Council's strategic goals and objectives.

Level of Service Statement

Administrative and Financial Services provides support to the five (5) primary services provided by the County: Community Services, Sun Parlor Home, Emergency Services, Infrastructure and Planning Services and the Essex County Library. By providing strategic, legislative, legal, labour, communication, financial, procurement and information technology advice and supports, the department acts as the administrative backbone for the Corporation. In the two-tier municipal system, County staff in Administrative and Financial Services also strive to be a regional resource to peers at the local level, strengthening intergovernmental relations and sharing ideas and best practices.

2021 Achievements and Challenges

A mid-year leadership change occurred in 2021 due to the retirement of the former CAO. A thoughtful review of existing service levels and procedures is underway, and will lead to a Corporate Strategic Planning exercise in 2022.

As the COVID-19 pandemic continued throughout the year, this department has frequently shifted priorities and resources. Safety of staff remained the prime focus during periods of lockdown, and IT resources continued to be deployed securely to support staff who were working from home.

Procurement staff accelerated the necessary purchases required to establish Mass Vaccination sites in Leamington and Amherstburg, and finance staff meticulously tracked associated costs and expedited payments to the host municipalities. As provincial restrictions eased and the corporation pivoted to a maintenance / recovery phase, IT resources were returned and inventoried for future deployment. Managing the technical needs of the entire workforce and guarding the Corporation's network against heightened security attacks continues to be the focus for IT.

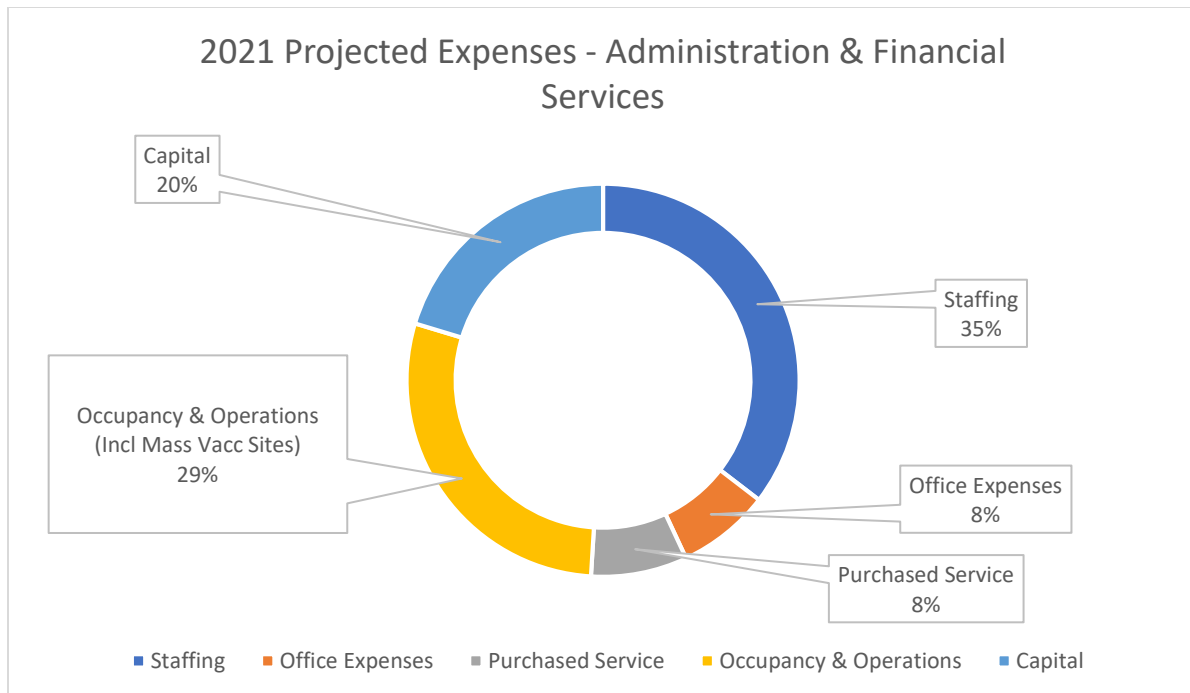
Payroll and finance resources were strained throughout the year as the team administered the PSW Temporary Wage Enhancement for Sun Parlor Home employees and managed the administrative burden resulting from a high level of staff recruitment and turnover. In addition, finance staff worked with all departments to track expenditures related to the pandemic and provide financial support in managing subsidy claims. At the same time, the Financial Services department acted as project lead for a new Human Resource Information System (HRIS) software (payroll / human resources / scheduling). The goal of the project is to minimize manual gathering and

transferring of payroll and employee information and empower staff and management with greater access to information and services. System design is currently underway and user testing / go-live will occur in 2022.

Staffing changes occurred within the Communications and Organizational Development staff as well, however the team continues to build on employee engagement activities and staff training, improving internal communications and refining the County's marketing strategy. Communication with all staff has been paramount during the many changes that occurred during the year, and the focus has been on providing accurate COVID-19 information and resources to support the mental wellness of our workforce. And while employee safety required physical distancing for most of the year, the employee engagement committee has been revived and employee events are underway again in the fall of 2021.

In 2021 the County sought to modernize its records and information management program. This pursuit involved a consulting firm conducting an exhaustive inspection of information assets, internal competency levels, policies, and procedures. Further analyzed, was the County's level of exposure to risk as it relates to privacy, information assets, vital records and continuity of service. A multi-year implementation plan has been developed which sets out the recommendations that will be phased-in over the coming years. Although the County has implemented some modern tools for managing its information assets, the rapid pace of technological changes, exponential growth of information and increasing emphasis on the need for privacy, security, and legal access to information have demanded a fulsome update of current practices. Ever-changing work environments and the erosion of corporate memory are contributing to the need for change. Efficient, information-driven business processes are at the core of effective and cost-efficient government. Assuring compliance with legislative obligations for records in the control and custody of the County of Essex is essential as the department moves forward with the Records and Information Management program.

The graph below illustrates the key areas of spending in Administrative and Financial Services for this past year (projected to December 31, 2021). Note that Occupancy and Operations reflects one time spending of \$2.2 million in support of Mass Vaccination Centres and COVID-19 expenditures which were funded by Provincial Safe Restart funds.



Challenges Facing Administrative and Financial Services in 2022

Changes in administrative leadership and the 2022 start of a new Term of Council present an opportune time to conduct a strategic planning exercise for the County of Essex. A comprehensive review of all County services and relationships will tie together the results of recent departmental service delivery reviews, conduct facility and resource rationalization, and result in a plan that delineates Council's vision and priorities for the future. The strategic plan will become the guiding principles that influence long range asset planning, allocation of resources, regional priorities and performance management.

Effective communication and data analytics are key success factors for this department. Improvements to the staff intranet, modernization of record management systems and the completion of the HRIS software conversion are top priorities.

Risk management and analysis is growing in importance as threats facing the Corporation increase. General liability risk and associated insurance costs will continue to be monitored in 2022, and Health Benefit reserve funds will be used to offset the significant premium increases that will be experienced. Cyber threats, which are growing in frequency against municipalities will also continue to be a focus of risk management work. Risk associated with the procurement process has also escalated, and the need to protect the Corporation by supporting rigorous standardized purchasing

practices has been noted. Efficiencies from centralizing procurement will also be realized in 2022.

The redesign of work environments to ensure safe physical distancing, unobstructed paths for staff movement and efficient design of work spaces is paramount. Workplace redesign and demolition will occur in 2022, with a focus on staff synergy, safety, and energy efficiency.

Proposed 2022 Budget Plan

An opportunity to achieve corporate efficiencies and reduce risk by recruiting a County Solicitor was approved by Council in 2021 and is anticipated to be in place by the beginning of 2022. Administrative supports for the solicitor are also included in the 2022 work plan and will fill a resource gap for the entire department, allowing leaders to become less prescriptive and more essential in their daily work.

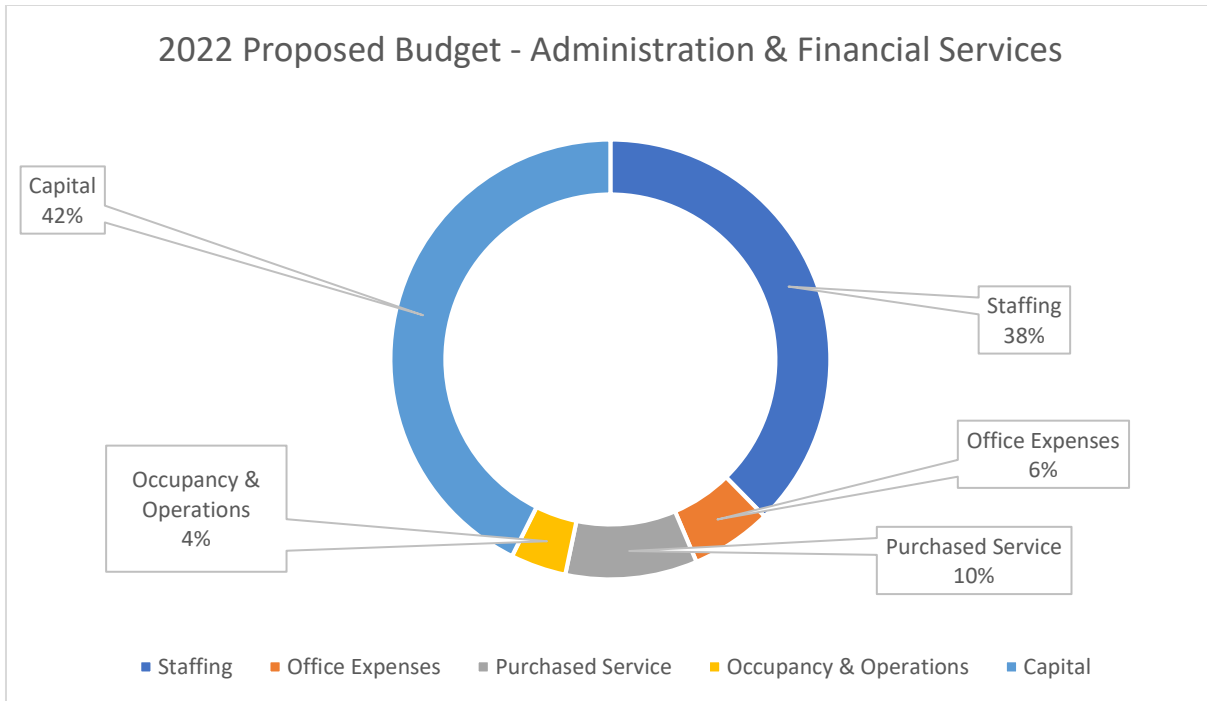
Risk management will also be addressed through the mid year addition of Records Information Management personnel to support modernization of our existing systems and to implement the recommendations of the Records Management study conducted in 2021.

Significant projects for the Communications Department include the redevelopment and deployment of a staff intranet system and additional employee engagement initiatives, including corporate wide training opportunities. Communication and change management initiatives during the HRIS software conversion will place substantial demands on the communication team for the first half of 2022.

Finance and payroll continue to manage heavy burdens for reporting and analytics as temporary wage enhancements continue into the new year for Sun Parlor Home, and the administration of numerous changing pandemic funding programs continue. In addition, this team is the subject matter experts who will be heavily involved in the user testing and final deployment for the HRIS software that will modernize the County's human capital asset system.

Safeguarding the assets of the Corporation will continue to be the focus for the IT team, and network security will be paramount. The IT department and Financial Services in general will undertake a service delivery/operational review in 2022.

The graph on the following page illustrates the key areas of proposed 2022 Budget spending in Administration & Financial Services.



Overall, the 2022 Budget for Administrative and Financial Services, net of recoveries, totals \$4,994,100 (11.6% increase over the 2021 Budget of \$4,473,990).

General Government Services - Administrative and Financial Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	11201-1101	Full Time	2,399,900	2,317,000	2,726,800
Salaries and Wages	11201-1105	Students	9,200	0	27,800
Salaries and Wages	Category	Total	2,409,100	2,317,000	2,754,600
Benefits	11201-1201	Employment Insurance	29,750	29,800	34,400
Benefits	11201-1202	Canada Pension Plan	80,770	80,800	97,300
Benefits	11201-1203	O.M.E.R.S.	248,520	248,500	286,500
Benefits	11201-1204	Employer Health Tax	46,980	45,200	53,800
Benefits	11201-1205	Health Insurance	147,970	141,200	188,100
Benefits	11201-1206	Group Insurance	16,710	15,900	18,100
Benefits	11201-1207	Long Term Disability Insurance	52,730	50,200	60,500
Benefits	11201-1209	Short Term Disability Insurance	31,580	30,400	27,000
Benefits	11201-1208	W.S.I.B.	10,220	10,200	11,600
Benefits	11201-1210	W.S.I.B. Claims	0	153,000	0
Benefits	Category	Total	665,230	805,200	777,300
Staff Expense	11201-3001	Mileage	18,000	5,000	12,000
Staff Expense	11201-3002	Staff Training	108,700	36,200	108,700
Staff Expense	11201-3005	Membership Fees	9,400	9,400	22,700
Staff Expense	11201-3007	Auto - Maintenance	5,500	5,500	5,500
Staff Expense	11201-3098	Other	3,000	3,000	3,000
Staff Expense	Category	Total	144,600	59,100	151,900
Office Expense	11201-3101	Telephone	19,000	19,700	19,000
Office Expense	11201-3102	Postage	8,000	5,000	8,000
Office Expense	11201-3103	Office Supplies	8,000	8,000	8,000
Office Expense	11201-3104	Computer Supplies	10,000	10,000	10,000
Office Expense	11201-3105	Subscriptions & Reference Material	4,100	4,100	2,300
Office Expense	11201-3198	Other	1,500	6,500	1,500
Office Expense	Category	Total	50,600	53,300	48,800
Lease & Maintenance	11201-3201	Office Machine Maintenance	1,500	1,500	1,500
Lease & Maintenance	11201-3202	Equipment Leases	700	700	700
Lease & Maintenance	11201-3203	Copier Lease & Maintenance	14,110	10,400	16,500
Lease & Maintenance	11201-3204	Server/Software Maintenance	416,110	416,100	425,100
Lease & Maintenance	Category	Total	432,420	428,700	443,800
Purchased Service	11201-3301	Legal Fees	7,500	7,500	7,500
Purchased Service	11201-3302	Audit Fees	15,450	15,500	15,500
Purchased Service	11201-3303	Consultant Fees	189,000	99,000	299,000
Purchased Service	11201-3304	GIS - Computer Maintenance	245,000	245,000	250,500
Purchased Service	11201-3326	Modernization & Efficiency Expenditures	111,000	111,000	0
Purchased Service	11201-3398	Regional Communication	234,340	234,300	239,900
Purchased Service	Category	Total	802,290	712,300	812,400
Financial Expenses	11201-3503	Bank Charges	500	500	500
Financial Expenses	11201-3505	Credit Rating Service (S&P)	24,210	24,000	25,000
Financial Expenses	11201-3506	Payroll Services	71,000	71,000	65,300
Financial Expenses	Category	Total	95,710	95,500	90,800

General Government Services - Administrative and Financial Services

Operating Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Occupancy Expense	11201-3401	Insurance	134,490	139,000	143,600
Occupancy Expense	11201-3490	Insurance Claims & Deductibles	10,000	10,000	10,000
Occupancy Expense	11201-3407	Occupancy Cost (Communication Office)	6,260	6,300	6,400
Occupancy Expense	11201-3408	Occupancy Costs (Administration)	224,610	224,600	230,200
Occupancy Expense	Category	Total	375,360	379,900	390,200
Corp. Communication	11201-3392	Communication / Employee Engagement	107,000	87,000	113,800
Corp. Communication	11201-3108	Corporate Advertising	21,600	21,600	22,500
Corp. Communication	Category	Total	128,600	108,600	136,300
Other Expenditures	11201-3666	Emergency / Pandemic Expenditures	0	30,000	10,000
Other Expenditures	11201-3698	Mass Vaccination Centres	0	2,167,000	0
Other Expenditures	Category	Total	0	2,197,000	10,000
Expenditures	Category	Total	5,103,910	7,156,600	5,616,100
Recoveries	11201-6501	Administration - E.W.S.W.A.	197,000	197,000	200,900
Recoveries	11201-6362	Subsidy - Ontario Cannabis Legalization	0	12,000	0
Recoveries	11201-6368	Safe Restart Funding	0	2,197,000	10,000
Recoveries	11201-6508	Corp Services / IT Alloc - EMS	939,090	939,100	955,500
Recoveries	11201-6509	Admin Fees - Community Services	35,000	35,000	35,000
Recoveries	11201-6512	IT Support Services - Sun Parlor Home	90,000	90,000	96,000
Recoveries	11201-6602	IT Support Services (WEEDC/ERCA)	0	3,400	0
Recoveries	11201-6514	Allocated IT Maintenance	312,260	312,300	289,800
Recoveries	11201-6702	Interest Income	2,800,000	2,968,600	2,800,000
Recoveries	11201-6795	Recoveries - W.S.I.B.	240,000	240,000	263,000
Recoveries	11201-6798	Miscellaneous Revenue	10,000	10,000	10,000
Recoveries	Category	Total	4,623,350	7,004,400	4,660,200
Contributions to (from)	11201-4124	Insurance Reserve	15,000	15,000	15,000
Contributions to (from)	11201-4150	Health Benefit Rate Stabilization Reserve	(20,000)	(20,000)	(15,000)
Contributions to (from)	11201-6801	Rate Stabilization Reserve	(276,570)	(166,600)	(343,000)
Contributions to (from)	11201-4112	W.S.I.B. Reserve	174,000	14,000	186,300
Contributions to (from)	11201-41xx	Various Reserves - Interest	1,747,000	1,747,000	1,747,000
Contributions to (from)	Category	Total	1,639,430	1,589,400	1,590,300
Net Operating		Expenditures	2,119,990	1,741,600	2,546,200

General Government Services - Administrative and Financial Services

Capital Category	Account Number	Description	2021 Budget	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	11201-3406	Property R&M - EMS Stations	30,000	30,000	30,000
Capital Expenditures	11201-3801	Equipment	620,000	612,600	525,400
Capital Expenditures	11201-3803	Integrated Software Conversion (HRIS)	150,000	400,000	170,000
Capital Expenditures	11201-3813	Aerial Photography	43,460	43,500	45,600
Capital Expenditures	11201-3826	EMS Station - General	30,000	730,000	3,000,000
Capital Expenditures	11201-3835	EMS HQ - Civic Centre	50,000	0	0
Capital Expenditures	11201-3851	Civic Centre - Office Renovations	50,000	10,100	400,000
Capital Expenditures	Category	Total	973,460	1,826,200	4,171,000
Recoveries	11201-6714	Rental Income - EMS Facilities	770,670	770,700	782,300
Recoveries	11201-6203	Modernization & Efficiency Grant	111,000	111,000	17,100
Recoveries	11201-6798	Oil & Gas Lease	0	5,000	0
Recoveries	11201-6798	Miscellaneous Revenue	20,000	19,500	0
Recoveries	Category	Total	901,670	906,200	799,400
Contributions to (from)	11201-4110	Capital Reserve (EMS base rent)	770,670	770,700	782,300
Contributions to (from)	11201-6803	Capital Reserve (EMS base renewal)	(30,000)	(30,000)	(30,000)
Contributions to (from)	11201-6801	Rate Stabilization Reserve - Capital	(150,000)	(400,000)	(170,000)
Contributions to (from)	11201-4110	Capital Reserve (Facility Asset Renewal)	2,100,000	2,100,000	2,100,000
Contributions to (from)	11201-6803	Capital Reserve (Capital Projects)	(608,460)	(1,211,700)	(3,806,000)
Contributions to (from)	11201-4110	Capital Reserve (Amortization)	200,000	200,000	200,000
Contributions to (from)	11210-4110	Capital Reserve (Oil & Gas)	0	5,000	0
Contributions to (from)	Category	Total	2,282,210	1,434,000	(923,700)
Net Capital		Expenditures	2,354,000	2,354,000	2,447,900
Total Departmental Requirement			4,473,990	4,095,600	4,994,100

Human Resources



The mission of the Human Resources (HR) team is to optimize employee's potential to deliver the County's mission and goals. Led by the Director of Human Resources, HR is responsible for using its expertise, in partnership with leaders, to create a work force that is engaged and committed to achieving the County's goals and to keep that work force committed to the attainment of those goals. Human Resources provides support to its customer (the organization), in core people processes (selection and orientation, performance development, compensation and recognition, employee services, retention and termination and labour relations). Additionally, HR is responsible for value-added processes such as HR technology services, collective bargaining and HR as a business partner. As HR develops these areas, they will also focus on culture alignment, strategy and return on investment.

Level of Service Statement

The HR team is dedicated to the provision of services to leaders and approximately 850 employees, including the administration of six collective agreements. As a service department, HR strives to provide solutions and expertise in support of all stakeholders in a balanced and strategic manner.

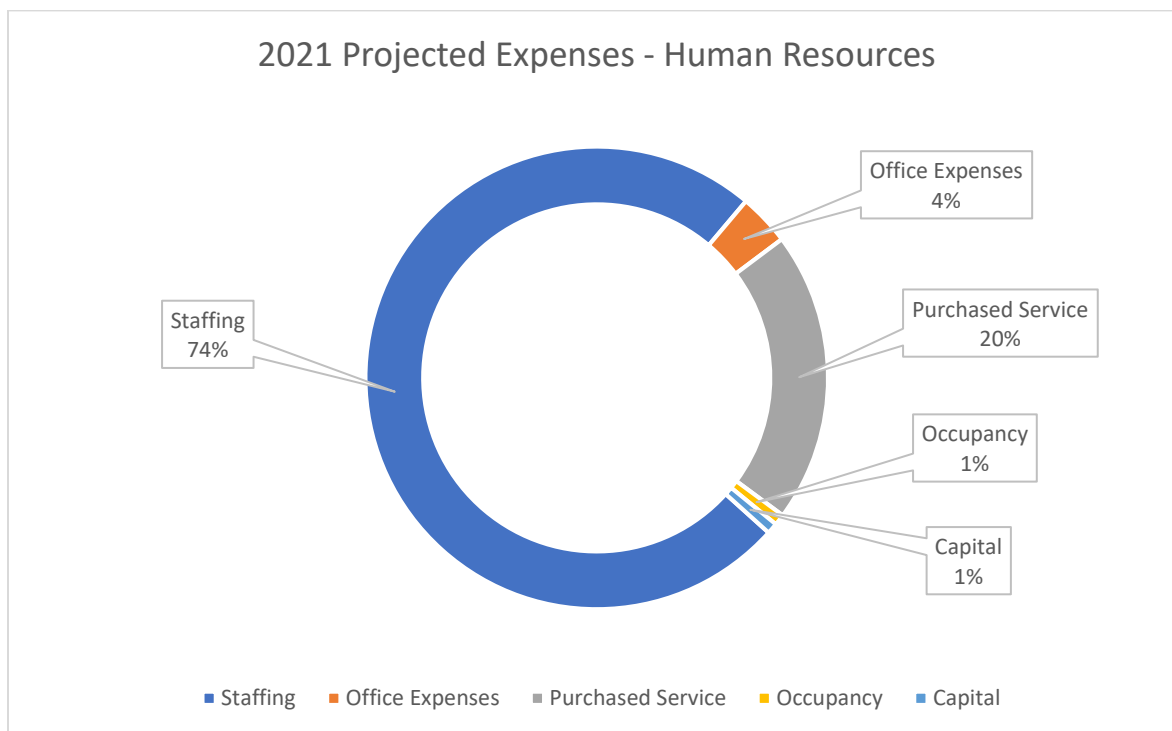
2021 Achievements and Challenges

The Human Resources team is extremely proud of what has been achieved in 2021. COVID continued to have a significant impact each and every day, adding complexity to all HR work. In addition, the department negotiated a leadership change as well as significant staffing turnover.

2021 began with most County staff working front line during a pandemic while some staff worked remotely from home. Remote staff were successfully transitioned back to the office while they continued to support front-line employees and implemented a COVID Mandatory Vaccination Policy. Human Resources executed new practices within our physical work environment, coordinated regular COVID screening, established on-site COVID testing/tracking, all while monitoring the ever-changing provincial landscape and regularly updating the Policy.

The introduction of the Policy presented a unique set of unprecedented circumstances. These circumstances saw an increase number of grievances, labour costs and incidents of absenteeism. The Policy also drove additional legal costs, however all costs were contained within the current budget allowances.

Operationally, overspending of approximately \$50,000 is projected for the department in 2021 due to increased overtime and the use of consultants. The graph below illustrates the key areas of spending in Human Resources Services for this past year (projected to December 31, 2021).



Challenges Facing Human Resources in 2022

Recruitment, retention of staff and employee engagement will continue to be the focus areas for 2022, especially supporting Sun Parlor Home and

Emergency Services as staffing resources are added to address service delivery issues in these areas.

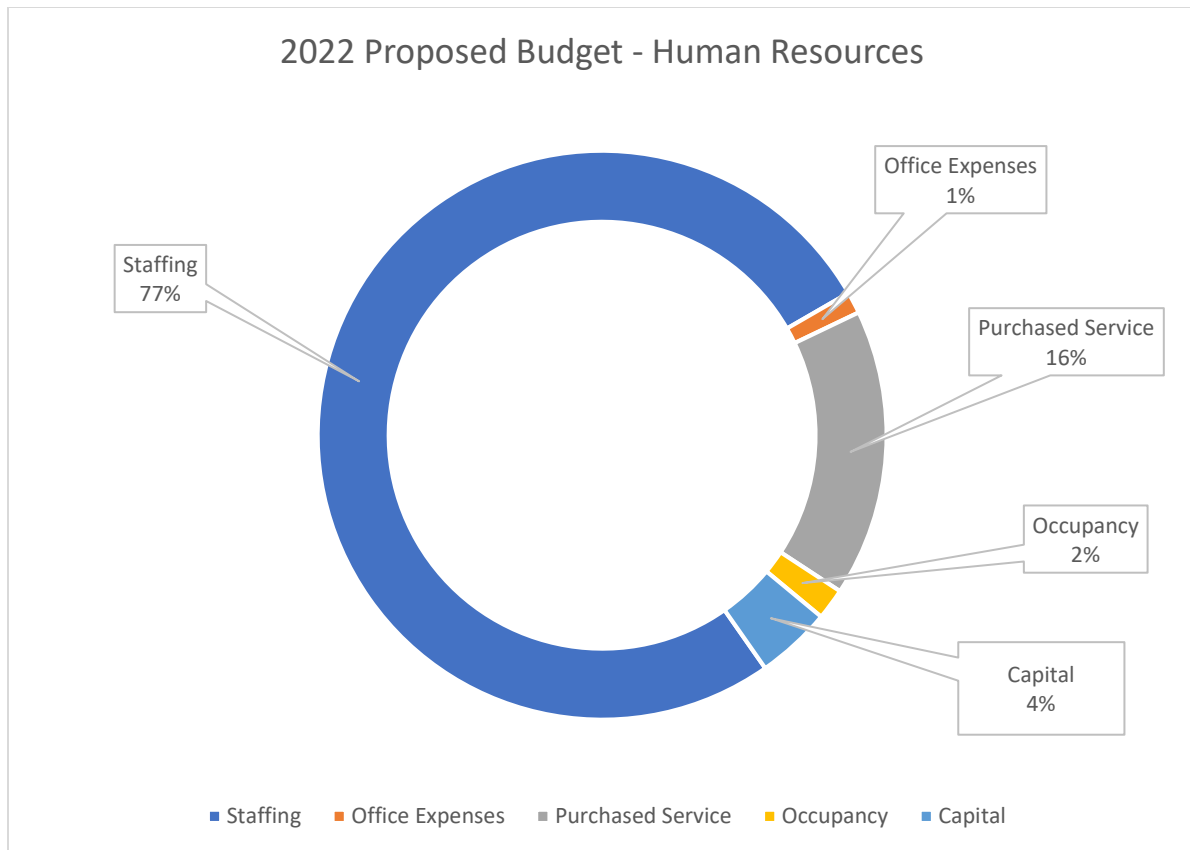
Managing human data analytics in an efficient and effective manner is also a key success factor for this department, and all staff will be heavily involved in the implementation of a new HRIS software for the corporation that will eliminate redundancies, errors and service gaps between existing HR, Payroll and Scheduling legacy systems. The HR team will lead data conversion and testing of the VIP software during the first quarter of 2022 and will ensure effective communication and support for all staff as the new system goes live mid year.

Proposed 2022 Budget Plan

Following the recommendations of the 2021 HR service delivery review, additional staffing resources were added in the last quarter of 2021 to ensure the successful conversion of HRIS system and to better support the strategic and core HR needs of the organization. These permanent full time additions to the staffing complement, as well as improved training and supports for the entire team are the most significant increases to the 2021 budget.

The 2022 work plan also includes the purchase of a Performance Management software which is an additional module to the VIP software. This software module will help support a Performance Optimization Process to be introduced in 2022. Such a system is essential to both the growth of individuals and the organization. This \$50,000 is a one time fee implementation cost will be fully funded by the Corporation's Rate Stabilization Reserve.

The graph below illustrates the key areas of proposed 2022 Budget spending in Human Resources:



Overall, the 2022 Budget for Human Resources, net of recoveries, totals \$875,000 (25.7% increase over the 2021 Budget of \$695,900).

General Government Services - Human Resources

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	11203-1101	Full Time	681,560	714,300	767,300
Salaries and Wages	11203-1102	Part Time	0	12,300	0
Salaries and Wages	11203-1105	Students	10,810	7,400	10,800
Salaries and Wages	Category	Total	692,370	734,000	778,100
Benefits	11203-1201	Employment Insurance	7,840	9,500	9,800
Benefits	11203-1202	Canada Pension Plan	23,500	25,800	27,800
Benefits	11203-1203	O.M.E.R.S.	68,950	61,900	78,600
Benefits	11203-1204	Employer Health Tax	13,500	14,000	15,200
Benefits	11203-1205	Health Insurance	49,570	45,800	55,500
Benefits	11203-1206	Group Insurance	4,760	4,100	5,000
Benefits	11203-1207	Long Term Disability Insurance	13,720	12,000	15,600
Benefits	11203-1209	Short Term Disability Insurance	7,810	6,900	6,600
Benefits	11203-1208	W.S.I.B.	3,120	3,400	3,600
Benefits	Category	Total	192,770	183,400	217,700
Staff Expense	11203-3001	Mileage	9,000	8,500	9,000
Staff Expense	11203-3002	HR Staff Training	28,600	22,000	35,100
Staff Expense	11203-3010	Tuition Reimbursement	20,000	24,000	25,000
Staff Expense	11203-3008	Health & Safety	1,500	1,500	0
Staff Expense	11203-3005	Membership Fees	2,400	2,400	3,200
Staff Expense	11203-3009	Employee Relations	5,500	4,000	6,500
Staff Expense	11203-3098	Other / Meeting Expenditures	500	500	500
Staff Expense	Category	Total	67,500	62,900	79,300
Office Expense	11203-3101	Telephone	3,100	3,100	4,300
Office Expense	11203-3103	Office Supplies	2,250	2,300	2,300
Office Expense	11203-3105	Ref. Material	4,000	4,000	4,000
Office Expense	11203-3123	Ref. Material - Health & Safety	4,000	4,000	4,500
Office Expense	11203-3110	Printing - Internal	2,000	2,000	2,000
Office Expense	11203-3198	Other	200	4,800	200
Office Expense	Category	Total	15,550	20,200	17,300
Lease & Maintenance	11203-3203	Copier Lease / Maintenance	2,000	2,000	2,200
Lease & Maintenance	11203-3204	Computer Maintenance	12,410	25,200	12,400
Lease & Maintenance	Category	Total	14,410	27,200	14,600
Occupancy Expense	11203-3407	Rent	10,160	10,200	10,400
Purchased Service	11203-3301	Legal Fees	160,000	160,000	160,000
Purchased Service	11203-3303	Consultant Fees	30,000	36,000	10,000
Purchased Service	11203-3303	Consultant Fees - Job Evaluation	20,000	22,000	20,000
Purchased Service	11203-3390	Employee Assistance Program	40,000	50,000	40,000
Purchased Service	Category	Total	250,000	268,000	230,000
Expenditures	Category	Total	1,242,760	1,305,900	1,347,400

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Recoveries	11203-6720	Allocation to EMS	362,060	362,100	368,400
Recoveries	Category	Total	362,060	362,100	368,400
Contributions to (from)	11203-6806	Rate Stabilization Reserve	(190,000)	(203,300)	(110,000)
Contributions to (from)	11203-6801	Health Benefit Rate Stabilization	(4,800)	(4,700)	(4,000)
Contributions to (from)	Category	Total	(194,800)	(208,000)	(114,000)
	Net Operating	Expenditures	685,900	735,800	865,000
Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	11203-3801	Equipment	10,000	10,000	60,000
Contributions to (from)	11203-6806	Rate Stabilization Reserve	0	0	(50,000)
	Net Capital	Expenditures	10,000	10,000	10,000
	Total Departmental	Requirement	695,900	745,800	875,000

Planning Services



The Planning Services Department provides planning advisory services to County Council on matters related to County-wide land use planning, economic development and strategic planning matters. The Manager of Planning is responsible for preparing responses to provincial policy and program initiatives as well as acting as the approval authority in accordance with legislation for various planning applications.

By ensuring the County's planning perspective is collaborative and regional, Planning Services works to support the planning development of the entire County including those of the local municipalities.

Level of Service Statement

The Planning Services Department coordinates the review and approval of subdivisions, condominiums, Official Plan and Amendments on behalf of the Province. This service delivery involves collaboration with seven (7) local municipalities, County departments and external agencies. The department provides timely and effective communication with the development

community such that processes and requirements are clearly defined early-on and throughout the approval process.

The Planning Services Department strives to be a resource for planning policy direction and coordination ensuring Provincial policy is shared and regional studies are undertaken.

2021 Achievements and Challenges

This past year represented a year of noteworthy development activity and regional strategic planning achievement. Through the dedication of stakeholder partnerships, the County along with ERCA and several others partners brought forward the final Essex County Regional Energy Plan (REP) for approval in May of this year. The Planning Services Department is well positioned to move forward with implementation of strategic, sustainability actions in 2022 which aim to support County Council's declaration of a climate change emergency and approval in principle of the REP. The continuation of these strong partnerships will ensure the success in implementation activities.

In 2019 and 2020, our region was under flood watches and warnings for hundreds of days in a row. The Manager of Planning Services worked closely with administration from ERCA to participate in the development of a Floodplain Prioritization and Relative Risk Assessment. During 2021 the Floodplain Prioritization will be finalized and used to guide future investments and grant requests for updates to the floodline mapping. This natural hazard mapping is used in updates to municipal Official Plans and Zoning By-laws as well as by ERCA in administering their regulatory process. This is especially needed as administration relies on outdated hazard mapping while the Region continues to experience this extended period of elevated lake levels, more frequent intense storms, and continued high growth and demand for new development.

Requests for pre-consultations and the on-going increase in processing of subdivisions and condominiums at the County has continued with interest equally spread over all seven local municipalities.

The Planning Services Department continues to work closely with local municipalities on expediting development approvals through challenges associated with COVID-19 again this year. Planning Services, in collaboration with the local municipalities have worked together to find alternate methods to meet with the developers, agencies and the public to expedite approval processes as appropriate. Planning Services is presently advising developers

and municipalities on process and requirements for over one hundred subdivision and condominium applications progressing through for draft plan approval.

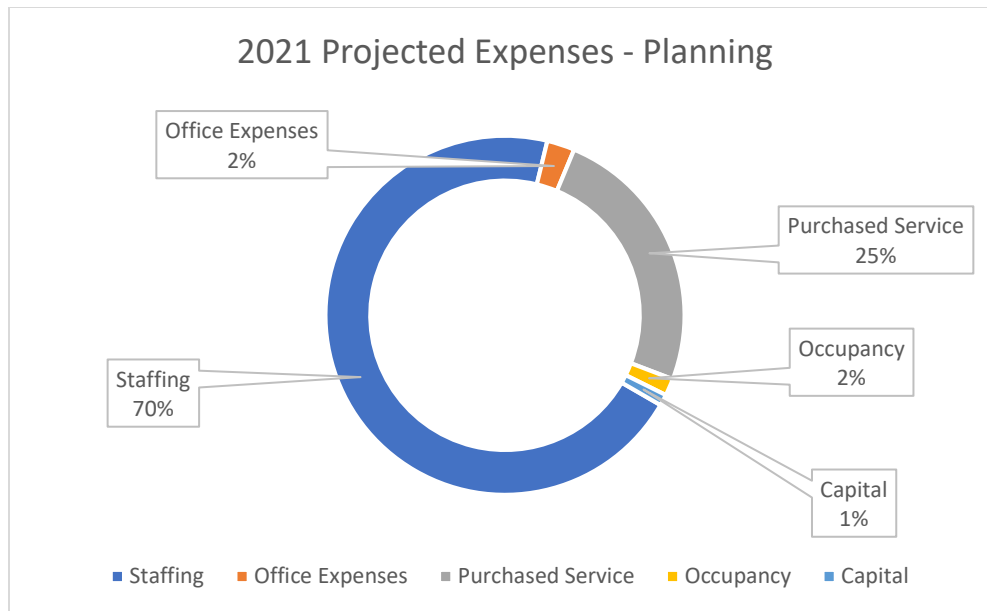
The 2021 departmental operations have resulted in significant favourable revenue with higher than average revenues anticipated again in 2022. Important to note, that this development boom in Essex County is leading to the construction of much needed housing units across Essex County including residential intensification, affordable housing projects and targeting developments for the aged. Planning Services continues to focus strategic planning efforts on seeking policies and methods for providing affordable and equitable housing supply in the County.

During this year, the contract for a consultant to undertake the regional population, household and employment forecasting associated with the upcoming County Official Plan review was approved. The regional growth projection project is underway and the Phase 1 work program of the Official Plan will conclude in the Spring of 2022. A Project Steering Committee (comprised of Senior Planning Staff from each of the local municipalities) will play an important role throughout this review process, and input received from local planning staff will help to shape the policy direction that will be incorporated as part of the new County Official Plan.

The Phase 1 Official Plan review will involve a robust Council, stakeholder and community consultation seeking to obtain input regarding opportunities, challenges and issues facing this region and what priorities the new County Official Plan review will need to address. The Planning Services Department webpage will be regularly updated with project details and workshops and community surveys are planned.

The Manager of Planning Services is also presently a member of the project working team for several shoreline management and Secondary Plans. Five out of the seven local municipalities have been in various stages of their Official Plan reviews during 2021 with the Tecumseh Official Plan obtaining final approval this year. Several of the other municipal Official Plans are expecting to imminently move to final approval at the County.

The graph below illustrates the key areas of spending in Planning Services for this past year (projected to December 31, 2021).



Challenges Facing Planning Services in 2022

Due to the significant number of developments on the horizon in 2022, along with an enhanced participation by the Manager of Planning Services in supporting both regional and local policy initiatives, it was necessary to add a Senior Planner position a year ago. Even with the addition of this position in the fall of 2020, the workload in the Planning Services Department continues to be at capacity.

Planning Services will be leading the Official Plan review process through-out 2022 which will require substantial time commitments. A Special Planning Advisor was retained in 2021 to assist County staff undertake and complete this important project. During 2022, Planning Services will again utilize the consulting services of this Special Planning Advisor to assist with the overall project facilitation. In the Spring of 2022 a Discussion Paper will be finalized by Planning Services with the assistance of the Special Planning Advisor. The Discussion Paper will be used to inform members of Council, stakeholders and the public pertaining to major drivers and trends and future directions and additional recommended work to be completed in the Phase 2 work program.

Based on the scope of additional work identified in the Phase 1 Discussion Paper, additional studies and technical reports will be undertaken during Phase 2.

The Planning Services Department will be heavily involved with implementing projects and initiatives associated with the recommendations contained in the Essex County Regional Energy Plan. Planning Services will continue to provide the oversight of the strategic priorities to ensure that annual progress is made in meeting Provincial and Federal objectives to reduce emissions and energy costs toward 2041. On-going implementation under the direction of the project co-chairs will require cross-sector collaboration, drawing strength from the expertise and leadership of the community taskforce.

With the recent change to the Conservation Authorities Act, the Essex Region Conservation Authority will be reviewing and modifying their programs and service delivery. As such, the Climate Change Specialist position at ERCA is no longer supportable and it is proposed that County Planning provide regional climate and sustainability oversight. A full-time, temporary Climate Change Coordinator position has been included in the Planning Services Departmental Budget. As the County is the delegated Provincial planning authority, this initiative falls directly within the planning context implementing policy objectives of the Provincial Policy Statement.

Proposed 2022 Budget Plan

The Planning Services Department Budget anticipates an increase in revenues associated with subdivision/condominium application fees due to the number of developments in the pre-consultation phase. The increase in revenue will offset operational costs and continue to fund the Official Plan Review Reserve.

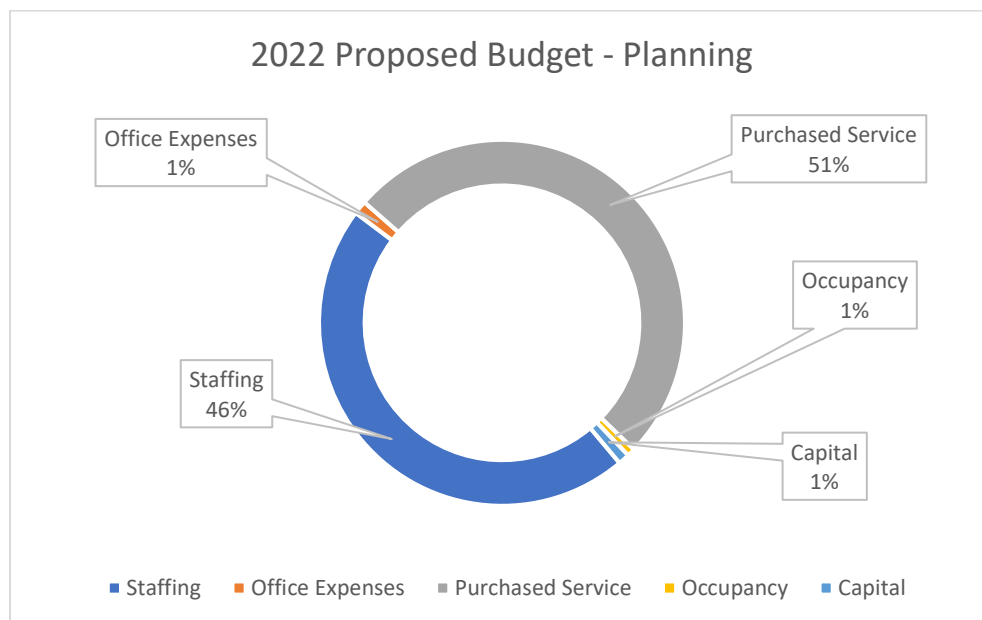
The 2022 Budget proposes the continuation of the County Official Plan review work with the completion of the population, household and employment forecasting in the Spring at an estimated cost of \$45,000 funded from the Official Plan reserve. At the same time, Planning Services will be releasing Discussion Paper No. 1 which will lead to the selection of the consultant to undertake the Land Need Analysis Report. The Planning Budget provides an estimated cost of \$50,000 to conduct this study. Planning Services proposes the initiation of a Regional Economic Development and Employment Land Strategy as another additional background study to be completed in 2022 as part of the Official Plan review work program.

The remainder of the studies and Official Plan development will be identified in the 2023 Planning Services Budget. The Budget includes \$50,000 to fund implementation projects associated with the Regional Energy Plan which

may be used to leverage funding support from upper levels of government and confirm stakeholder project partnerships. Further, \$200,000 has been allocated as a carry over from last year to support the regional updates to Flood Hazard Mapping which is incorporated into the County and municipal Official Plans. The County and local municipalities, with the leadership of ERCA, intend to approach upper levels of government to seek significant financial support to complete this mapping over the next several years.

The Budget maintains the provision for legal expenses in the event of appeals to the Local Planning Appeal Tribunal (LPAT) of decisions as the approval authority, or to protect the County's interest in appeals of decisions at the local level. The Budget also includes \$50,000 in consulting planned to work with the Special Planning Advisor due to the amount of Official Plan review background work that will be undertaken in-house.

The graph below illustrates the key areas of proposed 2022 Budget spending in Planning Services.



Overall, the 2022 Budget for Planning Services, net of recoveries, totals \$307,100 (1.0% increase over the 2021 Budget of \$304,170).

General Government Services - Planning Services

Operating Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Salaries and Wages	11202-1101	Full Time	217,840	217,840	224,800
Salaries and Wages	11202-1102	Full Time - Contract	0	0	82,800
Salaries and Wages	11202-1105	Students	8,710	0	8,700
Salaries and Wages	Category	Total	226,550	217,840	316,300
Benefits	11202-1201	Employment Insurance	2,420	2,240	3,800
Benefits	11202-1202	Canada Pension Plan	6,440	6,340	10,600
Benefits	11202-1203	O.M.E.R.S.	23,590	23,400	32,500
Benefits	11202-1204	Employer Health Tax	4,420	4,250	6,200
Benefits	11202-1205	Health Insurance	15,940	15,940	17,900
Benefits	11202-1206	Group Insurance	1,540	1,540	2,000
Benefits	11202-1207	Long Term Disability Insurance	4,440	4,440	6,300
Benefits	11202-1209	Short Term Disability Insurance	2,530	2,530	2,700
Benefits	11202-1208	W.S.I.B.	1,020	970	1,400
Benefits	Category	Total	62,340	61,650	83,400
Staff Expense	11202-3001	Mileage	2,000	500	2,000
Staff Expense	11202-3002	Staff Training	11,800	5,000	11,800
Staff Expense	11202-3005	Memberships	1,350	1,600	1,400
Staff Expense	11202-3098	Other	1,000	1,000	1,000
Staff Expense	Category	Total	16,150	8,100	16,200
Office Expense	11202-3101	Telephone	2,000	2,000	2,700
Office Expense	11202-3103	Office Supplies	2,150	1,000	2,100
Office Expense	11202-3104	Computer Supplies	350	300	400
Office Expense	11202-3105	Subscriptions & Reference Material	200	200	200
Office Expense	11202-3110	Printing - Internal	1,000	1,000	1,000
Office Expense	11202-3407	Rent	6,260	6,260	6,400
Office Expense	Category	Total	11,960	10,760	12,800
Equip. Lease & Maint.	11202-3203	Copier Lease / Maintenance	4,580	3,400	3,900
Equip. Lease & Maint.	11202-3204	Computer Maintenance	2,890	2,300	400
Equip. Lease & Maint.	Category	Total	7,470	5,700	4,300
Purchased Service	11202-3301	Legal Expense	10,000	10,000	10,000
Purchased Service	11202-3303	Consulting Fees - OP Review	10,000	10,000	50,000
Purchased Service	11202-3303	Consulting Fees - Population Study (Growth Projections)	100,000	15,000	45,000
Purchased Service	11202-3303	Consulting - Floodplain Mapping Updates	200,000	0	200,000
Purchased Service	11201-3303	Consulting - Econ Devel. and Employment Land Strategy	0	0	50,000
Purchased Service	11202-3303	Consulting - Population Growth - Land Needs Analysis	0	0	50,000
Purchased Service	11202-3303	County Energy Plan - Implementation of Priority Projects	50,000	50,000	50,000
Purchased Service	11202-3326	Modern. & Efficiency Grant - Energy Plan	0	15,000	0
Purchased Service	Category	Total	370,000	100,000	455,000
Expenditures	Category	Total	694,470	404,050	888,000
Recoveries	11202-6717	Subdivision Application Fees	45,000	60,000	60,000
Recoveries	Category	Total	45,000	60,000	60,000
Contributions to (from)	11202-4111	Official Plan Review Reserve	10,000	10,000	20,000
Contributions to (from)	11202-6819	Official Plan Review Reserve	(100,000)	(15,000)	(185,000)
Contributions to (from)	11202-6806	Rate Stabilization Reserve	(259,400)	(50,000)	(364,800)
Contributions to (from)	Category	Total	(349,400)	(55,000)	(529,800)
Net Operating		Expenditures	300,070	289,050	298,200

General Government Services - Planning Services

Capital Category	Account Number	Description	2021 Budget (restated)	2021 Projection (unaudited)	2022 Budget
Capital Expenditures	11202-3801	Equipment	4,100	4,100	8,900
	Net Capital	Expenditures	4,100	4,100	8,900
	Total Departmental	Requirement	304,170	293,150	307,100



General Government Services

2022 Budget Presentation

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General Government Services



- CAO's office
- Council Services
- Administrative & Financial Services
- Human Resources
- Planning Services (Final Year)

Budget Summary



Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 3,628,110	\$ 3,230,450	\$ 4,267,000
Net Capital Expenditures	\$ 2,368,100	\$ 2,368,100	\$ 2,466,800
Net Departmental Requirement	\$ 5,996,210	\$ 5,598,550	\$ 6,733,800

Budget Summary

Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 3,628,110	\$ 3,230,450	\$ 4,267,000
Net Capital Expenditures	\$ 2,368,100	\$ 2,368,100	\$ 2,466,800
Net Departmental Requirement	\$ 5,996,210	\$ 5,598,550	\$ 6,733,800

2021 Achievements

Council

- Video conferencing County Council Meetings and upgrades to Council Chambers for return to in-person meetings

Corporate Services

- Records and Information Management review

Finance

- Bulk procurement and expense tracking for County MVC's
- Work from home / IT resources
- Employee supports / Temporary Pandemic Pay
- HRIS Implementation

2021 Achievements

Communications

- COVID Newsletters to staff
- Employee engagement and staff appreciation

Human Resources

- Refining policies & protocols (Return to Office and Mandatory Vaccine)
- Employee attendance, labour relations, pay equity work
- Service Delivery Review and recruitment work

Planning

- Strengthening regional planning efforts
- Official Plan Update

Budget Summary

Overview	2021 Budget	2021 Projection	2022 Budget
Net Operating Expenditures	\$ 3,628,110	\$ 3,230,450	\$ 4,267,000
Net Capital Expenditures	\$ 2,368,100	\$ 2,368,100	\$ 2,466,800
Net Departmental Requirement	\$ 5,996,210	\$ 5,598,550	\$ 6,733,800

2022 Initiatives

- 2022 Municipal Election
- Staffing Additions:
 - Administrative support for County Solicitor
 - Records Management Specialist
 - Contract Climate Change Coordinator
- Redevelopment of Staff Intranet
- HRIS software implementation continuation

2022 Initiatives

- Financial Services / IT Service Delivery Review
- Performance Management software implementation
- Official Plan update continuation
- Administration office renovation



Questions?

C O U N T Y O F E S S E X . C A



External Commitments

Service Delivery Promise

The County of Essex is committed to developing strategic partnerships within our region and across our communities to address issues that impact all County residents. At times these issues fall outside the legislated mandate of the upper tier government but are assessed to be important initiatives that warrant County involvement and contribution. In other instances, contributions are mandatory as part of established service delivery models and agreements. The County of Essex remains vigilant in identifying and responding to these external commitments for the betterment of all County residents.

External Commitments



Level of Service Statement

The County's external commitments are categorized as either legislated or discretionary. Legislated commitments include funding for shared services relating to public health, property assessment, social services and social housing. Currently, the County supports discretionary commitments related to hospice services, hospital support, regional economic development, tourism, physician recruitment, connectivity, homelessness and poverty and regional tax appeal support.

2021 Achievements and Challenges

COVID-19 response and management continued to dominate municipal actions throughout the province in 2021. Provincial funding commitments and Federal supports were not confirmed when the 2021 budget was set, and as a result, there has been some significant variance.

The Windsor Essex County Health Unit (WECHU) directed its resources heavily into vaccination efforts in 2021, and the full cost of operations is not yet known as booster shots are now being introduced. It is anticipated that the County's share of public health (net of Safe Restart Funding) will exceed budget.

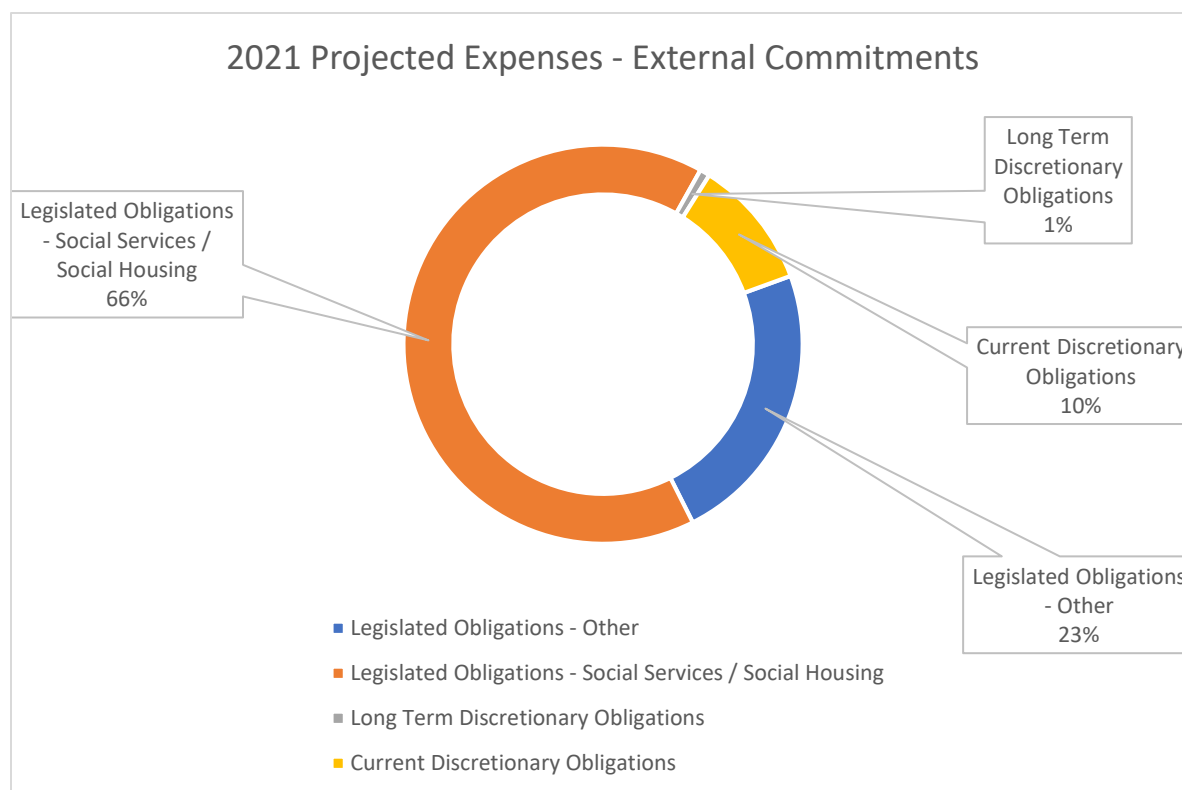
The Municipal Property Assessment Corporation was scheduled to release updated property assessment figures during the summer of 2020. The new assessment data would have increased property values from their historic January 1, 2016 level to a value as at January 1, 2019. The Province of Ontario resolved to pause the release of the assessment update, therefore municipalities will be again be levying against the values contained in the 2020 roll adjusted for in-year changes only.

The pandemic further highlighted the seriousness of the region's affordable housing and homeless shelter shortage. The 2019 provincial funding announcement that reduces provincial support for childcare was deferred during 2021, and this resulted in a significant surplus. This surplus will be directed into the County's reserve to provide funding for future Social Housing / Affordable Housing initiatives.

Regional support for economic development and tourism remained stable in 2021. A one-time project to develop a wayfinding strategy within the region will be completed in early 2022 and has been funded by a contribution from reserve.

The Province is committed to supporting a new regional hospital system, and has recently confirmed \$9.8 million of funding in support of the project's planning phases. Included in External Commitments in 2021 was a contribution to reserve of \$5,800,000 towards the anticipated total County commitment of \$100 million.

The graph on the next page illustrates the key areas of spending in External Commitments for this past year (projected to December 31, 2021).



Opportunities and Challenges Facing External Commitments in 2022

Economic concerns and COVID-19 continue to dominate the landscape for 2022. Recent announcements of shift reductions at Stellantis, terminating Federal individual COVID supports and increasing pressure on the local housing market have increased the level of risk associated with the 2022 estimates for Social Services and Social Housing.

Proposed 2022 Budget Plan

Estimates for shared social services costs anticipate previously announced reductions to the funding model for childcare administrative services as well as increased demand for supports. In addition, there is increased pressure on the system and the stock of affordable housing as it continues to age and be below the capacity needs for the region. 2022 estimates anticipate increases in operational costs as well as the loss of Federal Block Funding.

Dialogue will continue at the local, regional, provincial and federal levels of government focusing on modernization, efficiencies and collaborative solutions to regional issues. As approved by Council in 2021, year one of a 20-year commitment to The Bridge to support Affordable Housing Units in Leamington has been included in the 2022 Budget. Also included are

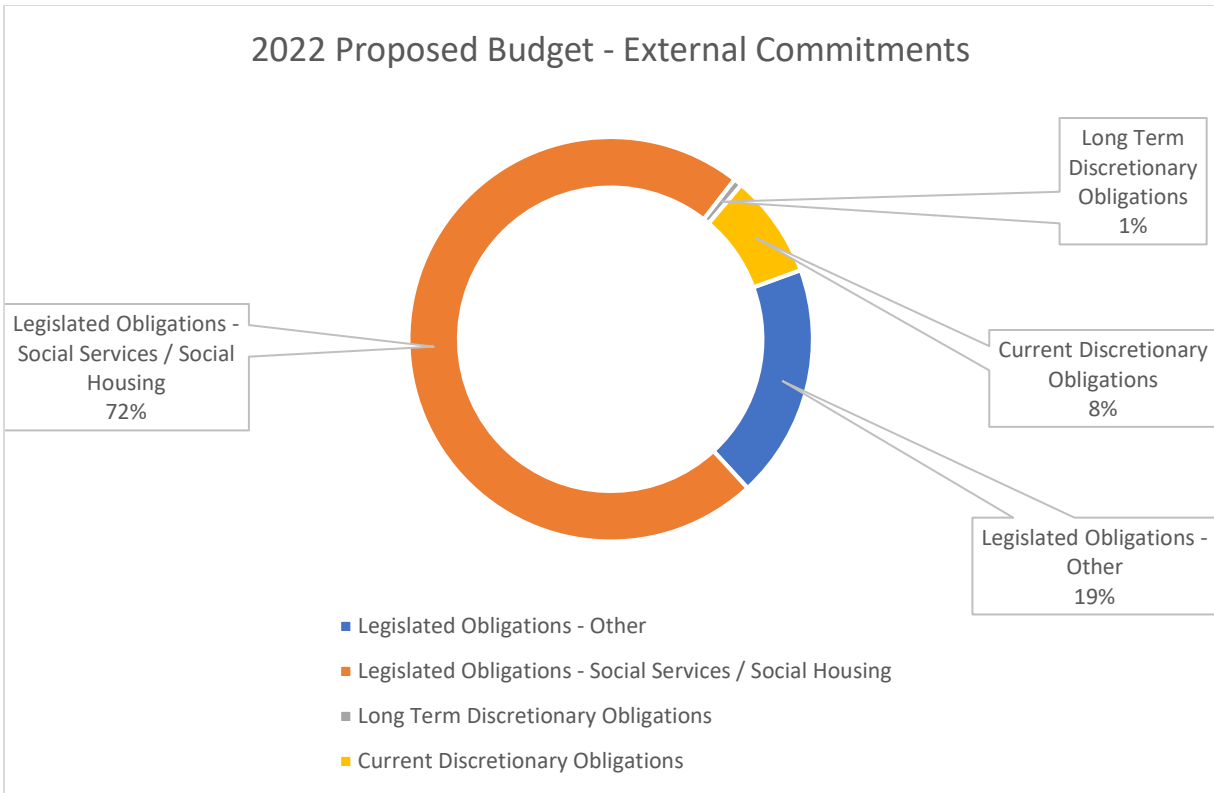
allocations (funded by reserve) to review the regional funding agreement for Social Housing (with a focus on how new units might be funded) as well as the development of a Regional Affordable Housing Strategy. The 2022 Budget maintains the 2021 level of funding for social housing stock renewal until a Regional strategy is established. As Social Housing capital requests are received from our service partner, the City of Windsor, withdrawals from the reserve will be made.

The 2022 Budget proposes a contribution to the New Windsor Essex Hospitals System Reserve in the amount of \$6,360,000. The amount is in keeping with the funding model presented to Council at the initiation of the project and represents an annual increase in contribution of approximately 0.5% of the total levy.

Other initiatives include:

- Modest savings as Physician Recruitment moves to a work-from-home model;
- Community Safety and Well Being Plan co-ordinator and an allocation for implementation initiatives will begin in 2022, but the full year one costs will be funded by accumulated surpluses in the Pathway to Potential program. Future years will reflect a levy increase of approximately \$100,000 to support this mandated initiative;
- \$50,000 included to fund potential administrative costs associated with the Ontario Health Team application. Approval would likely result in full funding, so this allocation has been funded by reserve for 2022; and
- Commitments to SWIFT initiatives and ProsperUs have continued at 2021 funding levels.

The graph on the next page illustrates the key areas of proposed 2022 Budget spending in External Commitments. It is important to note that \$2.9 million will be funded by reserves.



Overall, the 2022 Budget for External Commitments, net of recoveries, totals \$34,748,070 (6.06% increase over the 2021 Budget of \$32,762,040).

External Commitments

Operating Category	Account Number	Description	2021 Budget (Restated)	2021 Projection (unaudited)	2022 Budget
Legislated Obligation	11201-5108	Health Unit	3,323,000	3,116,520	3,000,000
Legislated Obligation	11201-5117	Property Assessment	2,580,190	2,556,700	2,556,700
Legislated Obligation	16101-5160	Social Services	6,800,000	5,209,000	7,979,300
Legislated Obligation	11201-5119	Social Housing - Operations	9,405,000	9,538,720	10,658,000
Legislated Obligation	11201-5119	Social Housing - Capital Renewal	1,326,000	1,326,000	2,636,000
Legislated Obligation	11201-5198	Social Housing - Review of funding agreement	0	0	100,000
Legislated Obligation	11201-5198	Social Housing - Affordable Housing Strategy	0	0	100,000
Legislated Obligation Category	Category	Total	23,434,190	21,746,940	27,030,000
Long Term Discretionary	11201-5125	Hospice - Erie Shores (Leamington)	200,000	200,000	200,000
Long Term Discretionary Category	Category	Total	200,000	200,000	200,000
Current Discretionary	11201-5109	Invest WindsorEssex	1,060,540	1,060,540	1,060,540
Current Discretionary	11201-5110	Tourism Windsor Essex Pelee Island	857,700	857,700	782,700
Current Discretionary	11201-5120	Windsor Essex County Enviro. Committee	24,000	24,000	24,000
Current Discretionary	15901-3350	Physician Recruitment Initiatives	153,510	146,580	138,330
Current Discretionary	11201-5124	Community Safety and Well Being Plan (CSWBP)	138,000	138,000	0
Current Discretionary	11201-5198	SWIFT - WOWC Broadband Initiative / Fibre	200,000	200,000	200,000
Current Discretionary	11201-5198	ProsperUs	50,000	50,000	50,000
Current Discretionary	11201-5115	MTE - Tax Appeals for Lower Tiers	100,000	100,000	100,000
Current Discretionary	11201-51xx	The Bridge	0	0	48,000
Current Discretionary	11201-5198	Ontario Health Team	0	0	50,000
Current Discretionary Category	Category	Total	2,583,750	2,576,820	2,453,570
Discretionary Grants	11201-5104	University of Guelph - Ridgetown Campus	500	500	500
Discretionary Grants Category	Category	Total	500	500	500
Expenditures Category	Category	Total	26,218,440	24,524,260	29,684,070
Recoveries	15901-6798	Physician Recruitment Recoveries	60,000	60,000	60,000
Recoveries	11201-6368	Safe Restart - Health Unit	440,000	206,480	0
Recoveries Category	Category	Total	500,000	266,480	60,000
Contributions to (from)	11201-6801	Rate Stabilization Reserve	(213,000)	(213,000)	(250,000)
Contributions to (from)	11201-4150	New Windsor Essex Hospitals Sys. Reserve	5,800,000	5,800,000	6,360,000
Contributions to (from)	11201-4110	Capital Reserve (Social Housing)	(193,400)	0	(2,636,000)
Contributions to (from)	11201-4110	Capital Reserve (Social Housing)	1,650,000	3,150,000	1,650,000
Contributions to (from) Category	Category	Total	7,043,600	8,737,000	5,124,000
Total Departmental Requirement			32,762,040	32,994,780	34,748,070



External Commitments

2022 Budget Presentation

C O U N T Y O F E S S E X . C A

Budget Summary

External Commitments	2021 Budget	2021 Projection	2022 Budget
Legislated Obligations	\$23,434,190	\$21,746,940	\$27,030,000
Non-Legislated Obligations	2,784,250	2,777,320	2,654,070
Recoveries	(500,000)	(266,480)	(60,000)
Net Obligations	\$25,718,440	\$24,257,780	\$29,624,070
Contributions to (from) Reserves	7,043,600	8,737,000	5,124,000
County Responsibility	\$32,762,040	\$32,994,780	\$34,748,070

Legislated Obligations

Legislated Obligations	2021 Budget	2021 Projection	2022 Budget
Health Unit	\$ 3,323,000	\$ 3,116,520	\$ 3,000,000
Property Assessment	2,580,190	2,556,700	2,556,700
Social Services	6,800,000	5,209,000	7,979,300
Social Housing (Operations)	9,405,000	9,538,720	10,658,000
Social Housing (Capital Renewal)	1,326,000	1,326,000	2,636,000
Social Housing (Review of Funding Agreement)	0	0	100,000
Social Housing (Affordable Housing Strategy)	0	0	100,000
County Responsibility	\$ 23,434,190	\$ 21,746,940	\$ 27,030,000

Housing Stock Renewal

Legislated Obligations Social Housing Capital	2021 Budget	2021 Projection	2022 Budget
Social Housing Capital Renewal	\$ 1,326,000	\$ 1,326,000	\$ 2,636,000
Contributions (from) Reserves	(193,400)	0	(2,636,000)
Contributions to Reserves	1,650,000	3,150,000	1,650,000
County Responsibility	\$ 2,782,600	\$ 4,476,000	\$ 1,650,000

Non-Legislated Obligations

Non -Legislated Obligations	2021 Budget	2021 Projection	2022 Budget
Invest Windsor Essex	\$ 1,060,540	\$ 1,060,540	\$ 1,060,540
Tourism Wdr Essex Pelee Island	857,700	857,700	782,700
SWIFT (WOWC Broadband)	200,000	200,000	200,000
New Wdr-Essex Hospital Sys.	5,800,000	5,800,000	6,360,000
Other (see Note)	666,010	659,080	610,830
County Responsibility	\$ 8,584,250	\$ 8,577,320	\$ 9,014,070

Note: Other Obligations include Erie Shores Hospice, Enviro. Committee, Physician Recruitment, Community Safety / Well Being Plan, ProsperUS, MTE (tax appeals),

The Bridge, Ontario Health Team, Ridgeway College

Other Non-Legislated Obligations



Other Non-Legislated Obligations	2021 Budget	2021 Projection	2022 Budget
Erie Shores Hospice	\$ 200,000	\$ 200,000	\$ 200,000
Environmental Committee	24,000	24,000	24,000
Physician Recruitment	153,510	146,580	138,330
Community Safety & Well Being Plan	138,000	138,000	-
Prosper Us	50,000	50,000	50,000
MTE (Tax Appeals)	100,000	100,000	100,000
The Bridge	-	-	48,000
OHT	-	-	50,000
Ridgetown College	500	500	500
County Responsibility	\$ 666,010	\$ 659,080	\$ 610,830



Questions?

C O U N T Y O F E S S E X . C A



Administrative Report

Office of the Director of Financial Services/Treasurer

To: Warden McNamara and Members of Essex County Council

From: Sandra Zwiers, MAcc, CPA, CA
Director of Financial Services/Treasurer

Date: Wednesday, December 01, 2021

Subject: 2021 County of Essex Credit Rating

Report #: 2021-1201-FIN-R015-SZ

Purpose

To report the results of the County of Essex 2021 credit rating review conducted by Standard & Poor's (S&P), dated November 15, 2021.

Background

The S&P credit rating provides issuers, investors and intermediaries with an independent view of the creditworthiness of an entity or simply the entity's ability and willingness to meet financial obligations (principal and interest) in full and on time. Factors influencing a credit rating include: state of the economy, changes in the business climate, changes to cash flow, liquidity and taxation capacity.

Recently S&P conducted its evaluation of Essex County. The evaluation included an interview with the Director of Financial Services / Treasurer, obtaining first-hand information regarding the political, administrative and financial stewardship of the County.

The analysis included discussion and review of a number of key performance areas:

- Review of the Corporation's prior period financial statements
- Physical asset management practices

Sandra Zwiers, MAcc, CPA, CA, Director of Financial Services/Treasurer
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- Reserve strategy
- Investment portfolio and budget performance
- The status of residential, commercial and industrial development activities
- Informal discussions regarding strengths, weaknesses and diversity of the local economy
- Examination of the relative strength of local municipalities
- Discussions with administration regarding future challenges and opportunities relating to management of municipal infrastructure
- Discussions of the ongoing impact and response to COVID-19 on County and local municipal operations and cashflows

Discussion

As a result of the 2021 review, S&P has affirmed the County's credit rating at AA+, with a stable outlook. (See Appendix A for the media release.) It is significant to point out that the County of Essex continues to have the highest credit rating afforded to a county level government in Ontario.

As described below, there are two distinct but equally important elements expressed in a credit rating.

First, the AA+ rating signifies that the County of Essex credit status is of a high quality and low risk. This translates into more attractive interest rates and lower interest costs should the County and/or the local municipalities decide to issue debt.

Second, the Stable outlook rating reflects the expectation that the County of Essex's credit rating quality should remain consistent in the coming years.

Equally as important as savings in the financial markets, the rating provided by S&P represents an independent attestation to the sound financial stewardship practices and policies approved by Council and carried out by management.

Despite the impacts of COVID-19 and recent announcements in the automotive sector, the County was recognized for having prudent financial management, a well balanced and generally supportive relationship with the

Province of Ontario, robust after-capital surpluses and an extremely strong liquidity position. The County's strong budgetary performance was highlighted for allowing continued internal (pay-as-you-go) funding of the capital plan without the need for debt.

Financial Implications

The affirmation of the County's AA+ credit rating with a stable outlook will not only afford the County and the lower tier municipalities favourable interest rates but it will also communicate a clear picture of fiscal health and stability for the County of Essex in the marketplace.

Recommendation

That Essex County Council receive the 2021 County of Essex Credit Rating report as information.

Respectfully Submitted

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Director of Financial Services/Treasurer

Concurred With,

Mike Galloway

Mike Galloway, Chief Administrative Officer

Appendix Number	Title
A	Press Release: County of Essex 2021 Credit Rating

County of Essex

11/15/2021

This report does not constitute a rating action.

Credit Highlights

Overview

Credit context and assumptions	Base-case expectations
Supportive institutions and prudent financial management practices underpin creditworthiness.	Strong budgetary performance will allow for continued internal funding of the capital plan without recourse to debt.
--The county's prudent financial management will contribute to strong budgetary results.	--Extraordinary funding has helped the county mitigate the financial impacts of the pandemic.
--We believe the county's relationship with the Province of Ontario will remain well balanced and generally supportive.	--The county's robust after-capital surpluses and pay-as-you-go capital funding strategy help minimize debt issuance.
--Recent volatility in the auto sector will hamper the recovery in employment and economic activity in the near term.	--An extremely strong liquidity position will continue to support the county's creditworthiness.

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an S&P Global Ratings affiliate
Pune

S&P Global Ratings' long-term issuer credit rating on the County of Essex is 'AA+'. Extraordinary funding from the province and federal government, along with prudent spending controls, has helped Essex offset the financial impacts of the pandemic to date. Consequently, we believe that the county will continue to generate strong operating and after-capital surpluses averaging about 23% of operating revenue and 11% of total revenue, respectively. These surpluses will allow it to continue internally financing its capital plan without recourse to debt, keeping the tax-supported debt burden well below 30% of operating revenue in the next several years. In addition, the county's exceptionally strong liquidity will continue to bolster its credit profile.

Outlook

The stable outlook reflects our expectation that, in the next two years, Essex will continue its pay-as-you go strategy to finance its capital program with no recourse to debt issuance, while maintaining sound budgetary performance and robust liquidity.

Downside scenario

Although we do not believe it likely in the next two years, we could lower the rating if we came to expect a material weakening in the county's budgetary performance or financial flexibility due to, for instance, a significant downturn in economic activity in the region or a large expansion of the county's capital plan.

Upside scenario

All else equal, we could raise the ratings in the next two years if the local economy substantially strengthened, demonstrated by higher-than-expected growth and notable sector diversification; and if management's response to this growth fully met the increased complexity of the county's needs.

Rationale

Supportive institutions and prudent financial management practices underpin creditworthiness.

Essex's economy has historically focused on the manufacturing (primarily auto) and agricultural sectors and while the latter has recently grown, the former remains hampered by the global semiconductor shortage and other supply chain issues. Consequently, unemployment in the region has remained stubbornly higher than the national average through 2021. However, we believe that a large and relatively stable public-sector employment base helps to counter the concentration and volatility in the auto sector. In addition, Essex continues to focus on diversifying its economy into more service-based sectors (including tourism, agri-business, health care and social assistance, and education), which we believe will contribute to slow-but-positive medium-term growth prospects. Essex's nominal GDP per capita is close to the national level of about US\$52,900, given its fairly high median household income.

Located in the southwest corner of Ontario, Essex is composed of seven lower-tier municipalities and has a population of more than 182,000. It neighbors the City of Windsor and the City of Detroit is across the Detroit River.

We believe Essex demonstrates strong financial management practices and broad political consensus on fiscal policies. Essex's council is composed of the mayors and deputy mayors of the seven lower-tier municipalities. Council members serve four-year terms and the next municipal elections will take place in October 2022. Unlike Canada's members of federal or provincial parliaments, municipal councilors do not operate under a political party system. We believe the management team has demonstrated its ability to manage revenues and expenditures appropriately under the consolidated one-year operating budgets, which are passed annually by the council, and actual variations from budget are typically moderate. The county prepares an annual asset management plan, allowing it to ensure better cost effectiveness and efficiencies for its corporate infrastructure and assets. In our opinion, financial information is sufficiently detailed and comprehensive. We also believe that debt and liquidity management is prudent and adequately risk averse.

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

Strong budgetary performance will allow for continued internal funding of the capital plan without recourse to debt.

We expect Essex will continue generating robust budgetary performance in our 2019-2023 base-case forecast period, supported by stable growth in the assessment base and effective spending controls. The county has received close to C\$9 million in extraordinary funding from senior levels of government to help it address the financial impacts of the pandemic. This funding, along with some capital deferrals and operational savings, contributed to the county's ability to record surpluses in 2020 and 2021. Accordingly, we

expect that operating balances will average 23% of operating revenue over this period while after-capital surpluses will also remain high, averaging 11% of total revenue, despite modestly higher capital expenditures.

The county has kept a very low debt burden by internally funding its capital expenditures for many years and we do not expect it to issue any debt in the next two years. Accordingly, we forecast tax-supported debt to total almost C\$49 million at the end of 2023, or 23% of operating revenues. Tax-supported debt consists of debt borrowed under Essex's name on behalf of its lower-tier municipalities and on behalf of Windsor. S&P Global Ratings recognizes that there is a lower credit risk associated with the debt on-lent to these self-supporting entities. The county's debt burden excluding the on-lent debt was 15% of operating revenues in 2020 and we believe that it will continue to decline in the next two years. In addition, tax-supported debt is less than five years of operating surpluses, which together with very low interest costs of less than 2% of operating revenues, supports our assessment of the very low debt burden. Essex's exposure to contingent liabilities is modest and does not represent a material credit risk, in our opinion.

The province has committed to build a new regional hospital complex, to be located in Windsor. The estimated cost is C\$2 billion, for which municipalities are required to fund 10%. This would translate to almost C\$100 million in funding provided by the county, and a similar contribution from Windsor. Essex anticipates that it will fund at least half of its commitment through annual tax levy contributions to a dedicated reserve, with the balance potentially being covered through debt closer to the completion of the project, which is not expected in the next five years.

Essex maintains what we consider an exceptional liquidity position through regular contributions to its reserves. We estimate that the county will hold free cash and investments of about C\$200 million, or enough to cover about 30x its debt service requirements in the next 12 months' debt service. Similar to that of its domestic peers, Essex's access to external liquidity is satisfactory, in our view.

County of Essex Selected Indicators

Mil. C\$	2018	2019	2020	2021bc	2022bc	2023bc
Operating revenue	170.1	185.1	195.6	198.1	205.6	213.0
Operating expenditure	130.3	143.6	145.4	152.3	159.7	167.6
Operating balance	39.8	41.5	50.3	45.8	45.9	45.5
Operating balance (% of operating revenue)	23.4	22.4	25.7	23.1	22.3	21.3
Capital revenue	9.9	14.2	9.5	10.5	10.5	10.5
Capital expenditure	34.4	30.6	31.8	35.0	35.0	35.0
Balance after capital accounts	15.2	25.1	27.9	21.3	21.4	21.0
Balance after capital accounts (% of total revenue)	8.5	12.6	13.6	10.2	9.9	9.4
Debt repaid	2.4	2.7	3.2	3.1	3.2	3.6
Gross borrowings	0.0	0.0	0.0	0.0	0.0	0.0
Balance after borrowings	12.9	22.4	24.8	18.2	18.2	17.3
Direct debt (outstanding at year-end)	64.8	62.1	58.5	55.4	52.3	48.6
Direct debt (% of operating revenue)	38.1	33.5	29.9	28.0	25.4	22.8
Tax-supported debt (outstanding at year-end)	64.8	62.1	58.5	55.4	52.3	48.6
Tax-supported debt (% of consolidated operating revenue)	38.1	33.5	29.9	28.0	25.4	22.8
Interest (% of operating revenue)	2.4	2.2	2.0	1.8	1.7	1.5
Local GDP per capita (\$)	--	--	--	--	--	--

County of Essex Selected Indicators

National GDP per capita (\$)	46,453.9	46,326.7	43,258.2	52,948.3	54,410.6	55,679.7
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The data and ratios above result in part from S&P Global Ratings' own calculations, drawing on national as well as international sources, reflecting S&P Global Ratings' independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. bc--Base case reflects S&P Global Ratings' expectations of the most likely scenario. C\$--Canadian dollar. \$--U.S. dollar.

Ratings Score Snapshot

Key rating factors	Scores
Institutional framework	2
Economy	2
Financial management	2
Budgetary performance	1
Liquidity	1
Debt burden	1
Stand-alone credit profile	aa+
Issuer credit rating	AA+

S&P Global Ratings bases its ratings on non-U.S. local and regional governments (LRGs) on the six main rating factors in this table. In the "Methodology For Rating Local And Regional Governments Outside Of The U.S.," published on July 15, 2019, we explain the steps we follow to derive the global scale foreign currency rating on each LRG. The institutional framework is assessed on a six-point scale: 1 is the strongest and 6 the weakest score. Our assessments of economy, financial management, budgetary performance, liquidity, and debt burden are on a five-point scale, with 1 being the strongest score and 5 the weakest.

Key Sovereign Statistics

- Sovereign Risk Indicators, Published Oct. 12, 2021

Related Criteria

- General Criteria: Environmental, Social, And Governance Principles In Credit Ratings, Published Oct. 10, 2021
- Criteria | Governments | International Public Finance: Methodology For Rating Local And Regional Governments Outside Of The U.S., Published July 15, 2019
- Principles Of Credit Ratings, Published Feb. 16, 2011

Related Research

- Institutional Framework Assessments For International Local And Regional Governments, Published Oct. 6, 2021
- Economic Outlook Canada Q4 2021: Growth Delayed, Published Sept. 24, 2021
- Comparative Statistics: Risk Indicators For Canadian Local And Regional Governments, Published Sept. 1, 2021
- S&P Global Ratings Definitions, Published Jan. 5, 2021
- Public Finance System: Canadian Municipalities, Published May 12, 2020
- Guidance: Methodology For Rating Local And Regional Governments Outside Of The U.S., Published July 15, 2019

Ratings Detail (as of November 15, 2021)*

Essex (County of)	
Issuer Credit Rating	AA+/Stable/--
Senior Unsecured	AA+
Issuer Credit Ratings History	
27-Nov-2017	AA+/Stable/--
29-Nov-2013	AA/Stable/--
01-Nov-2012	AA-/Positive/--

*Unless otherwise noted, all ratings in this report are global scale ratings. S&P Global Ratings credit ratings on the global scale are comparable across countries. S&P Global Ratings credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.

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The Corporation of the County of Essex

By-Law Number 2021-35

A By-law to Confirm the Proceedings of the Council of the Corporation of the County of Essex for December 1, 2021.

Whereas under the Section 5(1) of the Municipal Act, 2001, c.25 as amended, the powers of a municipality shall be exercised by its Council; and

Whereas under Section 5(3) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, shall be exercised by By-law unless the municipality is specifically authorized to do otherwise; and,

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the County of Essex, at this meeting be confirmed and adopted by by-law;

Now therefore the Council of the Corporation of the County of Essex hereby enacts as follows:

- 1) That the actions of the Council of The Corporation of the County of Essex in respect of all recommendations in reports of committees, all motions and resolutions and all other action passed and taken by the Council of The Corporation of the County of Essex, documents and transactions entered into during the December 1, 2021, Regular and Closed Meetings of Council, is hereby adopted and confirmed as if the same were expressly embodied in this By-law.
- 2) That the Warden and proper officials of The Corporation of the County of Essex are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the County of Essex during the said December 1, 2021, Regular and Closed Meetings referred to in Section 1 of this By-law.

- 3) That the Warden and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of The Corporation of the County of Essex to all documents referred to in said Section 1.

This By-law shall come into force and take effect after the final passing

Read a first, second and third time and Finally Passed this 1st^h day of December, 2021.

Gary McNamara, Warden

Mary S. Birch, Clerk

Clerk's Certificate

I, Mary S. Birch, Clerk of the Corporation of the County of Essex, do hereby certify that the foregoing is a true and correct copy of **By-law Number 2021-35** passed by the Council of the said Corporation on the 1st, day of **December 2021**.

Mary S. Birch, Clerk
Corporation of the County of Essex