



County of
Essex

2023 Budget

Draft – For Consideration
December 7, 2022

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



2023 Budget Treasurer's Report

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



Administrative Report

Office of the Director, Financial Services/Treasurer

To: Warden McNamara and Members of Essex County Council

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

Date: Wednesday, December 07, 2022

Subject: 2023 Budget Overview – Treasurer’s Report

Report #: 2022-1207-FIN-R015-SZ

Purpose

The purpose of the report is to provide Council with a corporate overview of the issues affecting the operations for 2023 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 2023 Budget is summarized as follows:

- July 2022 – 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;
- August 2022 – Director of Financial Services and CAO meet to review overall tax rate goals and identify areas of strategic focus for 2023;
- September 2022 – Department Heads submit draft business cases in support of service enhancements which are then reviewed by the CAO for possible inclusion in the draft budget;
- October 2022 – Preliminary departmental estimates undergo detailed administrative review with Department Heads, financial analysts, Director of Financial Services and Manager of Budget and Administration;
- November 2022 – review and consultation with the CAO, final revisions to draft Budget and filing of Budget document with County Council;
- December 2022 – County Council review of departmental submissions
- January 2023 - Final Budget Adoption in accordance with Section 289 (1.1) of the Municipal Act which sets out that a budget for a year immediately following a year in which a regular election is held, may only be adopted in the year to which the budget applies.

Building on the improved transparency between operating and capital costs in 2022, the 2023 budget provides greater delineation of the services provided under the General Government and Emergency Medical Services departments. The General Government budget now separates Corporate Management (services of the CAO, Clerk, Communications and Legal) from Financial and Information Technology Services. The Emergency Medical Services budget now highlights the Community Paramedicine – Long-Term

Care program separate from core EMS and Emergency Management services.

The Budget Report is segregated into the following departments:

- Community Services
- Sun Parlor Home
- Emergency Services
 - EMS
 - Community Paramedicine – Long-Term Care
 - Emergency Management
- Infrastructure and Planning Services
 - Infrastructure
 - Planning
- Library Services
- General Government Services
 - Council
 - Corporate Management
 - Financial and Information Technology
 - Human Resources
- 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 description 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 2023 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 2023 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 2023 and beyond.

COVID-19

The pandemic continued to impact operations and policies throughout 2022. The Corporation, following closely the recommendations of regional and provincial health experts, navigated the various waves of COVID-19. The 2023 Budget continues to include pandemic related operational costs such as increased janitorial/sanitization costs, personal protective equipment and supports for remote work. Prudent management of provincially supplied pandemic relief funds resulted in remaining funds in the Corporation’s Safe Restart Reserve at the end of 2022 which will be used to fully offset these operating cost pressures in 2023.

Inflation

The past budget year was impacted by significant inflation. Many goods and services increased beyond their budgeted cost requiring administration to implement mitigating actions and, on occasion, seek support from County Council to access Rate Stabilization Reserves to maintain project plans and service levels. Inflation rates have decreased as a result of the Bank of Canada’s monetary policies to increase interest rates however inflation pressures persist. The 2023 Budget assumes inflation will continue at moderate levels with higher levels of inflation reflected in known areas of more sensitive goods such as fuel, food and fleet related parts and supplies.

Growth

In the fall of 2021, when the 2022 Budget was developed, announcements were made that the region’s automobile manufacturing plant would reduce

operating shifts. In less than a year, the economic outlook for the region has seen an about face. Instead of projected job loss, the region now anticipates significant growth in the large industrial sector as a result of the announcement of an electric vehicle battery plant and potential feeder plants. The advancement of plans to construct the New Windsor Essex Hospital is also positioning the region to be a hot bed of investment and residential growth. The Corporation’s capital plans, while robust, do not reflect funding models or construction timelines at an advanced pace. The slow and steady growth patterns of the past have afforded the County a solid foundation of tax levy and reserves however with development required to occur faster than planned and during times of elevated inflation, there will be additional pressure on the tax base if other forms of funding cannot be secured.

Human Resource Management

The pandemic has had a profound effect on the labour market. Attracting and retaining qualified team members was already a challenge in light of anticipated retirements and the pandemic put further stress on the situation. Normal turnover brings with it the expected challenges of loss of organizational memory, time and energy to recruit and onboard new team members and change management to ensure the corporation’s culture is not only preserved but grows. The County of Essex has historically been somewhat insulated from high turnover however the Corporation is now seeing significant turnover and growth requiring recruitment and retention of new team members. Staffing challenges are affecting all departments and ensuring business continuity will be an area of focus for all leaders.

Fiscally Responsible Government

In addition to the inflationary and growth pressures noted previously, Essex County continues to be faced with financial pressures from 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 2024, resulting in modest in-year growth only. These pressures will continue to impact Council decisions related to program delivery, priorities and service levels in 2023 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 2023 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 2023 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 2022). Standard and Poor’s highlighted the following performance strengths in affirming the County’s credit rating at **AAA** with a **stable** outlook:

- Healthy budgetary performances and liquidity allowing for continued internal funding of the County’s capital plan;
- Disciplined financial management practices and a strong budgeting process;
- Robust after-capital surpluses and pay-as-you-go capital funding strategy to help mitigate debt issuances; and
- Robust liquidity holdings that will continue to bolster the County’s creditworthiness.

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 solid 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 2022 year-end balance as well as the impact of changes resulting from the Proposed 2023 Budget.

2023 Budget

Provided in Chart 1, below, is a condensed summary of the proposed 2023 Budget, compared to 2022 Budget and Projected Actuals (see Appendix B for full Budget Summary Comparison). Operations are budgeted to require \$81.1 million while the Corporation’s Capital program is budgeted to require \$43.5 million. The Total County Requirement proposed in the 2023 Budget is \$124.7 million representing a **tax rate increase of 4.76%**.

Chart 1: Budget Summary (excerpt from Appendix B)

Budget Summary	2022 Budget	2022 Projection	2023 Budget
Operating Budget:			
Operating Expenditures	138,209,470	140,997,090	146,242,230
Operating Recoveries	(65,375,000)	(70,896,990)	(72,097,640)
Contrib to (from) Reserves	5,160,200	7,894,570	7,008,700
Net Operating Budget:	77,994,670	77,994,670	81,153,290
Capital Budget:			
Capital Expenditures	60,824,700	35,892,680	89,676,640
Capital Recoveries	(5,913,800)	(9,416,270)	(7,804,900)
Contrib to (from) Reserves	(16,429,400)	12,005,090	(38,305,800)
Net Capital Budget:	38,481,500	38,481,500	43,565,940
Total County Responsibility	116,476,170	116,476,170	124,719,230

For 2023, 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.

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 4.76%**.

The proposed 2023 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 2022 growth created a 2.17% tax rate savings to support growth related cost increases in 2023.

Chart 2: Summary of Levy Impacts

Budget 2023 - Summary of Levy Impacts	Levy Impact \$	Tax Impact %
County Levy 2022	116,476,170	(2.17%)
Community Services Wages and Benefits (net of reserves) Occupancy Costs / IT Allocation Discretionary Spending Support	22,850	0.02%
Sun Parlor Home Wages and Benefits (net of reserves and changes in subsidies) Food Costs (net of subsidy) Other Operational Costs	706,100	0.59%
Emergency Medical Services Wages and Benefits (net of changes in funding) Fuel, Fleet Repairs & Mtce, Medical Supplies (inflationary) Other Operating Costs	1,701,400	1.43%
Infrastructure Services Wages and Benefits (includes 1 additional FTE/Mechanic) Inflationary Increases for Rehab Program	4,971,640	4.17%
Essex County Library	3,400	0.00%
General Government Services Wages and Benefits (additional staffing net of reserve funding) Training and Memberships	313,680	0.26%
External Commitments WECHU, MPAC, Invest Windsor-Essex Community Safety and Well-Being Social Housing – Operating and Capital New Windsor Essex Hospitals System	523,990	0.46%
County Levy 2023	124,719,230	4.76%

Community Services

With all Housing with Supports Homes fully operational by the end of 2022, the 2023 proposed budget aims to maintain existing service levels. The cost of transportation for clients requiring transport for medical appointments has increased and the budget provides a modest increase to cover these additional costs. The department required a new printer during 2022 and therefore the 2023 proposed budget also includes an update to reflect the increase in printer lease and IT allocation costs.

Sun Parlor Home

In late 2021, the Province passed Bill 37, Providing More Care, Protecting Seniors and Building More Beds Act. At that time, the province also replaced the Long-Term Care Act, 2007 with the Fixing Long-Term Care Act (FLTCA), 2021. This new Act became effective on April 11, 2022. The new Act sets out the government’s vision of four hours of care per resident by March 31, 2025. The proposed 2023 Budget continues the Home’s phased plan to meet the annual milestones set by the Province. For 2023-2024 this target is 3 hours and 42 minutes per resident per day. To meet this legislated requirement, registered staffing hours are budgeted to increase creating the largest budgetary pressure for the department in 2023.

Also impacting the overall budget are inflationary costs related to food and medical supplies.

Emergency Medical Services

In the latter half of 2022, the enhancement to add 12 full time paramedics, approved in the 2022 Budget, was executed. The proposed 2023 Budget now incorporates the full year cost of this staffing enhancement and represents the primary cause of the department’s year over year increase.

Similar to the operations at the Sun Parlor Home, inflationary effects on medical supplies as well as fuel and fleet repair and maintenance costs round out the levy increase over 2022.

Infrastructure and Planning Services

The pandemic continues to impact the Corporation’s ability to replace its aging fleet in a timely and planned manner. As a result, fleet vehicles are remaining in service longer than scheduled and adding to repair and maintenance costs. Ensuring our fleet are maintained and able to return to active use is critical to meeting our minimum maintenance standards, particularly during the winter control season. The 2023 proposed Budget includes the addition of one full time mechanic/operator who would perform mechanic duties during the winter control season and operator duties for the

balance of the year. The addition of the in-house mechanic/operator is also expected to return modest savings as we reduce the amount paid for contracted services.

The biggest driver of year over year increase in IPS is the cost of the State of Good Repair Program. During 2022, County Council was presented with the tender results of the annual program that required either a reduction in total lane kms or an increase in funding to maintain the program. The decision of Council, with the support of Administration, was to preserve the program and cover the impact of asphalt escalation through a transfer from the Rate Stabilization Reserve. Market rates were monitored for the balance of the year and forecasts into 2023 suggest this escalation pressure will persist. Administration recommends increasing the levy to ensure the upcoming year, as well as future years, are adequately protected against the escalation impact supporting the Corporation’s ability to maintain its planned rehabilitation program. Failing to maintain the Corporation’s road network will have a negative compounding effect on both the method of rehabilitation and costs.

Library

The 2023 proposed Budget positions the Essex County Library for a return to pre-pandemic service levels. Staff scheduling changes made during 2022 as well as a review of existing budget categories that have been previously underspent will support the Library in maintaining its levy requirement in 2023. The service is anticipated to undertake a strategic planning exercise in 2023 which will help to inform future budgets.

General Government

As the Corporation continues to grow, the capacity within the backbone administrative support departments has been consumed. The 2023 proposed Budget includes additional staff to address a variety of key support services. In the Corporate Management department, the budget proposes the addition of a Records Information Management (RIM) Analyst. This position, along with the RIM Coordinator position, previously approved in 2022, will address the backlog of documentation management and work to support individual departments to maintain sound record keeping practices going forward. In Financial and IT Services, the budget includes the mid-year addition of a full-time IT team member and temporary Co-Op Student to support the growing number of IT related capital projects and changing security threat environment. In Human Resources, the volume of recruitments and day to day administrative tasks require the addition of a full-time Human Resource Assistant.

The addition of team members is also reflected in the increased budgets for training and memberships in each of these departments.

External Commitments

The Corporation’s support of regional initiatives is proposed to continue in the 2023 Budget. Certain legislative requirements are expected to increase and include the County’s share of the Windsor Essex County Health Unit, Municipal Property Assessment Corporation and Social Housing Operations and Capital. The contribution to reserve to establish a fund to support existing housing stock repair and renewal is proposed to increase by \$200,000 over 2022’s contribution. Information provided by City of Windsor administration, detailing a ten year rehabilitation program, suggests the need to increase this annual contribution to smooth funding pressures over the term of the plan.

The proposed Budget also includes increases to discretionary supports including Invest Windsor Essex, Community and Safety Well-Being and most notably the New Windsor Essex Hospital System that will see the annual contribution to reserve increase by \$580,000 in keeping with the previously approved funding model.

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 the 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 & Planning Services
- Further escalation in the cost to construct and maintain linear assets
- Persistent 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 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 extreme impacts of inflation and their projected persistence at even a moderate degree have made it challenging, if not impossible for Administration to maintain service levels in 2023 without an increase to the levy. Growth in the region is also a significant factor in the year over year levy requirement increase. In the absence of development charges, the cost of growth is born primarily on the Corporation’s tax rate.

The consolidation of the departmental budget estimates produces a residential tax rate for County purposes for 2023, assuming no significant change in tax policy, of **.0052038320**, representing a **4.76%** 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, 2022-2023

Year	Assessed Value	Res. Tax Rate	Taxes	Tax Change	%
2022	\$100,000	.0049676134	\$496.76		
2023	\$100,000	.0052038320	\$520.38	\$23.62	4.76%

Financial Implications

Administration respectfully submits that it has, in consultation with all departments, provided Council with a sound business plan for 2023 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 Hospital 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 4.76% (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.

Consultations

The CAO and all Corporate Department Heads were consulted in the development of the 2023 proposed Budget.

Recommendation

That Essex County Council receive the 2023 Budget package as information and for public deliberation.

Approvals

Respectfully Submitted,

Sandra Zwiers

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

Concurred With,

Mike Galloway

Mike Galloway, MBA, CMO, Chief Administrative Officer

Appendix Number	Title
A	Reserve Schedule
B	2023 Budget Summary Comparison

Corporation of the County of Essex - Reserve Schedule

Appendix A

Department	Reserve	2020 Actual	2021 Actual	2022 Projection (unaudited)	2023 Budget
General Reserves	Working Capital	4,500,000	4,500,000	4,500,000	4,500,000
General Reserves	Rate Stabilization	13,368,470	13,909,948	12,499,368	9,708,868
General Reserves	Health Benefit Rate Stabilization	2,458,200	2,583,200	2,565,700	2,565,700
General Reserves	Insurance	860,652	962,623	977,623	992,623
General Reserves	WSIB - General	1,972,117	2,029,411	2,108,211	2,293,711
General Reserves	WSIB - SPH (NEER)	821,907	821,907	976,107	976,107
General Reserves	Official Plan Reserve	669,730	694,730	641,730	350,430
General Reserves	Donations (SPH)	25,626	78,156	71,717	62,717
General Reserves	Life Enrichment Reserve (SPH)	72,228	1,022	1,022	1,022
General Reserves	Vending Proceeds Reserve	7,014	7,014	7,014	14
General Reserves	Capital	53,650,123	71,781,272	73,707,692	67,729,852
General Reserves	New Windsor Essex Hospital System	20,368,000	27,305,000	33,665,000	40,605,000
General Reserves	Capital Sun Parlor Home	549,136	549,136	349,136	36
General Reserves	Total	99,323,203	125,223,419	132,070,320	129,786,080
Infrastructure Reserves	Roadway Expansion	88,539,141	101,583,457	111,696,366	84,168,006
Infrastructure Reserves	Total	88,539,141	101,583,457	111,696,366	84,168,006
Emergency Medical Services	EMS - Equipment	5,144,619	5,954,012	7,263,412	6,650,912
Emergency Medical Services	EMS - Vehicles	4,866,115	5,765,848	6,881,248	6,588,848
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	10,875,960	12,585,086	15,009,886	14,104,986
Library Reserves	WSIB	119,743	119,743	119,743	119,743
Library Reserves	Rate Stabilization	480,156	480,156	452,836	227,936
Library Reserves	Enhanced Service	36,581	36,581	36,581	36,581
Library Reserves	Vehicles	112,060	127,860	143,260	93,660
Library Reserves	Capital	739,493	1,273,078	1,303,078	833,078
Library Reserves	Total	1,488,033	2,037,418	2,055,498	1,310,998
Total Reserves		200,226,336	241,429,380	260,832,070	229,370,070

Corporation of the County of Essex - 2023 Budget Summary

Appendix B

Category	Department	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Net Operations	Community Services	538,200	507,930	561,050
Net Operations	Sun Parlor Home	9,811,100	9,581,990	10,367,700
Net Operations	Emergency Services	12,015,600	12,176,970	13,736,500
Net Operations	Infrastructure Services	12,137,200	12,081,100	12,201,500
Net Operations	Library Services	4,975,700	4,975,700	4,964,100
Net Operations	General Government Services	3,968,800	3,788,310	4,250,380
Net Operations	External Commitments	34,548,070	33,647,540	35,072,060
Net Operations	Operating Surplus (Deficit)	0	1,235,130	0
	Total County Responsibility - Operations	77,994,670	77,994,670	81,153,290
Net Capital	Community Services	2,000	4,750	2,000
Net Capital	Sun Parlor Home	1,535,300	1,674,000	1,684,800
Net Capital	Emergency Services	1,227,900	1,216,400	1,208,400
Net Capital	Infrastructure Services	32,207,900	33,340,190	37,115,240
Net Capital	Library Services	1,050,500	1,050,500	1,065,500
Net Capital	General Government Services	2,457,900	2,475,000	2,490,000
Net Capital	External Commitments	0	0	0
Net Capital	Capital Surplus (Deficit)	0	(1,279,340)	0
	Total County Responsibility - Capital	38,481,500	38,481,500	43,565,940
Total Departmental Requirement	Community Services	540,200	512,680	563,050
Total Departmental Requirement	Sun Parlor Home	11,346,400	11,255,990	12,052,500
Total Departmental Requirement	Emergency Services	13,243,500	13,393,370	14,944,900
Total Departmental Requirement	Infrastructure Services	44,345,100	45,421,290	49,316,740
Total Departmental Requirement	Library Services	6,026,200	6,026,200	6,029,600
Total Departmental Requirement	General Government Services	6,426,700	6,263,310	6,740,380
Total Departmental Requirement	External Commitments	34,548,070	33,647,540	35,072,060
Total Departmental Requirement	Overall County Surplus (Deficit)	0	(44,210)	0
	Total County Responsibility	116,476,170	116,476,170	124,719,230

Corporation of the County of Essex - 2023 Budget Summary

Appendix B

Category	Department	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Operating Expenditures	Community Services	2,468,700	2,375,590	2,514,610
Operating Expenditures	Sun Parlor Home	29,259,500	30,183,220	32,406,800
Operating Expenditures	Emergency Services	47,164,500	48,435,440	50,937,600
Operating Expenditures	Infrastructure Services	16,334,400	15,928,440	16,545,600
Operating Expenditures	Library Services	5,599,000	5,331,920	5,416,800
Operating Expenditures	General Government Services	7,521,100	7,274,360	8,430,360
Operating Expenditures	External Commitments	29,862,270	31,468,120	29,990,460
Operating Expenditures	Total	138,209,470	140,997,090	146,242,230
Operating Recoveries	Community Services	1,914,700	1,867,660	1,926,560
Operating Recoveries	Sun Parlor Home	19,161,700	20,568,790	21,882,000
Operating Recoveries	Emergency Services	35,148,900	36,258,470	37,201,100
Operating Recoveries	Infrastructure Services	3,667,400	3,764,320	3,646,000
Operating Recoveries	Library Services	393,700	354,400	342,700
Operating Recoveries	General Government Services	5,028,600	5,119,150	5,373,880
Operating Recoveries	External Commitments	60,000	2,964,200	1,725,400
Operating Recoveries	Total	65,375,000	70,896,990	72,097,640
Contributions to (from) Reserves	Community Services	(15,800)	0	(27,000)
Contributions to (from) Reserves	Sun Parlor Home	(286,700)	(32,440)	(157,100)
Contributions to (from) Reserves	Emergency Services	0	0	0
Contributions to (from) Reserves	Infrastructure Services	(529,800)	(83,020)	(698,100)
Contributions to (from) Reserves	Library Services	(229,600)	(1,820)	(110,000)
Contributions to (from) Reserves	General Government Services	1,476,300	1,633,100	1,193,900
Contributions to (from) Reserves	External Commitments	4,745,800	5,143,620	6,807,000
Contributions to (from) Reserves	Rate Stabilization Reserve - Surplus	0	1,235,130	0
Contributions to (from) Reserves	Total	5,160,200	7,894,570	7,008,700
Net Departmental Operations	Community Services	538,200	507,930	561,050
Net Departmental Operations	Sun Parlor Home	9,811,100	9,581,990	10,367,700
Net Departmental Operations	Emergency Services	12,015,600	12,176,970	13,736,500
Net Departmental Operations	Infrastructure Services	12,137,200	12,081,100	12,201,500
Net Departmental Operations	Library Services	4,975,700	4,975,700	4,964,100
Net Departmental Operations	General Government Services	3,968,800	3,788,310	4,250,380
Net Departmental Operations	External Commitments	34,548,070	33,647,540	35,072,060
Net Departmental Operations	Overall County Surplus	0	1,235,130	0
Net Departmental Operations	Total County Responsibility - Operations	77,994,670	77,994,670	81,153,290

Corporation of the County of Essex - 2023 Budget Summary

Appendix B

Category	Department	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	Community Services	2,000	11,050	2,000
Capital Expenditures	Sun Parlor Home	2,069,500	1,152,400	1,648,900
Capital Expenditures	Emergency Services	2,267,900	1,035,800	4,377,600
Capital Expenditures	Infrastructure Services	50,898,200	29,930,730	76,393,700
Capital Expenditures	Library Services	1,356,100	1,110,100	1,585,100
Capital Expenditures	General Government Services	4,231,000	2,652,600	5,669,340
Capital Expenditures	External Commitments	0	0	0
Capital Expenditures	Total	60,824,700	35,892,680	89,676,640
Capital Recoveries	Community Services	0	6,300	0
Capital Recoveries	Sun Parlor Home	136,700	242,730	38,000
Capital Recoveries	Emergency Services	2,256,500	2,244,200	2,264,300
Capital Recoveries	Infrastructure Services	2,661,700	6,052,440	4,680,600
Capital Recoveries	Library Services	59,500	79,500	0
Capital Recoveries	General Government Services	799,400	791,100	822,000
Capital Recoveries	External Commitments	0	0	0
Capital Recoveries	Total	5,913,800	9,416,270	7,804,900
Contributions to (from) Reserves	Community Services	0	0	0
Contributions to (from) Reserves	Sun Parlor Home	(397,500)	764,330	73,900
Contributions to (from) Reserves	Emergency Services	1,216,500	2,424,800	(904,900)
Contributions to (from) Reserves	Infrastructure Services	(16,028,600)	9,461,900	(34,597,860)
Contributions to (from) Reserves	Library Services	(246,100)	19,900	(519,600)
Contributions to (from) Reserves	General Government Services	(973,700)	613,500	(2,357,340)
Contributions to (from) Reserves	External Commitments	0	0	0
Contributions to (from) Reserves	Rate Stabilization Reserve - Surplus (Deficit)	0	(1,279,340)	0
Contributions to (from) Reserves	Total	(16,429,400)	12,005,090	(38,305,800)
Net Departmental Capital	Community Services	2,000	4,750	2,000
Net Departmental Capital	Sun Parlor Home	1,535,300	1,674,000	1,684,800
Net Departmental Capital	Emergency Services	1,227,900	1,216,400	1,208,400
Net Departmental Capital	Infrastructure Services	32,207,900	33,340,190	37,115,240
Net Departmental Capital	Library Services	1,050,500	1,050,500	1,065,500
Net Departmental Capital	General Government Services	2,457,900	2,475,000	2,490,000
Net Departmental Capital	External Commitments	0	0	0
Net Departmental Capital	Overall County Surplus (Deficit)	0	(1,279,340)	0
Net Departmental Capital	Total County Responsibility - Capital	38,481,500	38,481,500	43,565,940



County of
Essex

2023 Budget
Departmental Budget
Community Services

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 Homelessness Prevention Program (HPP). This program is a discretionary service for the County of Essex.



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 2022, the program provided financial assistance to subsidize an average of 200 beds in these contracted homes. The reduction from the usual 226 beds is the result of a delayed opening for one of the new Housing with Supports providers.

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.

2022 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 2022, the City of Windsor, through the provincial Social Services Relief Funding, committed to providing up to a total of \$175,000 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 impacting 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, an online counselling platform was established through Green Shield's Inkblot program and homes received education on how to access the online counselling program for their residents.

Partnerships and Collaborations

In 2022, County Administration continued to collaborate with 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.

In addition, County Administration collaborated with Family Services Windsor Essex to provide a debrief session, as well as follow-up support to residents of a home where an unexpected, tragic death occurred.

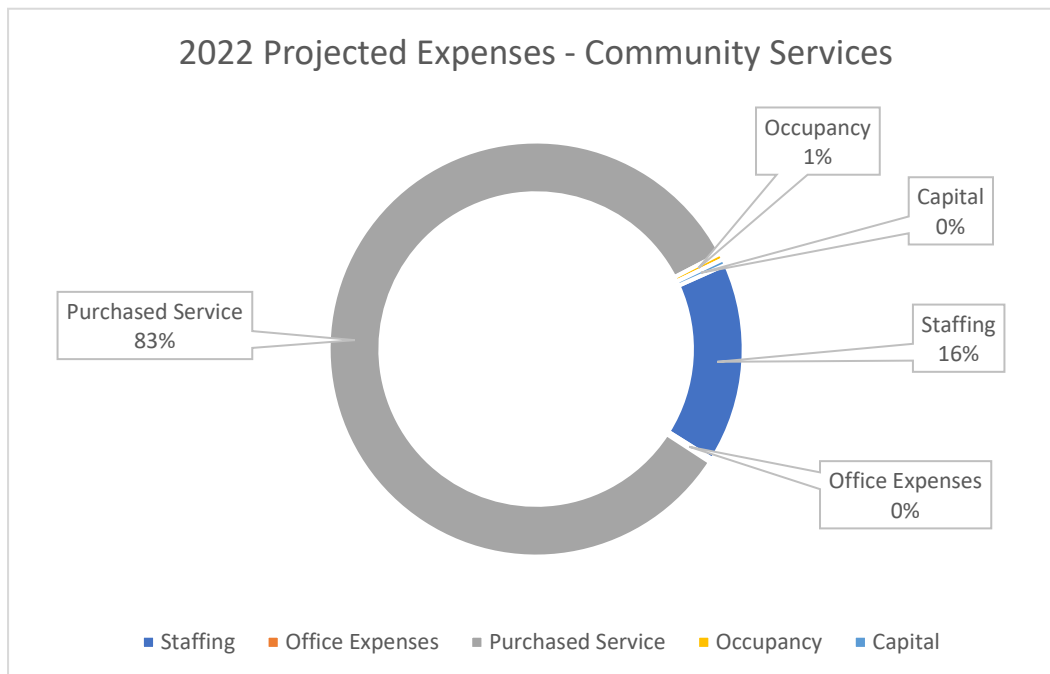
New Housing with Supports Provider

The County of Essex partnered with Chez-Nous Collaborative Supportive Housing to provide Housing with Supports Services to individuals experiencing homelessness or at risk of becoming homeless. This program focusses on providing mental health and addictions care and 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 became operational on June 1st, 2022.

Annual Inspections and Monthly Audits

In 2022, 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. Throughout 2022, County Staff continued to complete Infection Prevention and Control Audits with every Housing with Supports Provider. 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 on the next page illustrates the key areas of spending for Community Services/Housing with Supports for this past year (projected to December 31, 2022).



Opportunities, Challenges and Risks for 2023

The ongoing public health measures related to congregate care settings will continue to be a key issue impacting the Housing with Supports Homes in 2023. In addition, addressing COVID-19 outbreaks and being diligent to prevent transmission will continue to be a challenge for the homes.

Furthermore, the inflation rates and the cost of living increases will continue to impact the Housing with Supports Providers. Many providers have identified significant concerns related to the increased cost of operating their homes and providing adequate supports to residents. To date, there is no specific plan for the Service Manager to increase the funding allocated to the homes, however, they are completing an analysis to explore whether current funding could support a small increase in the per diem rate.

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 collaboration between the providers and other community resources. Collaboration 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.

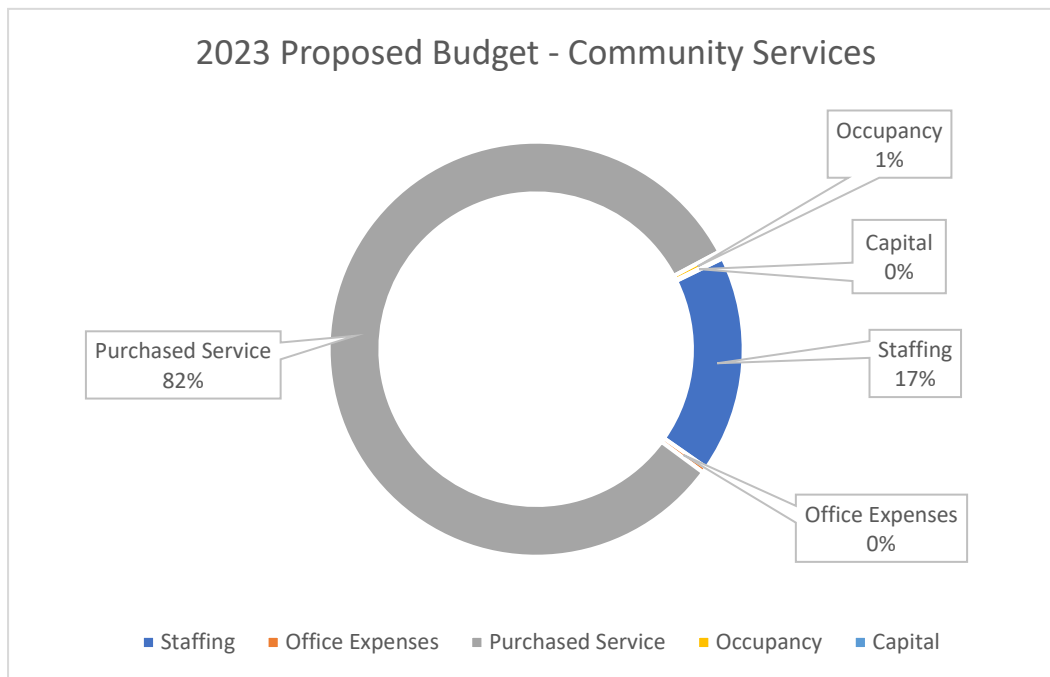
Housing with Supports Review

During the 2022 year, the City of Windsor engaged the services of a consultant to complete a review of the Housing with Supports Program to ensure that the program aligned with Congregate Care Settings best practices and Housing First principles. Recommendations from this review are expected to be shared by the end of 2022 for consideration and implementation in 2023. The nature of the recommendations is currently unknown; however, it is expected that some changes will be made to the overall program.

Proposed 2023 Budget Plan

The proposed 2023 Budget plan mirrors the 2022 Budget and will support the operations of the Housing with Supports Program to support an average of 226 residents.

The graph below illustrates the key areas of proposed 2023 Budget spending in Community Services / Housing with Supports:



Overall, the 2023 Budget for Community Services / Housing with Supports, net of recoveries, totals \$563,050 (an increase of \$22,850 (4.2%) over the 2022 Budget of \$540,200).

Community Services / Housing with Supports

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16104-1101	Full Time - Salaries	246,400	236,300	265,100
Salaries & Wages	16104-1105	Students	10,700	14,730	10,100
Salaries & Wages	Category	Total	257,100	251,030	275,200
Benefits	16104-1201	Employment Insurance	4,300	4,800	4,400
Benefits	16104-1202	Canada Pension	12,000	14,000	12,200
Benefits	16104-1203	O.M.E.R.S.	21,600	22,300	31,600
Benefits	16104-1204	Employer Health Tax	5,100	5,300	5,400
Benefits	16104-1205	Health Insurance	19,900	18,700	27,600
Benefits	16104-1206	Group Insurance	1,800	1,300	2,300
Benefits	16104-1207	Long Term Disability Insurance	6,700	4,400	7,200
Benefits	16104-1209	Short Term Disability Insurance	2,200	1,300	4,400
Benefits	16104-1208	W.S.I.B.	1,300	2,400	1,300
Benefits	Category	Total	74,900	74,500	96,400
Staff Expense	16104-3001	Mileage	12,000	6,000	12,000
Staff Expense	16104-3002	Staff Training	6,000	4,000	6,000
Staff Expense	16104-3098	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	46,000	54,000
Office Expense	16104-3101	Telephone	2,800	2,800	2,800
Office Expense	16104-3103	Office Supplies	1,500	1,500	1,500
Office Expense	16104-3198	Other - Provider Meetings	1,400	0	1,400
Office Expense	16104-3407	Facility Lease	11,800	11,760	12,100
Office Expense	Category	Total	17,500	16,060	17,800
Lease & Maintenance	16104-3203	Copier Lease & Maintenance	600	1,300	1,580
Lease & Maintenance	16104-3204	Computer Maintenance	1,200	1,200	3,730
Lease & Maintenance	Category	Total	1,800	2,500	5,310
Purchased Service	16104-3301	Legal & Consulting	5,000	500	5,000
Purchased Service	16104-3337	Municipal Discretionary & Client Transportation	5,000	10,000	7,500
Purchased Service	16104-3338	Translation Services	1,000	0	1,000
Purchased Service	16104-5134	Housing with Supports Per Diem Subsidy	2,052,400	1,800,000	2,052,400
Purchased Service	16104-3698	One Time Security Costs - Pandemic	0	2,540	0
Purchased Service	16104-3686	One Time Pandemic Costs	0	172,460	0
Purchased Service	Category	Total	2,063,400	1,985,500	2,065,900
Operating Expenditures	Category	Total	2,468,700	2,375,590	2,514,610
Recoveries	16104-6334	Provincial Subsidy	1,914,700	1,662,300	1,914,700
Recoveries	16104-6634	Recovery - Housing with Supports	0	6,600	0
Recoveries	16104-6366	Pandemic Funding	0	175,000	0
Recoveries	16104-6784	Staff Recoveries	0	23,760	11,860
Recoveries	Category	Total	1,914,700	1,867,660	1,926,560
Contributions to (from)	16104-6801	Rate Stabilization Reserve	(15,800)	0	(27,000)
Contributions to (from)	Category	Total	(15,800)	0	(27,000)
Net Operating		Expenditures	538,200	507,930	561,050

Community Services / Housing with Supports

Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16104-3801	Total	2,000	11,050	2,000
Recoveries	16104-6368	Safe Restart	0	6,300	0
	Net Capital	Expenditures	2,000	4,750	2,000
	Total Departmental	Requirement	540,200	512,680	563,050



2023 Budget
Departmental Budget
Sun Parlor Home

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



Sun Parlor Home for Senior Citizens

Service Delivery Promise

The Sun Parlor Home was established in 1901 in Leamington Ontario as a small house of refuge. We have a proud and extensive history at the Home and have persevered through World War I, the Spanish Flu Pandemic of 1918, the Depression of the 1920's, World War II, the SARS Pandemic and most recently the COVID-19 Pandemic. Through all these, 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 including a secure area of 30 beds for people with severe dementia and Alzheimer's disease.

- Residents moved into Sun Parlor Home in 2022 from all municipalities within Essex County
- 92% of residents with dementia
- 85% of residents who require extensive assistance or are totally dependent on team members for care
- 43 team members hired in 2022
- Over 15,000 visits to the home – Essential Care Givers/support workers/general visitors
- More than 36,000 surveillance testing swabs completed at the Home for team members and visitors

The Sun Parlor Home has approximately 340 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.

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 continue 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 within the healthcare system as the population ages. The demographics of the population are changing, acuity and complexity of resident care needs are rising and the demand for specialized services continue to increase. The Sun Parlor Home must provide increasingly complex interventions for residents with responsive behaviour, associated dementias and mental illness.

2022 Achievements and Challenges

Our Experience and Success

The COVID-19 Pandemic 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 the 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 staffing cohorts and reduce the possibility of viral transmission throughout the Home.

The Infection Prevention and Control/Assistant Director of Care (IPAC/ADOC) role was instrumental in the implementation of COVID-19 policies and procedures, a 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. The IPAC/ADOC achieved the legislative requirement of Certification in Infection Control (CIC) in 2022.

Communicating with residents, families and team members continued to be a key priority for the leadership team in 2022. 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 informed and connected.

As mandated, our Home maintained team member and visitor active screening protocols upon entering and exiting the Home. These protocols required additional resources including screeners and security personnel. The COVID Response Coordinator (CRC) coordinated indoor, outdoor and essential caregiver visits. The Coordinator was also responsible for the tracking, oversight and reporting of the vaccination programs for team members and essential caregivers. Further, the third-party security

personnel were managed by the CRC to ensure ongoing compliance with Public Health and Ministry of Long-Term Care directives.

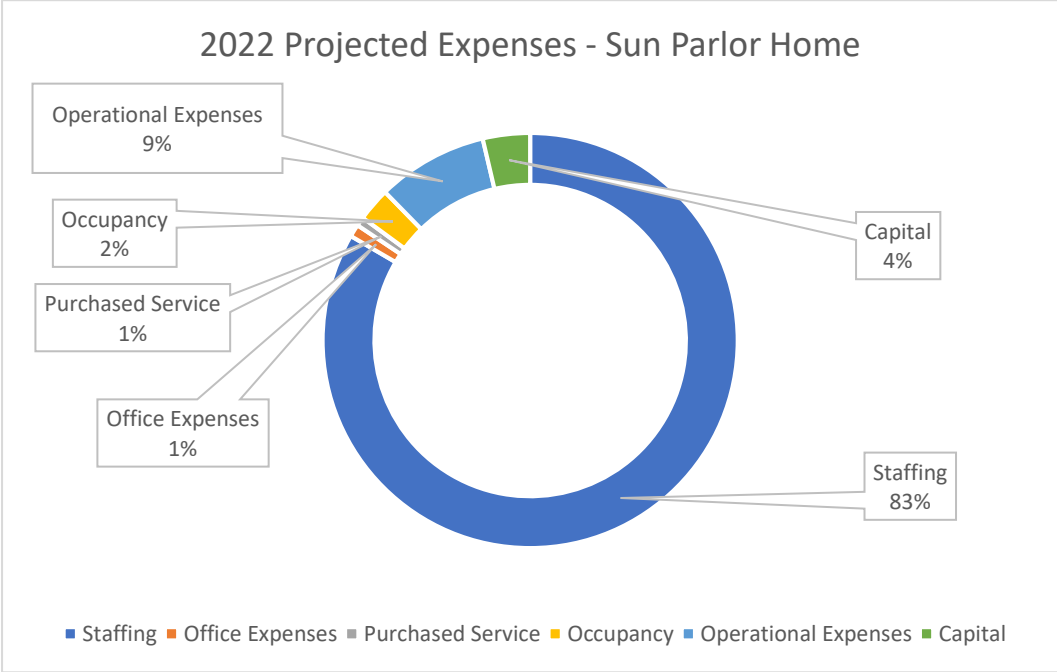
The Ministry of Long-Term Care announced multiple funding changes that directly impacted the operations and service delivery at the Sun Parlor Home including Pandemic Pay, Infection Control and Prevention-Minor capital funding, COVID-19 Prevention and Containment funding and Medication Safety funding. In addition to operational impacts, these funding changes also impacted administrative processes for tracking and reporting spending.

The Ministry of Long-Term Care Staffing Increase Funding policy to support the hiring of more staff to increase direct hours of care provided to residents was implemented. The nursing care staffing target was achieved for 2022. The funding also increased financial support for Allied Health Professionals and professional growth.

Capital projects for 2022 continued to be impacted by pandemic related protocols. As was the case in 2021, legislative requirements for access to the building, limited contractor availability and supply chain issues resulted in some capital projects being deferred.

The major capital project for the 1 South Neighbourhood Spa renovation was given Ministry of Long-Term Care approval in April 2022. The project tender has been awarded but work has not started due to material delays.

The graph below illustrates the key areas of spending at the Sun Parlor Home for this past year (projected to December 31, 2022).



Opportunities, Challenges and Risks for 2023

Aging demographic, acuity and complexity of resident care needs continue 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 2022, it was announced that Ministry of Long-Term Care will not be publishing revisions to the Case Mix Index (CMI) in the 2022-23 fiscal year. The prior year CMI values will continue to apply for the purposes of funding provided in the Nursing and Personal Care (NPC) envelope. This results in an ongoing decrease in MLTC funding as a re-indexing factor, which is determined and applied by the Ministry on an annual basis, remains in place.

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.

The Fixing Long-Term Care Act, 2021 and Regulation 246/22 provide a framework to ensure residents experience the best possible quality of life, supported by safe and high-quality care. The new Act/Regs lay the groundwork for systemic, long lasting reform over time that will enhance resident quality care and life in key areas of; Staffing & Care, Accountability, Enforcement & Transparency and Building Modern, Safe & Comfortable Homes for Seniors.

Implementation of the legislative requirements has financial impacts. The Ministry's initial estimate of average annual direct compliance costs for all long-term care homes in Ontario was between \$20 to \$23.5 million, or approximately \$36,000 on average for each home, each year. AdvantAge Ontario conducted a broader analysis based on all aspects of the new regulations, including potential hiring of additional staff and found that for all long-term care homes the cost is estimated to be significantly higher.

Medication Safety Technology program funding continues to have operational challenges as the cost for technology solutions outlined in the program cost exceed the funding the Ministry is providing.

Priority Actions (Proposed 2023 Budget Plan)

The 2023 Operating Budget will enable the Home 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.

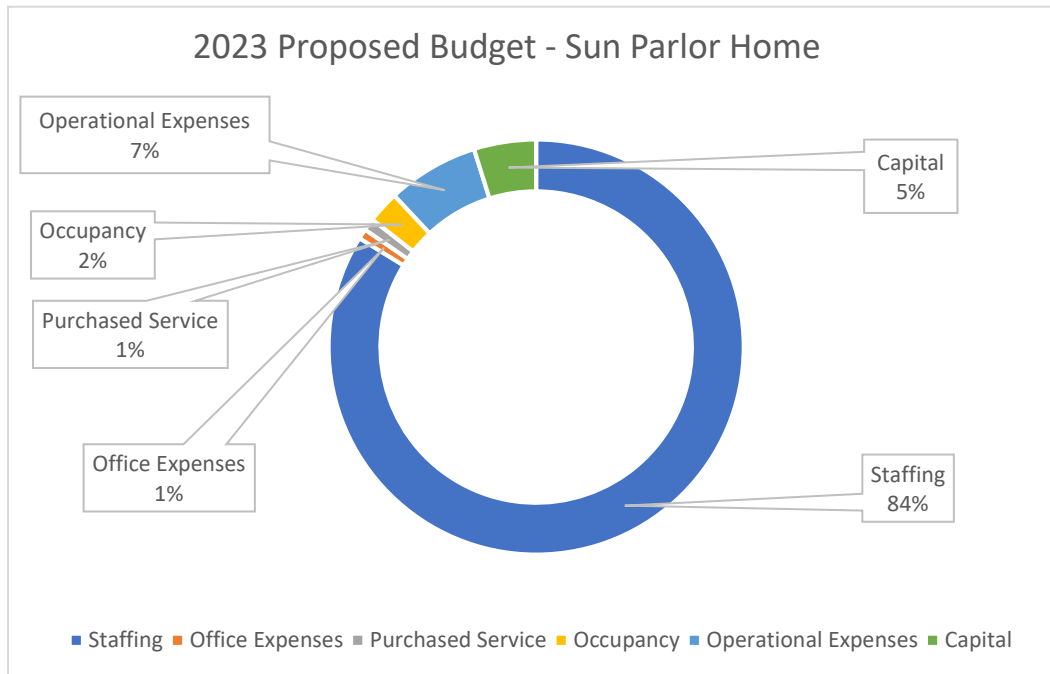
The 2023 Budget reflects the enhanced level of nursing staff to meet the direct hours of care targets for 2022/23. The Ministry funding supports defined nursing care staffing targets to be achieved over the next 4 years. It is unlikely that the Ministry funding will ever fully fund 4 hours of care per resident per day at the Home given the Home's negotiated rates of pay. Further, 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 continue to deliver exemplary care and services through a continuum of care while maintaining the Home's commitment to enhanced infection prevention and control measures.

The 2023 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 are its most valuable resource. Working with our Human Resources partners, we continue to develop a comprehensive human resource 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.

Execution of the capital maintenance plan during 2023 will aid in continuing to maintain the Home in a state of good repair until redevelopment is possible. To plan for future redevelopment, the budget includes consulting fees, funded by reserve, to complete a feasibility study. This study will explore the impact of current standards set by the province in relation to the existing facility and make recommendations on layout, design and location. The findings of the study will inform future reports to County Council and associated long-term capital plans.

The graph on the next page illustrates the key areas of proposed 2023 Budget spending at Sun Parlor Home:



Overall, the 2023 Budget for Sun Parlor Home, net of recoveries, totals \$12,052,500 (an increase of \$706,100 (6.22%) over the 2022 Budget of \$11,346,400).

Sun Parlor Home - Summary

Operating Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Expenditures	Administration	1,804,900	1,921,100	1,948,200
Expenditures	Nursing & Personal Care	17,852,700	18,491,450	20,492,300
Expenditures	Life Enrichment	1,356,000	1,336,950	1,447,700
Expenditures	Food & Nutrition	3,679,400	3,789,000	3,859,800
Expenditures	Laundry	1,106,300	1,292,700	1,127,200
Expenditures	Housekeeping	1,790,900	1,802,200	1,806,600
Expenditures	Maintenance	1,669,300	1,549,820	1,725,000
Operating Expenditures	Total	29,259,500	30,183,220	32,406,800
Provincial Subsidy	Nursing & Personal Care	7,434,600	7,521,000	7,549,700
Provincial Subsidy	Program & Support	886,500	896,600	900,000
Provincial Subsidy	Food	717,300	782,000	827,100
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	13,471,500	13,632,700	13,709,900
Resident Revenue	Total	(4,299,300)	(4,299,300)	(4,299,300)
	Net Provincial Subsidy	9,172,200	9,333,400	9,410,600
Recoveries	Provincial - Pay Equity Funding	33,800	33,800	33,800
Recoveries	Provincial - Global Increase	546,600	553,000	555,100
Recoveries	Provincial - Pandemic Funding	154,400	1,175,940	0
Recoveries	Provincial - Medication Safety Technology	6,000	2,000	161,000
Recoveries	Provincial - Physician On-Call	21,400	21,650	21,700
Recoveries	Provincial - High Intensity Needs	108,900	109,300	110,000
Recoveries	Hygiene Systems (Tub & Shower Chairs)	107,500	109,000	109,800
Recoveries	Provincial - RN, RPN, PSW Staffing Supplement	1,267,400	1,481,940	2,621,000
Recoveries	Provincial - Allied Health Supplement	238,800	279,200	344,300
Recoveries	Provincial - Supporting Professional Growth Fund	6,900	37,210	6,900
Recoveries	Provincial - PSW	238,400	238,400	238,400
Recoveries	Provincial - PSW Wage Enhancement	150,000	907,900	818,200
Recoveries	Provincial - Falls Prevention Equipment	20,600	20,600	20,600
Recoveries	Provincial - Registered Nurse (RN)	106,000	106,000	106,000
Recoveries	Provincial - Behavioural Supports Ontario	146,900	146,900	147,000
Recoveries	Subsidy - Clinical Decision Support Tools	0	7,500	0
Recoveries	Preferred Accommodation	1,020,000	985,000	1,000,000
Recoveries	Safe Restart	1,295,600	459,000	1,644,800
Recoveries	Departmental Recoveries	221,000	261,750	233,500
Recoveries	Total	5,690,200	6,936,090	8,172,100
	Total Recoveries (incl. Resident Revenue)	19,161,700	20,568,790	21,882,000
Contributions to (from)	Donation Reserves	(9,000)	(1,440)	(9,000)
Contributions to (from)	Health Benefits Rate Stabilization Reserve	(205,000)	(8,000)	0
Contributions to (from)	Rate Stabilization Reserve	(72,700)	(23,000)	(148,100)
Contributions (from)	Total	(286,700)	(32,440)	(157,100)
	Net Operating Expenditures	9,811,100	9,581,990	10,367,700

Sun Parlor Home - Summary

Capital Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	Administration	604,200	263,200	382,100
Capital Expenditures	Nursing & Personal Care	21,500	21,500	172,500
Capital Expenditures	Life Enrichment	15,000	15,000	9,500
Capital Expenditures	Food & Nutrition	32,300	32,300	32,300
Capital Expenditures	Housekeeping	20,000	0	0
Capital Expenditures	Maintenance	41,500	41,500	45,500
Capital Expenditures	Other Capital	1,335,000	778,900	1,007,000
Capital Expenditures	Total	2,069,500	1,152,400	1,648,900
Recoveries	Provincial - Minor Capital Allocation	126,900	126,900	28,200
Recoveries	Provincial - IPAC Pandemic Funding	0	95,530	0
Recoveries	Donations	3,000	12,000	3,000
Recoveries	Other	6,800	8,300	6,800
Recoveries	Total	136,700	242,730	38,000
Contributions to (from)	Donation Reserves	(7,000)	(5,000)	(7,000)
Contributions to (from)	Capital Reserve	(95,500)	815,130	430,000
Contributions to (from)	Rate Stabilization Reserve	(20,000)	0	0
Contributions to (from)	Structural Compliance Reserve	(275,000)	(200,000)	(349,100)
Contributions to (from)	WSIB NEER Reserve	0	154,200	0
Contributions from	Total	(397,500)	764,330	73,900
	Net Capital Expenditures	1,535,300	1,674,000	1,684,800
	Total Departmental Requirement	11,346,400	11,255,990	12,052,500

Sun Parlor Home - Administration

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16301-1101	Full Time - Salaries	637,000	640,850	645,000
Salaries & Wages	16301-1103	Full Time - Hourly	258,700	231,900	254,000
Salaries & Wages	Category	Total	895,700	872,750	899,000
Benefits	16301-1201	Employment Insurance	12,500	13,700	13,000
Benefits	16301-1202	Canada Pension Plan	34,900	37,700	37,100
Benefits	16301-1203	O.M.E.R.S.	93,800	84,400	93,700
Benefits	16301-1204	Employer Health Tax	17,500	16,300	17,600
Benefits	16301-1205	Health Insurance	80,300	80,500	81,900
Benefits	16301-1206	Group Insurance	6,100	5,300	6,200
Benefits	16301-1207	Long Term Disability Insurance	27,100	26,800	23,700
Benefits	16301-1209	Short Term Disability Insurance	7,800	7,300	8,900
Benefits	16301-1208	W.S.I.B.	12,500	13,400	12,600
Benefits	Category	Total	292,500	285,400	294,700
Staff Expense	16301-3001	Mileage	4,500	1,500	4,500
Staff Expense	16301-3002	Staff Training	23,000	10,000	23,000
Staff Expense	16301-3005	Membership Fees	24,800	28,200	28,800
Staff Expense	16301-3098	Other	8,000	10,000	8,000
Staff Expense	Category	Total	60,300	49,700	64,300
Office Expense	16301-3101	Telephone	38,600	34,630	32,400
Office Expense	16301-3102	Postage	5,400	5,400	5,400
Office Expense	16301-3103	Office Supplies	15,000	15,000	15,000
Office Expense	16301-3104	Computer Supplies	7,500	7,500	7,500
Office Expense	16301-3106	Copier Supplies	12,000	12,000	12,000
Office Expense	Hygiene Systems	Total	78,500	74,530	72,300
Lease & Maintenance	16301-3201	Equipment Maintenance	1,000	1,000	1,000
Lease & Maintenance	16301-3204	Computer Maintenance	175,000	175,000	137,800
Lease & Maintenance	Category	Total	176,000	176,000	138,800
Purchased Service	16301-3301	Legal Fees	10,000	10,000	10,000
Purchased Service	16301-3302	Audit Fees	10,500	10,500	10,600
Purchased Service	16301-3303	Consultant Fees	10,000	10,000	110,000
Purchased Service	16301-3309	Staff Medicals	6,000	6,000	6,000
Purchased Service	Category	Total	36,500	36,500	136,600
Occupancy	16301-3401	Insurance	138,600	142,000	150,400
Occupancy	16301-3402	Taxes	4,700	4,700	4,800
Occupancy	16301-3421	Fire & Evacuation	2,000	2,000	0
Occupancy	Category	Total	145,300	148,700	155,200

Sun Parlor Home - Administration

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Other Expense	16301-3506	Payroll Services	73,100	71,020	51,300
Other Expense	16301-3510	Bad Debts	5,000	5,000	5,000
Other Expense	16301-3629	Health & Safety	20,000	20,000	22,000
Other Expense	16301-3666	Pandemic Supplies	12,000	171,500	99,000
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	120,100	277,520	187,300
Operating Expenditures Category		Total	1,804,900	1,921,100	1,948,200
Recoveries	16302-6366	Pandemic Funding	0	142,500	0
Recoveries	16301-6785	Telephone Recoveries	24,100	24,600	25,400
Recoveries	16301-6794	Land Rental	13,400	13,400	13,400
Recoveries	16301-6368	Safe Restart	92,000	92,000	176,800
Recoveries	16301-6798	Miscellaneous	15,000	15,000	15,000
Recoveries Category		Total	144,500	287,500	230,600
Contributions to (from)	16301-6806	Rate Stabilization Reserve	(66,100)	(23,000)	(141,500)
Contributions to (from)	16301-6801	Health Benefit Rate Stabilization Reserve	(8,000)	(8,000)	0
Contributions to (from) Category		Total	(74,100)	(31,000)	(141,500)
	Net Operating	Expenditures	1,586,300	1,602,600	1,576,100
Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	7,500
Capital Expenditures	16301-3801	Total	604,200	263,200	382,100
Recoveries	16301-6741	Capital Recoveries	500	2,000	500
Recoveries	16301-6787	Export of Electricity	4,800	4,800	4,800
Recoveries	16301-6797	Donations	2,000	2,000	2,000
Recoveries Category		Total	7,300	8,800	7,300
Contributions to (from)	16301-4110	Capital Reserve	(514,400)	(173,400)	(292,300)
Contributions to (from) Category		Total	(514,400)	(173,400)	(292,300)
	Net Capital	Expenditures	82,500	81,000	82,500
	Minor Capital				
	Total Departmental	Requirement	1,668,800	1,683,600	1,658,600

Sun Parlor Home - Nursing

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16302-1101	Full Time - Salaries (Mgmt, RAI & RN)	1,451,500	1,548,360	1,476,000
Salaries & Wages	16302-1102	Part Time - Salaries (RN)	987,300	984,730	988,700
Salaries & Wages	16302-1103	Full Time - Hourly (PSW, RPN, Ward Clerks)	5,464,900	4,866,090	6,145,600
Salaries & Wages	16302-1104	Part Time - Hourly (PSW, RPN, Ward Clerks)	5,107,200	5,929,080	5,808,700
Salaries & Wages	16302-1125	Part Time - Hourly (HSW)	17,900	17,690	0
Salaries & Wages	16302-1123	Pandemic Pay	150,000	879,700	892,800
Salaries & Wages	16302-1128	RPN Temporary Wage Enhancement	0	7,000	0
Salaries & Wages Category	Category	Total	13,178,800	14,232,650	15,311,800
Benefits	16302-1201	Employment Insurance	256,600	264,400	302,300
Benefits	16302-1202	Canada Pension Plan	649,500	659,300	800,600
Benefits	16302-1203	O.M.E.R.S.	921,800	806,500	1,066,900
Benefits	16302-1204	Employer Health Tax	252,300	261,200	292,500
Benefits	16302-1205	Health Insurance	765,500	673,900	839,000
Benefits	16302-1206	Group Insurance	47,000	35,300	54,800
Benefits	16302-1207	Long Term Disability Insurance	560,100	462,900	553,400
Benefits	16302-1209	Short Term Disability Insurance	5,100	4,800	5,900
Benefits	16302-1208	W.S.I.B.	249,600	259,400	289,900
Benefits	16302-1208	W.S.I.B. NEER Surcharge (Rebate)	0	(154,200)	0
Benefits Category	Category	Total	3,707,500	3,273,500	4,205,300
Staff Expense	16302-3001	Mileage	3,500	1,300	3,500
Staff Expense	16302-3002	Staff Training	40,000	13,000	40,000
Staff Expense	16302-3005	Membership Fees	3,300	3,300	4,100
Staff Expense	16302-3094	IT Supports	96,000	96,000	97,000
Staff Expense	16302-3303	Consulting - STD Adjudication	3,000	3,000	3,000
Staff Expense Category	Hygiene Systems Total	Total	145,800	116,600	147,600
Equipment	16302-3207	Resident Charting Software Maintenance	30,800	30,800	34,800
Equipment	16302-3208	Resident Charting Equipment Lease / Maintenance	2,800	4,500	2,800
Equipment Category	Category	Total	33,600	35,300	37,600
Operations	16302-3630	Medical Supplies	100,000	123,100	100,000
Operations	16302-3666	Outbreak / Pandemic Supplies	350,000	300,000	350,000
Operations	16302-3689	Falls Prevention Equipment	20,600	31,400	20,600
Operations	16302-3698	Other	5,000	1,500	5,000
Operations	16302-3628	Home Physician	30,000	30,600	33,000
Operations	16302-3670	High Intensity Needs - Claims Based	50,000	77,800	50,000
Operations	16302-3672	High Intensity Needs - Per Diem Based	60,000	97,300	60,000
Operations	16302-3677	Quality Management Expenditures	15,000	15,000	15,000
Operations	16302-3678	Physician On-Call	21,400	21,700	21,400
Operations	16302-3639	Incontinence Supplies - Disposables	135,000	135,000	135,000
Operations Category	Category	Total	787,000	833,400	790,000
Operating Expenditures Category	Category	Total	17,852,700	18,491,450	20,492,300

Sun Parlor Home - Nursing

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Recoveries	16302-6798	Miscellaneous - Union Recoveries	5,000	17,000	5,000
Recoveries	16302-6777	Quality Management Recoveries	36,300	36,250	31,300
Recoveries	16302-6368	Safe Restart	1,046,600	0	1,350,000
Recoveries	16301-6376	Subsidy - Global Increase	486,500	513,900	493,900
Recoveries	16302-6366	Subsidy - Pandemic Funding	304,400	1,033,440	0
Recoveries	16302-6364	Subsidy - Medication Safety Technology	6,000	2,000	10,000
Recoveries	16302-6365	Subsidy - PSW Wage Enhancement	0	907,900	818,200
Recoveries	16302-6393	Subsidy - High Intensity Needs - Claims Based	60,000	60,000	60,000
Recoveries	16302-6392	Subsidy - High Intensity Needs - Per Diem	48,900	49,300	50,000
Recoveries	16302-6385	Subsidy - Physician On-Call	21,400	21,650	21,700
Recoveries	16302-6382	Subsidy - Clinical Decision Support Tools	0	7,500	0
Recoveries	16302-6383	Subsidy - RAI - MDS	107,500	109,000	109,800
Recoveries	16302-6389	Subsidy - Nursing & Personal Care	7,434,600	7,521,000	7,549,700
Recoveries	16302-6341	Subsidy - RN, RPN, and PSW Staffing Supplement	1,267,400	1,481,940	2,621,000
Recoveries	16302-6342	Subsidy - Supporting Professional Growth Fund	6,900	37,210	6,900
Recoveries	16302-6379	Subsidy - Behavioural Supports Ontario	146,900	146,900	147,000
Recoveries	16302-6380	Subsidy - PSW Funding	238,400	238,400	238,400
Recoveries	16302-6397	Subsidy - Falls Prevention Equipment	20,600	20,600	20,600
Recoveries	16302-6398	Subsidy - Registered Nurse	106,000	106,000	106,000
Recoveries Category		Total	11,343,400	12,309,990	13,639,500
Contributions to (from)	16302-4163	WSIB NEER Reserve	0	154,200	0
Contributions to (from)	16302-6801	Health Benefit Rate Stabilization Reserve	(131,000)	0	0
Contributions to (from) Category		Total	(131,000)	154,200	0
	Net Operating	Expenditures	6,378,300	6,335,660	6,852,800
Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16302-3801	Equipment	21,500	21,500	172,500
Recoveries	16302-6364	Subsidy - Medication Safety Technology	0	0	151,000
	Minor Capital				
	Net Capital	Expenditures	21,500	21,500	21,500
	Total Departmental	Requirement	6,399,800	6,357,160	6,874,300

Sun Parlor Home - Life Enrichment

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16303-1101	Full Time - Salaries	226,100	229,400	271,300
Salaries & Wages	16303-1103	Full Time - Hourly	527,500	503,900	542,600
Salaries & Wages	16303-1104	Part Time - Hourly	136,200	153,200	135,300
Salaries & Wages	Category	Total	889,800	886,500	949,200
Benefits	16303-1201	Employment Insurance	16,300	17,000	16,900
Benefits	16303-1202	Canada Pension Plan	43,700	44,700	46,200
Benefits	16303-1203	O.M.E.R.S.	79,900	70,400	86,100
Benefits	16303-1204	Employer Health Tax	15,700	16,500	17,800
Benefits	16303-1205	Health Insurance	72,900	80,100	87,800
Benefits	16303-1206	Group Insurance	4,900	4,500	5,800
Benefits	16303-1207	Long Term Disability Insurance	48,900	49,800	49,200
Benefits	16303-1209	Short Term Disability Insurance	2,200	2,200	2,800
Benefits	16303-1208	W.S.I.B.	15,600	16,100	17,700
Benefits	Category	Total	300,100	301,300	330,300
Staff Expense	16303-3001	Mileage	500	0	500
Staff Expense	16303-3002	Staff Training	5,000	5,000	5,000
Staff Expense	Category	Total	5,500	5,000	5,500
Lease & Maintenance	16303-3201	Equipment Maintenance	500	500	500
Purchased Services	16303-3333	Physiotherapist Services	106,600	103,410	108,700
Purchased Services	16303-3397	Chaplain Services	14,000	12,840	14,000
Purchased Services	Category	Total	120,600	116,250	122,700
Operations	16303-3632	Entertainment	6,000	6,000	7,000
Operations	Hygiene Systems	Transportation	15,000	2,400	15,000
Operations	16303-3634	Program Supplies	9,000	10,000	10,500
Operations	16303-3643	Music & Memory Program	3,000	2,000	2,000
Operations	16303-3686	Event Expenditures	4,000	4,000	4,000
Operations	16303-3666	Outbreak / Pandemic Supplies	0	500	0
Operations	16303-3698	Other	2,500	2,500	1,000
Operations	Category	Total	39,500	27,400	39,500
Operating Expenditures	Category	Total	1,356,000	1,336,950	1,447,700
Recoveries	16303-6377	MOHLTC - Physiotherapy Funding - Exercise	20,300	20,300	20,300
Recoveries	16303-6389	MOHLTC - Program & Support Subsidy	886,500	896,600	900,000
Recoveries	16303-6343	MOHLTC - Allied Health Supplement	238,800	279,200	344,300
Recoveries	Category	Total	1,145,600	1,196,100	1,264,600
Contributions to (from)	16303-4167	Donations Reserve	(9,000)	(1,440)	(9,000)
Contributions to (from)	16303-6801	Health Benefit Rate Stabilization Reserve	(13,000)	0	0
Contributions to (from)	Category	Total	(22,000)	(1,440)	(9,000)
Net Operating		Expenditures	188,400	139,410	174,100

Sun Parlor Home - Life Enrichment

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16303-3801	Equipment	15,000	15,000	9,500
Recoveries	16303-6797	Donations - Life Enrichment	1,000	10,000	1,000
Contributions to (from)	16303-6862	Donation Reserve	0	(5,000)	0
Contributions to (from)	Category	Total	0	(5,000)	0
	Net Capital	Expenditures	14,000	0	8,500
	Total Departmental	Requirement	202,400	139,410	182,600

Sun Parlor Home - Food & Nutrition

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16304-1101	Full Time - Salaries	197,900	192,300	201,100
Salaries & Wages	16304-1103	Full Time - Hourly	910,000	900,700	928,300
Salaries & Wages	16304-1104	Part Time - Hourly	970,700	1,009,900	987,900
Salaries & Wages	Category	Total	2,078,600	2,102,900	2,117,300
Benefits	16304-1201	Employment Insurance	42,000	42,100	44,200
Benefits	16304-1202	Canada Pension Plan	106,100	107,400	113,100
Benefits	16304-1203	O.M.E.R.S.	139,200	132,500	149,100
Benefits	16304-1204	Employer Health Tax	40,600	39,600	41,300
Benefits	16304-1205	Health Insurance	136,200	135,850	135,300
Benefits	16304-1206	Group Insurance	7,600	6,560	7,900
Benefits	16304-1207	Long Term Disability Insurance	86,100	82,190	76,400
Benefits	16304-1209	Short Term Disability Insurance	1,800	1,560	2,100
Benefits	16304-1208	W.S.I.B.	39,900	38,950	40,700
Benefits	Category	Total	599,500	586,710	610,100
Staff Expense	16304-3001	Mileage	3,000	1,000	3,000
Staff Expense	16304-3002	Staff Training	9,000	9,000	9,000
Staff Expense	Category	Total	12,000	10,000	12,000
Lease & Maintenance	16304-3201	Equipment Maintenance	18,700	18,700	18,700
Purchased Services	16304-3303	Consultant - Dietitian	68,400	66,740	66,700
Operations	16304-3618	Vending	10,000	10,000	10,000
Operations	16304-3619	Food Supplements	70,000	65,000	70,000
Operations	16304-3620	Food	700,000	792,800	832,400
Operations	Hygiene Systems	Service Contracts	29,200	26,150	29,600
Operations	16304-3636	Cleaning Supplies	40,000	47,000	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	7,500	7,500
Operations	16304-3666	Outbreak / Pandemic Supplies	10,000	20,000	10,000
Operations	16304-3698	Other	1,500	1,500	1,500
Operations	Category	Total	902,200	1,003,950	1,035,000
Operating Expenditures	Category	Total	3,679,400	3,789,000	3,859,800
Recoveries	16304-6389	MOHLTC - Food Subsidy	717,300	782,000	827,100
Recoveries	16304-6750	Vending	12,200	10,000	12,200
Recoveries	16304-6782	Food Rebates	32,800	50,000	49,000
Recoveries	16304-6368	Safe Restart	10,000	20,000	10,000
Recoveries	16304-6798	Miscellaneous	2,000	2,000	2,000
Recoveries	16301-6376	Subsidy - Global Increase	27,300	27,300	27,800
Recoveries	Category	Total	801,600	891,300	928,100
Contributions to (from)	16304-6801	Health Benefit Rate Stabilization Reserve	(20,000)	0	0
Contributions to (from)	16302-6806	Rate Stabilization Reserve	(6,600)	0	(6,600)
Contributions to (from)	Category	Total	(26,600)	0	(6,600)
Net Operating	Expenditures		2,851,200	2,897,700	2,925,100

Sun Parlor Home - Food & Nutrition

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16304-3801	Equipment	32,300	32,300	32,300
Recoveries	16304-6741	Capital Recoveries	1,000	1,000	1,000
	Net Capital	Expenditures	31,300	31,300	31,300
	Total Departmental	Requirement	2,882,500	2,929,000	2,956,400

Sun Parlor Home - Laundry

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16305-1103	Full Time - Hourly	390,700	385,300	398,600
Salaries & Wages	16305-1104	Part Time - Hourly	380,800	385,800	390,900
Salaries & Wages	Category	Total	771,500	771,100	789,500
Benefits	16305-1201	Employment Insurance	16,200	15,900	17,100
Benefits	16305-1202	Canada Pension Plan	40,800	40,200	43,700
Benefits	16305-1203	O.M.E.R.S.	65,700	55,400	63,300
Benefits	16305-1204	Employer Health Tax	15,100	14,800	15,400
Benefits	16305-1205	Health Insurance	89,000	84,300	85,700
Benefits	16305-1206	Group Insurance	2,700	2,400	2,800
Benefits	16305-1207	Long Term Disability Insurance	34,500	34,300	30,600
Benefits	16305-1208	W.S.I.B.	15,000	13,900	15,400
Benefits	Category	Total	279,000	261,200	274,000
Staff Expense	16305-3001	Mileage	300	0	300
Staff Expense	16305-3002	Staff Training	1,200	0	1,200
Staff Expense	Category	Total	1,500	0	1,500
Operations	16305-3622	Cleaning & Laundry Supplies	28,000	33,700	34,400
Operations	16305-3640	Linen Replacement	25,000	225,000	26,300
Operations	16305-3666	Outbreak/Pandemic Supplies	1,000	1,000	1,000
Operations	16305-3698	Other	300	700	500
Operations	Category	Total	54,300	260,400	62,200
Operating Expenditures	Category	Total	1,106,300	1,292,700	1,127,200
Recoveries	16305-6368	Safe Restart	10,000	210,000	10,000
Recoveries	16301-6376	Subsidy - Global Increase	16,400	11,800	16,700
Recoveries	Category	Total	26,400	221,800	26,700
Contributions to (from)	16305-6801	Health Benefit Rate Stabilization Reserve	(9,000)	0	0
Contributions to (from)	Category	Total	(9,000)	0	0
	Net Operating	Expenditures	1,070,900	1,070,900	1,100,500
	Total Departmental	Requirement	1,070,900	1,070,900	1,100,500

Sun Parlor Home - Housekeeping

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16306-1103	Full Time - Hourly	667,900	632,800	681,900
Salaries & Wages	16306-1104	Part Time - Hourly	623,200	679,100	633,300
Salaries & Wages	Category	Total	1,291,100	1,311,900	1,315,200
Benefits	16306-1201	Employment Insurance	27,000	26,300	27,200
Benefits	16306-1202	Canada Pension Plan	67,800	67,100	69,100
Benefits	16306-1203	O.M.E.R.S.	104,400	96,700	97,400
Benefits	16306-1204	Employer Health Tax	25,100	24,800	24,400
Benefits	16306-1205	Health Insurance	112,300	102,900	104,000
Benefits	16306-1206	Group Insurance	4,600	3,800	4,400
Benefits	16306-1207	Long Term Disability Insurance	58,900	53,100	47,900
Benefits	16306-1208	W.S.I.B.	25,000	24,400	24,300
Benefits	Category	Total	425,100	399,100	398,700
Staff Expense	16306-3001	Mileage	500	100	500
Staff Expense	16306-3002	Staff Training	1,200	100	1,200
Staff Expense	Category	Total	1,700	200	1,700
Operations	16306-3622	Cleaning & Laundry Supplies	32,000	50,000	50,000
Operations	16306-3666	Outbreak/Pandemic Supplies	40,000	40,000	40,000
Operations	16306-3698	Other	1,000	1,000	1,000
Operations	Category	Total	73,000	91,000	91,000
Operating Expenditures	Category	Total	1,790,900	1,802,200	1,806,600
Recoveries	16306-6798	Miscellaneous	2,600	4,000	0
Recoveries	16306-6368	Safe Restart	119,000	119,000	80,000
Recoveries	Category	Total	121,600	123,000	80,000
Contributions to (from)	16306-6801	Health Benefit Rate Stabilization Reserve	(15,000)	0	0
Contributions to (from)	Category	Total	(15,000)	0	0
	Net Operating	Expenditures	1,654,300	1,679,200	1,726,600
Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16306-3801	Equipment	20,000	0	0
Contributions to (from)	16306-6806	Rate Stabilization Reserve	(20,000)	0	0
	Net Capital	Expenditures	0	0	0
	Total Departmental	Requirement	1,654,300	1,679,200	1,726,600

Sun Parlor Home - Maintenance

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	16307-1103	Full Time - Hourly	391,600	375,300	400,300
Salaries & Wages	16307-1104	Part Time - Hourly	190,400	135,700	196,700
Salaries & Wages	Category	Total	582,000	511,000	597,000
Benefits	16307-1201	Employment Insurance	12,000	10,300	12,700
Benefits	16307-1202	Canada Pension Plan	30,800	25,100	33,100
Benefits	16307-1203	O.M.E.R.S.	35,300	30,100	43,200
Benefits	16307-1204	Employer Health Tax	11,400	9,800	11,700
Benefits	16307-1205	Health Insurance	58,400	39,400	61,200
Benefits	16307-1206	Group Insurance	2,700	2,100	2,900
Benefits	16307-1207	Long Term Disability Insurance	34,700	29,300	30,900
Benefits	16307-1208	W.S.I.B.	11,300	9,500	11,600
Benefits	Category	Total	196,600	155,600	207,300
Staff Expense	16307-3001	Mileage	500	100	500
Staff Expense	16307-3002	Staff Training	1,000	0	1,000
Staff Expense	Category	Total	1,500	100	1,500
Occupancy	16307-3404	Building Maintenance Supplies	40,000	60,000	60,000
Occupancy	16307-3406	R&M - Equipment & Building	105,000	120,000	125,000
Occupancy	16307-3410	R&M - Grounds	12,000	12,000	12,000
Occupancy	16307-3411	Sewage	80,000	82,500	85,000
Occupancy	16307-3412	Gas	115,000	113,100	120,000
Occupancy	16307-3413	Hydro	295,000	259,100	270,000
Occupancy	16307-3414	Water	22,000	22,900	24,000
Occupancy	Category	Total	669,000	669,600	696,000
Operations	Hygiene Systems	Vehicle Operation	7,000	7,300	7,000
Operations	16307-3627	Service Contracts	137,600	130,900	140,600
Operations	16307-3642	Cable TV	57,000	56,720	57,000
Operations	16307-3666	Pandemic Supplies	18,000	18,000	18,000
Operations	16307-3698	Other	600	600	600
Operations	Category	Total	220,200	213,520	223,200
Operating Expenditures	Category	Total	1,669,300	1,549,820	1,725,000
Recoveries	16307-6796	Cable TV	49,500	61,400	59,400
Recoveries	16307-6798	Miscellaneous	7,800	7,800	500
Recoveries	16307-6368	Safe Restart	18,000	18,000	18,000
Recoveries	16301-6376	Subsidy - Global Increase	16,400	0	16,700
Recoveries	Category	Total	91,700	87,200	94,600
Contributions to (from)	16307-6801	Health Benefit Rate Stabilization Reserve	(9,000)	0	0
Contributions to (from)	Category	Total	(9,000)	0	0
Net Operating		Expenditures	1,568,600	1,462,620	1,630,400

Sun Parlor Home - Maintenance

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16307-3801	Equipment	41,500	41,500	45,500
Recoveries	16307-6741	Capital Recoveries	500	500	500
	Net Capital	Expenditures	41,000	41,000	45,000
	Total Departmental	Requirement	1,609,600	1,503,620	1,675,400

Sun Parlor Home - Other Capital

Capital Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Building	Café modifications	7,000	0	7,000
Building	Doors	46,500	46,500	75,000
Building	Flooring - Dining Room/Servery	50,000	10,000	50,000
Building	Flooring - Hallways	100,000	5,000	100,000
Building	Flooring - Resident Rooms	100,000	10,000	100,000
Building	Infection Control	100,000	100,000	100,000
Building	LED Lighting	20,000	20,000	20,000
Building	Lounges	15,000	0	15,000
Building	Resident Washrooms	77,500	20,000	57,500
Building	Staff "Quiet" Room	20,000	20,000	0
Building	Tub Rooms	175,000	20,000	199,000
Building	Subtotal	711,000	251,500	723,500
Direct Resident Care	Air Mattresses	20,000	20,000	20,000
Direct Resident Care	Bath Tubs	40,000	35,000	35,000
Direct Resident Care	Ceiling Lifts	60,000	60,000	20,000
Direct Resident Care	Euroflushers	15,000	15,000	0
Direct Resident Care	Hospital Beds	15,000	15,000	15,000
Direct Resident Care	Hygiene Systems (Tub & Shower Chairs)	30,000	30,000	30,000
Direct Resident Care	Mattresses	50,000	42,000	18,000
Direct Resident Care	Subtotal	230,000	217,000	138,000
Exterior	Courtyard	30,000	40,000	15,000
Exterior	Parking Lot/Driveway	100,000	114,700	5,000
Exterior	Resident Visitation Area	25,000	20,000	5,000
Exterior	Sidewalks	0	0	20,000
Exterior	Signage & Naming	50,000	10,000	0
Exterior	Staff Smoking Shelter	0	0	25,000
Exterior	Subtotal	205,000	184,700	70,000
Furniture & Appliances	Dishes	30,000	30,000	0
Furniture & Appliances	Dishwashers	0	0	9,000
Furniture & Appliances	Fireside, Café & Auditorium Furniture	20,000	0	20,000
Furniture & Appliances	Garburator	15,000	0	15,000
Furniture & Appliances	Laundry - Dryers	20,000	15,700	16,000
Furniture & Appliances	Refrigerators	14,000	15,000	0
Furniture & Appliances	Subtotal	99,000	60,700	60,000
Mechanical	Air Conditioners	20,000	20,000	0
Mechanical	Building System Controls	35,000	45,000	0
Mechanical	Fire Hoses & Safety Equipment	0	0	7,500
Mechanical	Heating Boilers	0	0	8,000
Mechanical	Subtotal	55,000	65,000	15,500
Vehicles & Equipment	Tractors	35,000	0	0
Vehicles & Equipment	Subtotal	35,000	0	0
Capital Expenditures	Total	1,335,000	778,900	1,007,000
Recoveries	IPAC Minor Capital	0	95,530	0
Recoveries	Minor Capital	126,900	126,900	28,200
Recoveries	Total	126,900	222,430	28,200

Sun Parlor Home - Other Capital

Capital Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Contributions to (from)	Donations Reserve	(7,000)	0	(7,000)
Contributions to (from)	Structural Compliance Reserve	(275,000)	(200,000)	(349,100)
Contributions to (from)	Capital Reserve	(866,100)	(296,470)	(562,700)
Contributions to (from)	Capital Reserve - Amortization	1,285,000	1,285,000	1,285,000
Contributions to (from)	Total	136,900	788,530	366,200
	Net Capital Expenditures	1,345,000	1,345,000	1,345,000
	Total Departmental Requirement	1,345,000	1,345,000	1,345,000



County of
Essex

2023 Budget
Departmental Budget
Emergency Services

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



Emergency Services

Departmental Overview

In 2022 Essex-Windsor EMS (EWEMS) adapted to ongoing changes and pivoted to address numerous challenges. With the pandemic continuing to consume the department's attention, various 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 2023 Budget incorporates this modified service delivery model.

The same services are delivered; however, the 2023 Budget separates the presentation of different programs to improve the understanding of the service and their associated funding sources. These programs are:

- Essex-Windsor EMS
- Community Paramedicine, 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 2022, it is projected that Essex-Windsor EMS will have responded to approximately 59,500 clients requiring medical services, interventions, treatment, transport or assistance.

In 2021 the Vulnerable Patient Navigator (VPN), an arm of our Mobile Integrated Health (MIH) program, 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 Paramedicine, Long-Term Care Program (CPLTC). The MIH program experienced growth in 2021, continued in 2022 with MHART and with the addition of CPLTC, a true Mobile Integrated Health (MIH) model was formed and is achieving great results.

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, or to any of the individual local and neighbouring municipalities. Emergency Planning and Preparedness collaborates with and supports 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.

2022 Achievements and Challenges

Essex-Windsor EMS continued its focus and partnerships across the region in the battle against COVID-19. Learning from the experiences of the previous year and fostering those relationships to improve the care and treatment of patients, EWEMS was able to slowly move out from under the weight of

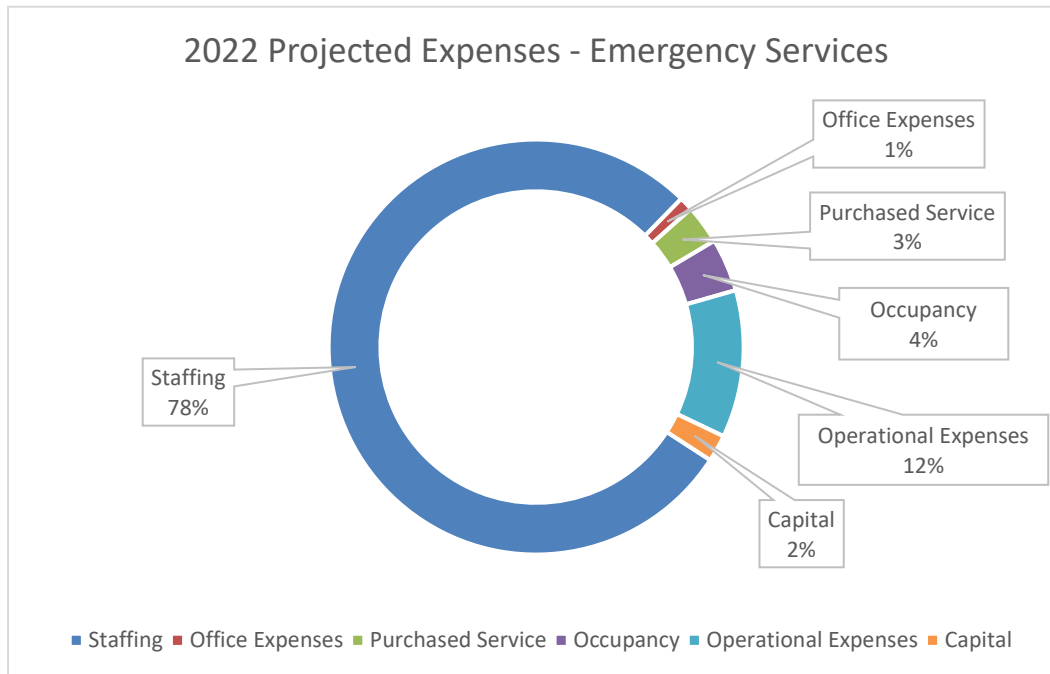
pandemic response. As a valued partner in the Windsor Essex Ontario Health Team EWEMS assisted in the development and building of a Mobile Medical Support Unit. Utilizing the expertise and knowledge of logistics, patient care and mobility, a vehicle is now travelling across the region providing care close to home and diverting patients away from the emergency departments and EMS transport.

2022 saw the full implementation of the Mental Health and Addictions Response Team (MHART). MHART is a partnership between EWEMS and Hotel Dieu Grace Hospital, that pairs a paramedic and social worker to meet clients in their communities, providing care, resources and connections to community services. The objective is to reduce the use of EMS and transport to local emergency departments and to provide care at the right place, at the right time and by the right resource. In the first year the program realized great success in decreasing repeat use of EMS by this population by approximately 60%.

Urgent, emergent and standby volumes are projected to increase at a 4% rate, compared to 2021, while transfer calls are expected to remain stable. An important factor of the volume trends is the increasing use and success of the Mobile Integrated Health (MIH) program, which includes the Vulnerable Patient Navigator, Community Paramedicine – Long-Term Care and the Mental Health and Addictions Response Team. The usage of EWEMS 911 services among enrolled Mobile Integrated Health clients has remained low compared to previous years which ultimately diverts activation of 911 EMS resources. This trend assists in reducing offload delays and utilizing the right resource for the right response.

Continuing challenges in 2022 include the increasing costs of medical supplies, equipment, vehicles, fuel and vehicle maintenance. As we make our way out of the pandemic, there are uncertainties within both the global and local market, and the unknown of when and how a “new normal” will impact EMS, both operationally and financially. The general pressures of COVID-19 and the “new environment” will have financial and systemic pressures on the staff and operations of EWEMS. These uncontrollable variances and uncertainties impacted both the current projections as well as future budget planning.

The graph on the next page illustrates the key areas of spending in Emergency Services for this past year (projected to December 31, 2022).



Opportunities, Challenges and Risks for 2023

Continued collaboration, communication and integration with our local communities, organizations, partners and stakeholders will support the momentum realized in 2021 and 2022. COVID-19, variants, the resumption of scheduled healthcare and the catch-up of delayed procedures has placed pressures on the entire health care system. Hospital capacities, backlogs, health human resource pressures, primary care backlogs are among the issues facing EWEMS daily. Although offload delays are expected to decline with the attention currently given to this important component of ambulance service delivery, we will continue to experience peaks and valleys as we navigate the waves and recovery of COVID-19 in the years to come.

Opportunities exist to partner and collaborate with the community to improve the successes of our Mobile Integrated Health (MIH) Teams. With the realignment of the MIH model, EWEMS is setting the goal to reduce ambulance use within the patient populations of mental health, falls and low acuity responses 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) allows those relationships to mature to meet stated objectives.

COVID-19 created numerous obstacles for EWEMS. As we progressed over the past two years, COVID fatigue, compassion fatigue, decreased morale and decreased uptake of the profession represent new hurdles to overcome.

EWEMS is addressing the pandemic in the 2023 Budget with the continuation of doffing sites, uniform cleaning and continued mental wellness training and support. EWEMS also appreciates the financial pressures facing the County of Essex as we move down the road to recovery. EWEMS is approaching the 2023 Budget with a measure of conservatism, while preparing for the future. We must be prepared for growth in demand for service and within our communities, along with increased pressures and reliance on EMS that the health care system creates.

Proposed 2023 Budget Plan

The 2023 Budget reflects the ongoing attention to asset management and includes the replacement of seven ambulances, sixty defibrillators and station security equipment.

Funding from reserve is included in the 2023 Budget to allow for land acquisition to support future EMS station development. As highlighted in the 10 Year EMS Master Plan and witnessed in current population growth trends within the region, increased development and forecasted call volume growth will require the department to scale its resources to maintain service levels.

Paramedic safety is also a focus of the 2023 Budget which includes continued uniform cleaning and the continuation of 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.

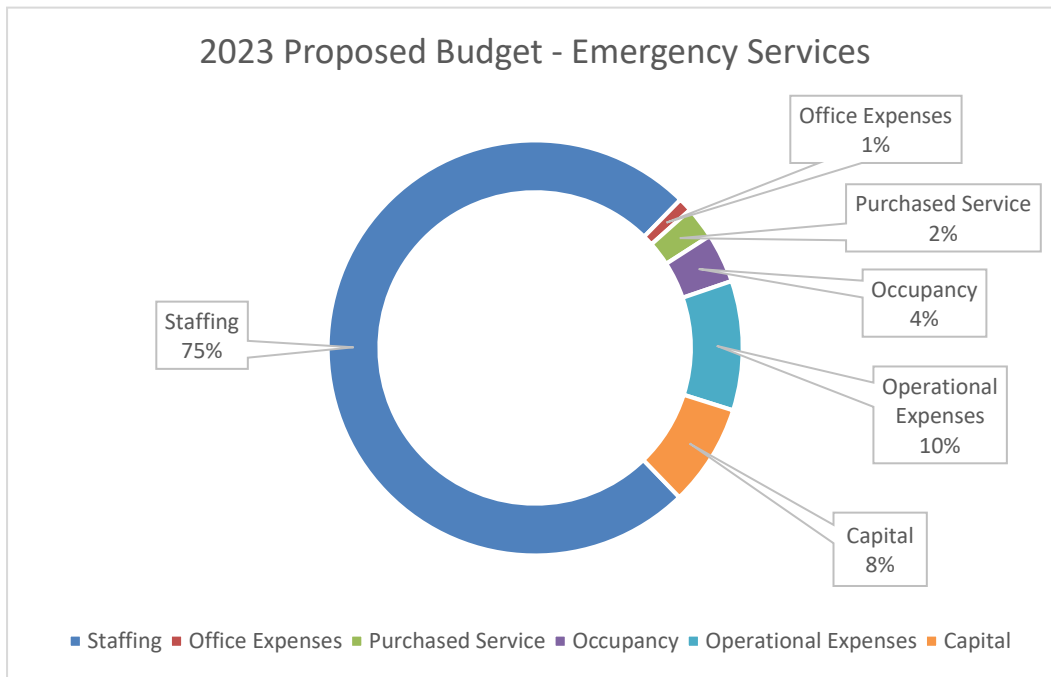
Mental wellbeing for responders is a growing concern and is expected to increase as the recovery of the pandemic progresses. EWEMS is very progressive in its services and tools for mental wellness support. The 2023 Budget continues education and support for frontline staff, support staff, administration and their families of EWEMS.

The 2023 Budget reflects the annualization of the twelve (12) full time paramedics implemented in the last quarter of 2022. This annualization is primarily funded municipally as the Provincial funding model does not cover this expenditure until 2024.

Funding

From a funding standpoint, the 2023 Budget assumes the provincial funding formula used in 2022 will remain in place for 2023. The 2021 formula was changed by the Province to exclude inflationary increases which historically formed part of the funding calculation. The Provincial funding model is structured to provide 50% funding of EMS services.

The graph below illustrates the key areas of proposed 2023 Budget spending in Emergency Services:



Overall, the 2023 Budget for Emergency Services, net of recoveries, totals \$14,715,800 (an increase of \$1,700,500 (13.08%) over the 2022 Budget of \$13,015,300).

Community Paramedicine, Long-Term Care

In 2021 the Province of Ontario, Ministry of Long-Term Care, announced funding for the Community Paramedicine, Long-Term Care Program (CPLTC). The MIH Program incorporates CPLTC services. CPLTC began operations 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 2023 Budget reflects the 2022 projections and proposed 2023 allocation of the 100% funding model.

Emergency Management

2022 Achievements and Challenges

The County of Essex Emergency Management Department was engaged on numerous fronts across the region during 2022. Most notably, COVID-19, COVID-19 recovery, coastal flooding and most recently, the Emergency Declaration for Code Red, Code Blacks and continued Ambulance Offload Delays. These two starkly different occurrences impacted the department in direct ways. As the Declaration of Emergency was declared in October 2022, Emergency Management has, and continues to address and support both threats.

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. The ambulance offload delays, Code Red and Blacks command is under the oversight of the Deputy Chief of Operations.

Dividing responsibility for these challenges has 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 2022 the focus of Emergency Management and the County of Essex was the return to education, information and planning of our residents and communities. Preparation is the key to Emergency Management.

Proposed 2023 Budget Plan

The 2023 Emergency Management budget maintains the status quo of previous years in most aspects. A Budget decrease is being proposed as we have efficiencies within the department and are proposing to offset some pandemic related expenditures with the use of Safe Restart funding.

Overall, the 2023 Budget for Emergency Management, net of recoveries, totals \$226,100 (a \$2,100 (0.92%) decrease over the 2022 Budget of \$228,200).

Emergency Services

Operating Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Expenditures	Emergency Medical Services	45,931,400	47,251,700	49,717,100
Expenditures	Community Paramedicine - LTC	983,400	917,500	983,400
Expenditures	Emergency Management	249,700	266,240	237,100
Expenditures	Total	47,164,500	48,435,440	50,937,600
Recoveries	Emergency Medical Services	34,015,000	35,290,470	36,202,700
Recoveries	Safe Restart - EMS (CoE Only)	125,000	0	0
Recoveries	Community Paramedicine - LTC	983,400	917,500	983,400
Recoveries	Emergency Management	25,500	50,500	15,000
Recoveries	Total	35,148,900	36,258,470	37,201,100
	Net Operating Expenditures	12,015,600	12,176,970	13,736,500

Capital Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Expenditures	Emergency Medical Services	2,263,900	1,032,800	4,373,600
Expenditures	Emergency Management	4,000	3,000	4,000
Expenditures	Total	2,267,900	1,035,800	4,377,600
Recoveries	Emergency Medical Services	2,256,500	2,244,200	2,264,300
Recoveries	Total	2,256,500	2,244,200	2,264,300
Contributions to (from)	Equipment Reserve	1,309,400	1,309,400	(612,500)
Contributions to (from)	Vehicle Reserve	(92,900)	1,115,400	(292,400)
Contributions to (from)	Total	1,216,500	2,424,800	(904,900)
	Net Capital Expenditures	1,227,900	1,216,400	1,208,400
	Total Departmental Requirement	13,243,500	13,393,370	14,944,900

Emergency Medical Services - Overview

Operating Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Expenditures	Salaries & Wages	28,231,400	29,882,200	30,920,600
Expenditures	Benefits	9,015,700	7,888,100	9,347,200
Expenditures	Staff Expense	145,900	115,600	145,900
Expenditures	Office Expense	130,700	118,700	125,100
Expenditures	Equipment Lease & Maintenance	400,300	402,300	450,000
Expenditures	Purchased Service	1,313,500	1,415,900	1,292,200
Expenditures	Occupancy Expense	2,057,900	2,050,300	2,136,500
Expenditures	Operating Expense	4,636,000	5,378,600	5,299,600
Expenditures	Total	45,931,400	47,251,700	49,717,100
Recoveries	Dedicated ER Nurse	982,200	982,200	982,200
Recoveries	Province	21,145,200	21,145,200	21,972,500
Recoveries	Pandemic Funding	0	1,097,170	0
Recoveries	Service Partners	11,629,100	11,643,100	12,987,500
Recoveries	Community Paramedicine	218,500	218,500	220,500
Recoveries	Special Events Revenue	20,000	20,000	20,000
Recoveries	Staff Recovery - CUPE	0	70,000	0
Recoveries	Miscellaneous Recoveries	20,000	114,300	20,000
Recoveries	Total	34,015,000	35,290,470	36,202,700
	Net Operating Expenditures	11,916,400	11,961,230	13,514,400
Capital Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Expenditures	Capital Expenditures	2,263,900	1,032,800	4,373,600
Recoveries	Province	1,438,900	1,438,900	1,438,900
Recoveries	Service Partners	817,600	805,300	825,400
Recoveries	Total	2,256,500	2,244,200	2,264,300
Contributions to	Equipment Reserve	1,487,100	1,487,100	1,457,700
Contributions to	Vehicle Reserve	1,445,200	1,360,500	1,238,500
Contributions to	Total	2,932,300	2,847,600	2,696,200
Contributions from	Equipment Reserve	(177,700)	(177,700)	(2,070,200)
Contributions from	Vehicle Reserve	(1,538,100)	(245,100)	(1,530,900)
Contributions from	Total	(1,715,800)	(422,800)	(3,601,100)
	Net Capital Expenditures	1,223,900	1,213,400	1,204,400
Operational Recovery	Safe Restart Grant (CoE Only)	125,000	0	0
	Total Departmental Requirement	13,015,300	13,174,630	14,718,800

Emergency Medical Services - Summary

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	1101	Management / Supervision	3,527,000	3,747,500	3,560,500
Salaries & Wages	1103	Full Time - Hourly	18,741,200	15,030,400	20,213,600
Salaries & Wages	1104	Part Time - Hourly	5,963,200	11,104,300	7,146,500
Salaries & Wages	Category	Total	28,231,400	29,882,200	30,920,600
Benefits	1201	Employment Insurance	398,400	396,700	424,100
Benefits	1202	Canada Pension Plan	1,118,500	1,113,600	1,244,000
Benefits	1203	O.M.E.R.S.	2,493,400	2,507,800	2,438,800
Benefits	1204	Employer Health Tax	562,900	582,700	613,400
Benefits	1205	Health Insurance	1,900,500	1,698,900	1,994,500
Benefits	1206	Group Insurance	192,700	158,700	207,300
Benefits	1207	Long Term Disability Insurance	899,500	859,100	839,400
Benefits	1209	Short Term Disability Insurance	26,800	30,300	31,100
Benefits	1208	W.S.I.B.	1,423,000	540,300	1,554,600
Benefits	Category	Total	9,015,700	7,888,100	9,347,200
Staff Expense	3001	Mileage	2,500	1,500	2,500
Staff Expense	3002	Training	116,500	90,000	116,500
Staff Expense	3005	Membership Fees	4,900	2,500	4,900
Staff Expense	3096	Overtime Meal Allowance	14,000	14,000	14,000
Staff Expense	3098	Other - Criminal Records Check	8,000	7,600	8,000
Staff Expense	Category	Total	145,900	115,600	145,900
Office Expense	3101	Telephone	71,800	71,800	71,800
Office Expense	3103	Office Supplies	22,500	22,400	22,500
Office Expense	3104	Computer Supplies	5,200	5,200	5,200
Office Expense	3105	Subscriptions	600	0	0
Office Expense	3108	Advertising	1,500	0	1,500
Office Expense	3111	Printing - External	10,000	1,000	5,000
Office Expense	3130	Communication Services	18,300	18,300	18,300
Office Expense	3198	Other	800	0	800
Office Expense	Category	Total	130,700	118,700	125,100
Lease & Maintenance	3201	Office Equipment Maintenance	2,000	1,000	2,000
Lease & Maintenance	3203	Copier Lease & Maintenance	10,600	13,600	11,300
Lease & Maintenance	3204	Computer System Maintenance	387,700	387,700	436,700
Lease & Maintenance	Category	Total	400,300	402,300	450,000
Purchased Service	3301	Legal Expenses	150,000	250,000	150,000
Purchased Service	3303	Consultant Fees	40,000	50,000	40,000
Purchased Service	3345	ER Nursing	982,200	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	12,500	15,000
Purchased Service	3506	Payroll Services	65,300	60,200	44,000
Purchased Service	Category	Total	1,313,500	1,415,900	1,292,200

Emergency Medical Services - Summary

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Occupancy Expense	3401	Insurance	453,100	453,100	468,700
Occupancy Expense	3403	Utilities	152,500	184,000	162,500
Occupancy Expense	3405	Janitorial Services	88,600	88,600	93,800
Occupancy Expense	3406	Repairs & Maintenance	236,100	240,000	236,100
Occupancy Expense	3407	Facility Lease	1,072,600	1,072,600	1,120,400
Occupancy Expense	3420	Medical Waste Disposal	5,000	6,000	5,000
Occupancy Expense	3490	Insurance Deductibles	50,000	6,000	50,000
Occupancy Expense	Category	Total	2,057,900	2,050,300	2,136,500
Operating Expense	3601	Vehicle Licenses & Permits	21,700	21,700	21,700
Operating Expense	3602	Equipment Lease & Maintenance	357,900	407,600	387,900
Operating Expense	3611	Vehicle Fuel	600,000	930,000	950,000
Operating Expense	3612	Vehicle Repairs & Maintenance	440,000	650,000	650,000
Operating Expense	3622	Cleaning Supplies	55,000	55,000	55,000
Operating Expense	3630	Medical Supplies & Equipment	900,000	1,000,000	950,000
Operating Expense	3633	Transportation	8,000	1,000	4,000
Operating Expense	3640	Bedding	170,000	170,000	170,000
Operating Expense	3651	Laundry - Uniforms	250,000	250,000	200,000
Operating Expense	3652	Laundry - Linen	74,000	134,900	130,000
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	156,500	156,500	155,000
Operating Expense	3696	Administration Fees	368,400	368,400	374,800
Operating Expense	3698	IT Maintenance / Support / HR	955,500	955,500	972,200
Operating Expense	Category	Total	4,636,000	5,378,600	5,299,600
Operating Expenditures	Category	Total	45,931,400	47,251,700	49,717,100
Recoveries	6302	Dedicated ER Nurse	982,200	982,200	982,200
Recoveries	6370	Province - Operating	21,145,200	21,145,200	21,972,500
Recoveries	6366	Pandemic Funding	0	1,097,170	0
Recoveries	6503	Service Partners - Operating	11,629,100	11,643,100	12,987,500
Recoveries	6374	Community Paramedicine	218,500	218,500	220,500
Recoveries	6640	Special Events Revenue	20,000	20,000	20,000
Recoveries	6784	Staff Recovery - CUPE	0	70,000	0
Recoveries	6798	Miscellaneous Recoveries - Operating	20,000	114,300	20,000
Recoveries	Category	Total	34,015,000	35,290,470	36,202,700
Net Operating	Expenditures		11,916,400	11,961,230	13,514,400

Emergency Medical Services - Summary

Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	3801	Equipment	725,800	787,700	2,603,800
Capital Expenditures	3805	Vehicles	1,538,100	245,100	1,769,800
Capital Expenditures	Category	Total	2,263,900	1,032,800	4,373,600
Recoveries	6370	Province - Capital	1,438,900	1,438,900	1,438,900
Recoveries	6503	Service Partners - Capital	817,600	805,300	825,400
Capital Recoveries	Category	Total	2,256,500	2,244,200	2,264,300
Contributions to	4135	Equipment Reserve	1,487,100	1,487,100	1,457,700
Contributions to	4130	Vehicle Reserve	1,445,200	1,360,500	1,238,500
Contributions to	Category	Total	2,932,300	2,847,600	2,696,200
Contributions from	6801	Equipment Reserve	(177,700)	(177,700)	(2,070,200)
Contributions from	6801	Vehicle Reserve	(1,538,100)	(245,100)	(1,530,900)
Contributions from	Category	Total	(1,715,800)	(422,800)	(3,601,100)
	Net Capital	Expenditures	1,223,900	1,213,400	1,204,400
	Total Departmental	Requirement	13,140,300	13,174,630	14,718,800

Community Paramedicine Long-Term Care

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	Category	Total	521,000	471,700	513,000
Benefits	15101-1201	Employment Insurance	6,500	6,500	6,900
Benefits	15101-1202	Canada Pension Plan	18,400	18,400	20,100
Benefits	15101-1203	O.M.E.R.S.	56,300	56,300	51,800
Benefits	15101-1204	Employer Health Tax	10,100	10,100	9,600
Benefits	15101-1205	Health Insurance	42,300	42,300	37,600
Benefits	15101-1206	Group Insurance	3,100	3,100	3,700
Benefits	15101-1207	Long Term Disability Insurance	22,600	22,600	13,700
Benefits	15101-1209	Short Term Disability Insurance	0	1,800	2,200
Benefits	15101-1208	W.S.I.B.	2,400	18,000	24,100
Benefits	Category	Total	161,700	179,100	169,700
Staff Expense	Category	Total	11,000	8,300	21,000
Office Expense	Category	Total	15,000	4,700	15,000
Operating Expense	15101-3611	Vehicle Operations	45,000	35,200	45,000
Operating Expense	15101-3655	Uniforms	30,000	900	30,000
Operating Expense	15101-3630	Medical Supplies & Equipment	51,200	60,100	72,700
Operating Expense	15101-3204	Computer Maintenance	148,500	157,500	117,000
Operating Expense	Category	Total	274,700	253,700	264,700
Operating Expenditures	Category	Total	983,400	917,500	983,400
Recoveries	Category	Total	983,400	917,500	983,400
	Total Department	Requirement	0	0	0

Emergency Management Coordination

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	12201-1101	Full Time - Salaries	69,200	69,200	70,400
Salaries & Wages	12201-1105	Part Time - Hourly	22,500	24,600	20,800
Salaries & Wages	Category	Total	91,700	93,800	91,200
Benefits	12201-1201	Employment Insurance	1,600	1,600	1,700
Benefits	12201-1202	Canada Pension Plan	4,200	4,200	4,400
Benefits	12201-1203	O.M.E.R.S.	6,500	6,500	6,500
Benefits	12201-1204	Employer Health Tax	1,800	1,800	1,800
Benefits	12201-1205	Health Insurance	7,000	7,000	7,700
Benefits	12201-1206	Group Insurance	400	400	400
Benefits	12201-1207	Long Term Disability Insurance	3,000	3,000	3,200
Benefits	12201-1208	W.S.I.B.	500	500	500
Benefits	Category	Total	25,000	25,000	26,200
Staff Expense	12201-3001	Mileage	2,500	500	2,500
Staff Expense	12201-3002	Staff Training	2,500	2,000	2,500
Staff Expense	12201-3005	Membership Fees	600	0	600
Staff Expense	12201-3098	Municipal / Emergency / EOC Training	2,000	500	2,000
Staff Expense	Category	Total	7,600	3,000	7,600
Office Expense	12201-3101	Telephone	1,300	1,300	1,100
Office Expense	12201-3298	Other (Emergency Op. Centre, Cogeco)	800	800	800
Office Expense	12201-3104	Computer Supplies	100	0	100
Office Expense	12201-3105	Subscriptions & Reference Material	800	0	800
Office Expense	12201-3109	Courier	100	0	100
Office Expense	12201-3198	Other - Public Safety Awareness	1,000	0	1,000
Office Expense	Category	Total	4,100	2,100	3,900
Lease & Maintenance	12201-3204	Computer Maintenance	400	420	1,500
Lease & Maintenance	Category	Total	400	420	1,500
Operating Expense	12101-3602	Radio Licence Renewal	300	300	300
Operating Expense	12101-3666	Pandemic Supplies	25,500	50,500	15,000
Operating Expense	Category	Total	25,800	50,800	15,300
Purchased Service	12101-3340	HazMat	20,000	20,000	20,000
Purchased Service	12101-3340	Red Cross/Social Services Support Agreement	20,000	20,000	20,000
Purchased Service	12101-3340	Web EOC / MutualLink	10,200	6,220	6,500
Purchased Service	12101-3340	Transnomis	36,900	36,900	36,900
Purchased Service	12101-3346	Mass Notification System	8,000	8,000	8,000
Purchased Service	Category	Total	95,100	91,120	91,400
Operating Expenditures	Category	Total	249,700	266,240	237,100
Recoveries	12201-6368	Safe Restart Funding	25,500	50,500	15,000
Recoveries	Category	Total	25,500	50,500	15,000
	Net Operating	Expenditures	224,200	215,740	222,100
Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	12201-3801	Equipment Purchases	4,000	3,000	4,000
	Net Capital	Expenditures	4,000	3,000	4,000
	Total Departmental	Requirement	228,200	218,740	226,100



2023 Budget

Departmental Budget

Infrastructure and Planning Services

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



Infrastructure & Planning Services

Service Delivery Promise

The people of Essex County deserve first priority as we raise and educate families in an area that offers good quality jobs, education, recreation, culture and opportunity all while considering each other and the environment around us.

Infrastructure & Planning Services (IPS) will strive toward development, and infrastructure that earns the public trust.

Infrastructure & Planning Services has the responsibility to build and manage buildings and infrastructure, and to support and encourage land development that is sustainable, safe and responsible. Our work is part of everyday life and we strive to enhance the quality of life for the people of the County.

Service delivery is offered through several initiatives: policy, planning, construction, 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 & Planning Services department will continue to provide responsible planning, transportation, and facilities services.



Level of Service Statement

The goal of our 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, the inclusion of multi-modal transportation facilities, delivers quality and timely service and adapts to changing cultures and challenges.

The Engineering and Roads divisions maintain approximately 1500 km of various classes of road, 84 bridges, 126 large drainage culverts, 42 traffic control systems, a single pedestrian crossover and over 400 km of bike lanes/trails/routes.

Facilities Management provides custodial, building maintenance, energy and construction services to County owned facilities. The division continues to invest in tools and technology to meet and improve our level of service with an increasing amount of work orders annually.

The Planning group provides planning advisory services to County Council on matters related to County-wide land use planning, economic development and strategic planning matters. Planning is responsible for preparing responses to provincial policy and program initiatives as well as acting as the Provincial approval authority in accordance with legislation for various planning applications. By ensuring the County's planning perspective is collaborative and regional, Planning works to support the planning and development of the entire County, including the local municipalities.

2022 Achievements and Challenges

Infrastructure

The transportation system in Essex County is a complex network of arterial, collector and local roads, bikeways and trails. It links communities within the County of Essex and connects us to the City of Windsor / Michigan to the west, Chatham-Kent to the east, and Pelee Island to the south. Our road networks and associated facilities play an integral part of our Nation's supply chain.

Unspent amounts budgeted for roadway expansion projects will remain in reserve to provide funding as construction continues in 2023. Planning, design and goal alignment with local municipalities, and the region, is a priority for the department as we make recommendations to meet expectations and the system's capacity needs.

In 2022, IPS completed a full reconstruction of the South Branch Cedar Creek Bridge on County Road 23. Typically, our bridge projects involve rehabilitation work. The County had not completed a full replacement in more than 10 years. While there were a number of challenges to overcome along the way, the project was a success and within our projected budget. There are four bridge/culvert assets that were designed in 2022 and will carry forward to 2023 for construction. In terms of road work, the County rehabilitated over 40km of road network comprising CIREAM, asphalt overlay, and mill & pave operations.

The "Early Release Program", for paving and paved shoulder projects, resulted in favourable costs in the early tenders; however, higher than anticipated asphalt cement prices negatively impacted the final costs of our rehabilitation contracts.

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

A significant number of personnel changes occurred in 2022, including the retirement of: two members of our Teamsters group, the Manager of Design & Construction, and the Manager of Maintenance Operations.

Our Roads division was able to maintain the County road network to the Minimum Maintenance Standards for Municipal Highways through the winter control season while being short-staffed. It took a tremendous effort from all personnel with extra shifts and longer plow routes to serve the residents of the County of Essex. A total of 1,468 service requests from the CityWorks

system were addressed along with routine maintenance of pavement, shoulders and ditches.

Facilities

Facility Management continued to expand service to other County owned or operated buildings creating over 1600 labour hours. Additional work orders were received from EMS, Roads depots, EWSWA, Sun Parlour Home and Library. IPS expects these numbers to rise for 2023 as we will undertake a preventative maintenance program with the Road depots starting with quarterly HVAC items, and bi-weekly general reviews. In addition to regular maintenance and custodial duties, more than 2300 hours from work orders within the Civic Centre building alone were addressed in 2022.

Hands free exterior entrance doors were installed at the north, east and west entrances of the Civic Centre. Resurfacing of the east entrance was also completed with fresh epoxy and additional grit for an improved anti-slip surface.

With the lifting of restrictions from the pandemic, our Facilities division gradually reopened the Civic Centre to the public. Improvements made during the pandemic, to the building environment, will be maintained such as upgrades to air exchangers from MERV 8 to MERV 13 filters. MERV (Minimum Efficiency Rating Value) is a standard for filter manufacturing. Facilities will also maintain a high level of "Touch Point" disinfection throughout the building.

Our Facilities division supported and moved staff in preparation for the main floor renovations. Human Resources and Finance were moved from the Administration Offices to the vacant, former, Health Unit suite. New power runs, network cabling, added door security and much of the furniture was moved.

Planning

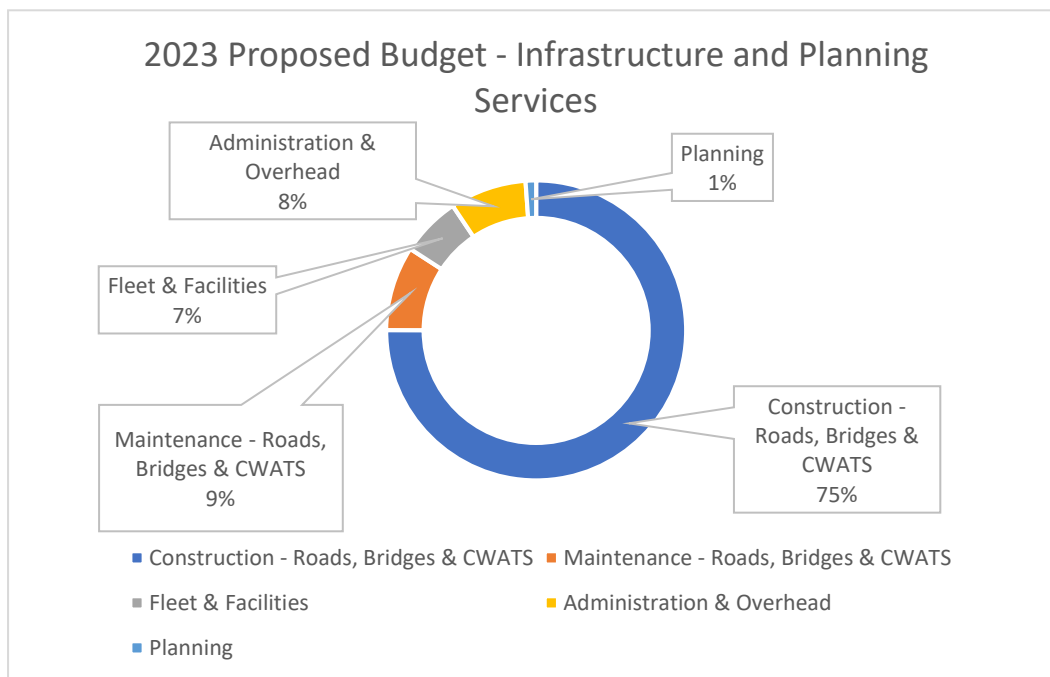
This past year represented a year of continued noteworthy growth and development activity across the County. The number of subdivisions and condominium approvals is at an all time high with residential development equally spread amongst all seven municipalities. Planning continues to work closely with the local municipalities on expediting development approvals as appropriate. Planning is presently advising developers and municipalities on process and requirements for over one hundred subdivision and condominium applications. The County is experiencing residential intensification, affordable housing projects and developments for the aged. Therefore, the Planning division continues to focus strategic planning efforts

on policies and methods for supporting affordable and equitable housing supply in the County.

Phase 1 of the County Official Plan review is complete, and informed by robust Council, stakeholder and community consultation that identified opportunities, challenges and issues facing the region. Consultations also helped focus what priorities the new County Official Plan review will need to address. Background report No. 1, summarizes the outcomes from the County Council and stakeholder workshops and recommends next steps in the OP Review process. Also, as part of the Phase 1 work, the County retained a consultant to provide new 30-year County and local municipal population, household and employment forecasts. This technical report is complete, providing ranges of low, medium and high growth scenarios. The final technical report will be provided to County Council in the new year to be received, and used during subsequent phases of the OP Review.

Infrastructure & Planning Services

The graph below illustrates the key areas of spending in IPS for this past year (projected to December 31, 2022).



Opportunities, Challenges and Risks for 2023

Key Problems Affecting Infrastructure & Planning Services

- Projected population and job growth rates, and the corresponding pace of development;
- Shortages within the labour force;
- Potential changes from Bill 23, More Homes Built Faster Act;
- Increased operating and construction costs due to the economy;
- 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;
- The current and projected funding gap for renewals and replacements; and
- Emerging demands and ability to apply Corridor Management strategies while supporting local development.

Infrastructure Objectives

The Infrastructure side of the division will continue or initiate various studies, designs and construction in support of the County's strategic plans. Included in our objectives are:

- **CWATS Master Plan Update**
Started in 2021, this update to the CWATS Master Plan 2012 is now complete and will be presented to Council in 2023 for approval.
- **Transportation Master Plan Update**
Terms of Reference are being finalized and drafted into a request for proposal document for consulting services to complete an update to the most recent plan adopted by Council in 2005.
- **Road Rationalization**
An initiative of Council to rationalize a County road network, and realize a framework, and policy to establish, and maintain that network.
- **County Road 19 from CR 22 to just south of Jamsyl Drive**
Construction to improve operation of the intersection by way of additional lanes and storm water infrastructure southerly to Jamsyl Drive.

- **County Road 46 Environmental Assessment**
Continued development of industrial lands in the Town of Tecumseh and the City of Windsor, the introduction of the regional hospital and projected growth rates, support the need for improvements to County Road 46 from the City of Windsor limits, easterly to County Road 19.
- **County Rd 19 – Jamsyl Drive to 401 EA Addendum**
The 2008 County Road 19 & County Road 22 Improvements EA provided recommendations for improvement to the roadway, but not the storm water management systems. This project will address the storm water management requirements to complete the construction.
- **County Road 42/43 Phase 1 Construction**
Construction of underground works (storm sewers, sanitary sewers and watermain) to accommodate the widening of CR 42 from CR 19 to just west of CR43, and roundabouts at the intersections of CR42/43 and CR 19/42.

Design & Construction

Typically, 40km of existing roadway are rehabilitated by way of Cold In-Place Recycling with Expanded Asphalt Mix (CIREAM), overlays, or milling & paving projects. Aging infrastructure and the cost of materials challenge our ability to balance service levels with affordability. Our Asset Management Plan (AMP) will speak to the requirement for a robust 25-year asset management plan.

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

The proposed budget includes the largest bridge rehabilitation program in recent history with an estimated budget of over \$5,000,000. The work includes a complete replacement of the bridge superstructure and improvements to the intersection alignment at the intersection of CR9 and CR10. Our road program continues in 2023 with over 35km of road rehabilitation work integrated with a collection of initiatives to improve delivery, efficiency and the overall end product, both from an engineering perspective and that of the businesses and residents.

More active transportation facilities, traffic signal control, and projects to address competing demands for the right-of-way are proposed.

Population growth, ageing infrastructure, rising congestion, and increasing concerns for road safety are putting pressure on existing land transportation networks, challenging road authorities.

As the number of users and trips in the network continue to grow and the desired levels of service increase, the demand for expansion and maintenance intensifies.

Transportation Planning and Development

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 division 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.

Planning Objectives

County Planning will be issuing a Request for Proposal seeking a multi-disciplinary consulting firm to complete the Phase 2 and Phase 3 work of the Official Plan Update. During Phase 2 which will be initiated in January of 2023, additional technical and background studies will be prepared addressing key issues, challenges and opportunities identified during the Phase 1 work program. Phase 2 will also include the Land Needs Analysis which will assess the future urban land requirements County wide. The Technical Planning Advisory Committee will form an important partner in reviewing the County wide urban land needs during development. A Policy Options and Key Directions Report will also be prepared as one of the deliverables during Phase 2 and prior to the development of the new Official Plan policies. Local municipal councils, Indigenous communities, senior planning administrators and community stakeholders will be consulted during the Phase 2 work program and offered to provide feedback on the technical background reports prior to finalization.

The Planning division will continue to complete updates to the Community Improvement Plan policies in the County Official Plan for the purposes of allowing the County to participate in grant programs of lower-tier Community Improvement plans specific to attracting large scale industrial development. County Planning will be advancing an Official Plan Amendment that will allow for the County to provide matching municipal tax increment rebates for large scale industrial investments where local Community Improvement Plans are in place and provide for the same type of incentives. Due to the recent announcement regarding the Stellantis/LG Battery Plant, Essex County is poised to attract similar companies or large-scale feeder plants and enhance local synergies within the automotive sector. County

Planning will be retaining consulting services to advance this Official Plan Amendment in the short-term to ensure the County has the appropriate policies in place to support local and regional major economic development opportunities.

Proposed 2023 Budget Plan

The 2023 Budget, net of recoveries, totals \$49,316,740 (an increase of \$4,971,640 (11.2%) over the 2022 Budget of \$44,345,100). 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 \$92,939,300 are summarized as follows:

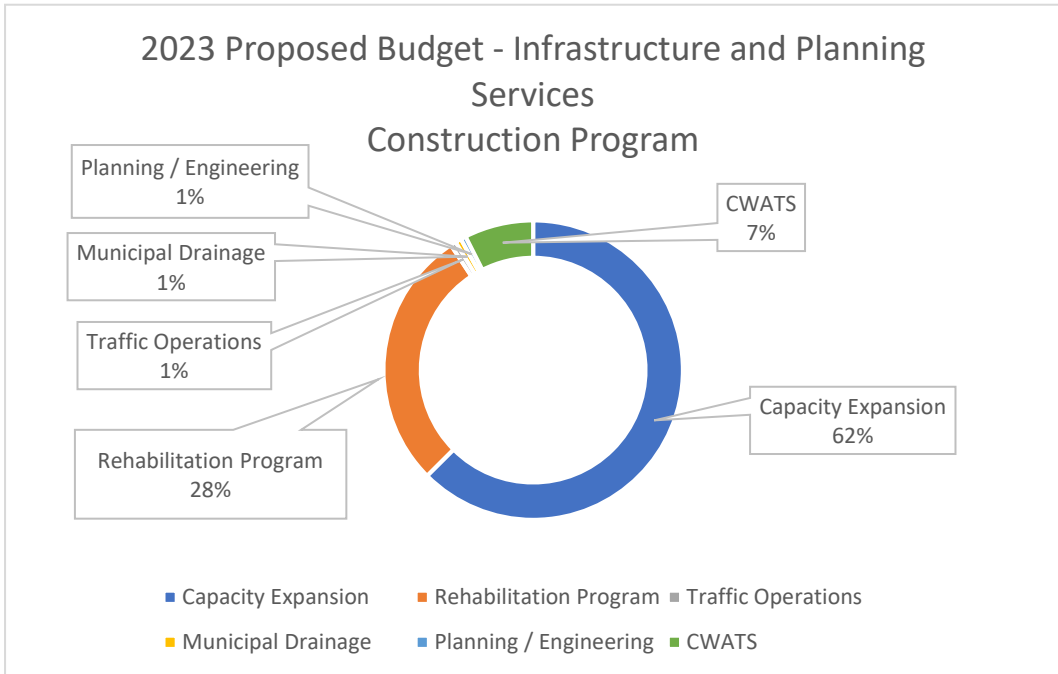
Operating Expenditures:

Maintenance – Roads, Bridges & CWATS	\$8,471,000
Administration & Facility Operations	\$7,669,400
Planning Services	\$1,054,000

Capital Expenditures:

Construction – Roads, Bridges & CWATS (reference Appendix C, D, E and F for budget details and maps)	\$69,736,900
Fleet & Facilities	\$ 6,008,000

The graph on the next page illustrates the key areas of proposed 2023 Budget spending in Infrastructure and Planning Services:



Roads Maintenance and Operations Program

This program consists of sub programs with a total expenditure of \$8,471,000. 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	\$1,011,000
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



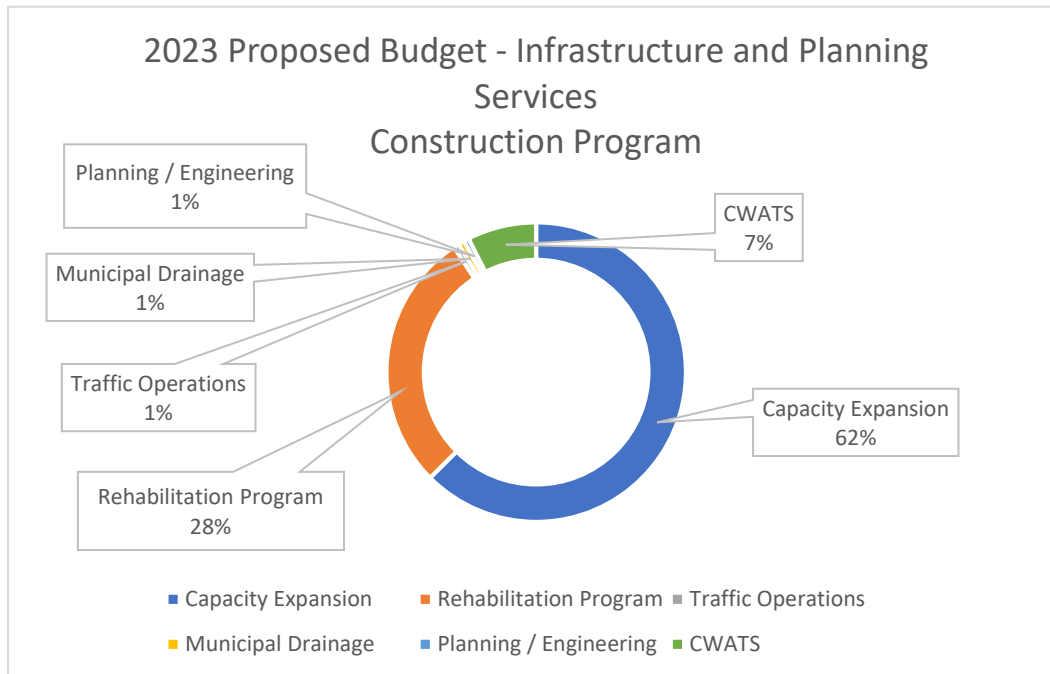
Winter maintenance standards establish levels of service for snow and ice control across the County, for various classes and priorities of roadways and paths, to ensure the safe and efficient movement of people, goods and services, throughout the community. These levels of service recognize the difference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



Construction Capital Program

The program consists of six sub programs with a total expenditure level of \$69,736,900. The following are the sub programs and corresponding expenditure levels:

Capacity Expansion	\$ 43,605,000
Rehabilitation	\$ 19,676,300
Traffic Operations	\$ 415,600
Municipal Drainage	\$ 450,000
Planning/Engineering	\$ 390,000
CWATS	\$ 5,200,000



The program includes environmental assessments, engineering studies, preliminary and detailed design assignments.

The 2023 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 may be required when the 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, County Connecting Links and intersection improvements are supported through this program.

The Rehabilitation program was developed in consideration of the pavement condition survey and our Asset Management Plan. An early release program is presented to Council ahead of budget deliberations allowing for secure contracts and the best possible pricing.

A significant sub-program is the delivery of the annual CWATS program including construction projects, educational initiatives and monitoring activities.

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

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 road projects. The County has moved away from loop detectors and video control that tracked cars and trucks, to the GRIDSMART system that tracks all road users: pedestrians, cyclists, cars and trucks. This system provides comprehensive control and data acquisition improving operations and planning.

Fleet & Facilities Capital

This program consists of sub programs with a total expenditure of \$6,008,000. The following are the sub programs and corresponding expenditure levels:

Fleet/Equipment	\$1,758,600
Facility Renewal	\$4,250,000

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 2023 budget is the demolition and construction of much of the remaining office areas on the main floor of the Civic Centre, excluding the offices of the Solid Waste Authority. 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. Work on the main floor has been divided into two phases. The first phase will see renovation of the County of Essex offices in the south half, former Engineering offices and General Government. A second phase will see renovation of the former Health Unit suite and the cafeteria.



The Roads 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 five fleet (various pickup trucks and upgrade to a panel van)
- Replacement of one piece of equipment (mini excavator);
- Replacement of two tandem cab & chassis;
- Retrofit of two cab & chassis with plow and salter (2 cab & chassis purchased in 2022); and
- The purchase of a new grader

Planning

Planning 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 2023 Budget proposes the continuation of the County Official Plan Review work with \$200,000 allocated to engage a consultant in the preparation of technical reports including a Regional Economic Development and Employment Land Strategy and Key Policy Options Report all funded from the Official Plan reserve.

The County has applied for grant funding under the Flood Hazard Identification and Mapping Program (FHIMP) to initiate updates to the region's coastal flood hazard mapping. The Planning Division has carried forward \$200,000 from previously approved budgets to be utilized for this undertaking along with matching grant funding.

The Planning division budget also includes \$100,000 toward 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. Regional Energy Plan work is proposed to be funded from the Rate Stabilization Reserve.

The Budget no longer maintains a 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 County Solicitor will provide this service.

Infrastructure and Planning Services

Operating Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Expenditures	Maintenance - Roads, Bridges and CWATS	8,473,000	8,747,130	8,471,000
Expenditures	Administration and Overhead	6,973,400	6,759,220	7,029,500
Expenditures	Planning	888,000	422,090	1,045,100
Expenditures	Total	16,334,400	15,928,440	16,545,600
Recoveries	Maintenance - Roads, Bridges and CWATS	2,600,000	2,600,000	2,600,000
Recoveries	Administration and Overhead	1,007,400	1,092,320	986,000
Recoveries	Planning	60,000	72,000	60,000
Recoveries	Total	3,667,400	3,764,320	3,646,000
Contributions to (from)	Official Plan Review Reserve	(165,000)	(53,000)	(291,300)
Contributions to (from)	Rate Stabilization Reserve - Planning	(364,800)	(30,020)	(406,800)
Contributions to (from)	Total	(529,800)	(83,020)	(698,100)
Net Operating Expenditures		12,137,200	12,081,100	12,201,500
Capital Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Expenditures	Construction - Roads, Bridges and CWATS	45,461,700	28,102,600	69,736,900
Expenditures	Administration and Overhead	609,000	285,880	639,900
Expenditures	Capital Requirements (Fleet and Facilities)	4,818,600	1,825,380	6,008,000
Expenditures	Planning	8,900	8,900	8,900
Expenditures	Total	50,898,200	30,222,760	76,393,700
Recoveries	Construction - Roads, Bridges and CWATS	2,493,200	5,858,560	4,495,900
Recoveries	Administration and Overhead	107,000	123,880	55,100
Recoveries	Capital Requirements (Fleet and Facilities)	61,500	70,000	129,600
Recoveries	Total	2,661,700	6,052,440	4,680,600
Contributions to (from)	Capital Reserve	(2,420,740)	1,585,390	(4,612,500)
Contributions to (from)	Roadway Expansion Reserve	(12,537,860)	8,365,910	(29,275,360)
Contributions to (from)	Rate Stabilization Reserve	(1,070,000)	(495,000)	(710,000)
Contributions to (from)	Total	(16,028,600)	9,456,300	(34,597,860)
Net Capital Expenditures		32,207,900	33,626,620	37,115,240
Total Departmental Requirement		44,345,100	45,707,720	49,316,740

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

Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Expenditures	Roadway Expansion Program	26,777,500	7,694,500	43,605,000
Expenditures	Rehabilitation Program	11,654,200	15,368,700	19,676,300
Expenditures	Traffic Operations Program	960,000	324,400	415,600
Expenditures	Municipal Drain Projects	650,000	0	450,000
Expenditures	Planning / Engineering	500,000	95,000	390,000
Expenditures	CWATS Program	4,920,000	4,620,000	5,200,000
Expenditures	Total	45,461,700	28,102,600	69,736,900
Recoveries	CWATS Program	0	328,770	0
Recoveries	Construction Program	2,493,200	5,529,790	4,495,900
Recoveries	Total	2,493,200	5,858,560	4,495,900
Contributions to (from)	Roadway Expansion Reserve	(12,537,860)	8,365,910	(29,275,360)
Contributions to (from)	Capital Reserve	(293,000)	949,700	(1,281,600)
Contributions to (from)	Rate Stabilization Reserve	(750,000)	(495,000)	(390,000)
Contributions to (from)	Total	(13,580,860)	8,820,610	(30,946,960)
Total Departmental Requirement		29,387,640	31,064,650	34,294,040

County Maintenance - Roads, Bridges, Culverts and CWATS

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Bridge & Culverts Bridge & Culverts	13101-01 Category	Bridge / Culvert Repair Total	180,000 180,000	180,000 180,000	180,000 180,000
Roadside Maintenance Roadside Maintenance	13101-02 Category	Roadside Maintenance Total	1,775,000 1,775,000	1,990,000 1,990,000	1,875,000 1,875,000
Pavement Maintenance Pavement Maintenance Pavement Maintenance	13101-07 13101-14 Category	Pavement Maintenance Surface Treatment/Crack Filling by Contract Total	1,065,000 250,000 1,315,000	1,065,000 149,500 1,214,500	965,000 250,000 1,215,000
Winter Control Winter Control Winter Control	13101-15 13101-18 Category	Snow Plowing & Salting Hired Contractor & Standby Total	2,408,000 342,000 2,750,000	2,408,000 342,000 2,750,000	2,408,000 342,000 2,750,000
Safety Devices Safety Devices Safety Devices	13101-21 13101-22 Category	Signs Railroad Signal Maintenance Total	400,000 60,000 460,000	400,000 64,630 464,630	400,000 60,000 460,000
Traffic Operations Traffic Operations Traffic Operations Traffic Operations	13101-20 13101-33 13101-32 Category	Traffic Signal Maintenance Streetlight Maintenance Signal Communications Maintenance Total	400,000 120,000 33,000 553,000	400,000 120,000 28,000 548,000	400,000 120,000 31,000 551,000
Miscellaneous / Others Miscellaneous / Others Miscellaneous / Others	13101-24 13101-26 Category	Drainage Assessment Essex / Kent County Road 1 Total	350,000 50,000 400,000	350,000 50,000 400,000	350,000 50,000 400,000
Other Maintenance Other Maintenance	13103-3700 Category	Equipment Maintenance Total	1,040,000 1,040,000	1,200,000 1,200,000	1,040,000 1,040,000
Operating Expenditures	Category	Total	8,473,000	8,747,130	8,471,000
Recoveries Recoveries	13101-3797 Category	Equipment Utilization Recovery Total	2,600,000 2,600,000	2,600,000 2,600,000	2,600,000 2,600,000
Total Departmental Requirement			5,873,000	6,147,130	5,871,000

Administration and Overhead

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	1101	Full Time - Salaries	2,495,300	2,374,100	2,483,700
Salaries & Wages	1103	Full Time - Hourly (Teamsters)	2,495,100	2,415,400	2,588,400
Salaries & Wages	1104	Part Time - Hourly	13,600	18,100	18,400
Salaries & Wages	1105	Students	151,000	151,000	158,600
Salaries & Wages	Category	Total	5,155,000	4,958,600	5,249,100
Benefits	1201	Employment Insurance	75,300	74,800	76,500
Benefits	1202	Canada Pension Plan	208,400	204,800	217,200
Benefits	1203	O.M.E.R.S.	462,400	437,000	444,800
Benefits	1204	Employer's Health Tax	100,500	96,700	97,900
Benefits	1205	Health Insurance	491,200	476,500	529,100
Benefits	1206	Group Insurance	31,600	27,500	31,300
Benefits	1207	Long Term Disability Insurance	137,700	122,100	114,100
Benefits	1209	Short Term Disability Insurance	63,500	56,600	70,500
Benefits	1208	W.S.I.B.	63,700	61,900	61,500
Benefits	Category	Total	1,634,300	1,557,900	1,642,900
Staff Expense	3001	Mileage	3,900	2,900	3,400
Staff Expense	3002	Staff Training	138,700	115,700	138,700
Staff Expense	3005	Association Membership Fees	12,700	12,600	15,500
Staff Expense	3006	Clothing Allowance	42,600	42,400	43,200
Staff Expense	3629	Health & Safety	3,500	5,400	5,100
Staff Expense	3098	Other	3,600	3,600	3,600
Staff Expense	Category	Total	205,000	182,600	209,500
Office Expense	3101	Telephone	33,200	27,900	33,300
Office Expense	3103	Office Supplies	11,600	14,000	13,600
Office Expense	3130	Communications Services	8,600	8,000	8,600
Office Expense	3203	Copier Lease & Maintenance	12,100	14,000	7,200
Office Expense	3204	Computer Lease & Maintenance	207,700	179,500	194,000
Office Expense	3608	Engineering Supplies	2,000	2,000	2,000
Office Expense	3198	Other	1,800	1,800	1,800
Office Expense	Category	Total	277,000	247,200	260,500
Operating Expense	3117	Answering & Security Service	6,000	6,000	5,000
Operating Expense	3220	Tool & Tool Repairs	16,000	21,000	19,000
Operating Expense	3221	Radio Communications Maintenance	67,800	67,800	67,800
Operating Expense	3222	AVL / GPS Operational Cost	500	0	0
Operating Expense	3698	Other	500	500	500
Operating Expense	Category	Total	90,800	95,300	92,300
Purchased Service	3301	Legal Fees	10,000	10,000	10,000
Purchased Service	3303	Consultant Engineering Services	5,000	0	0
Purchased Service	3390	Employee Assistance Program	1,500	0	0
Purchased Service	3303	Service Delivery Review	0	17,820	0
Purchased Service	3514	Credit Card Fees	11,000	10,000	12,000
Purchased Service	Category	Total	27,500	37,820	22,000

Administration and Overhead

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Occupancy	3401	Insurance	450,000	443,350	458,200
Occupancy	3490	Insurance Deductibles	75,000	75,000	75,000
Occupancy	3403	Utilities	330,100	322,600	323,000
Occupancy	3405	Janitorial Services & Supplies	246,500	236,850	262,500
Occupancy	3406	Repairs & Maintenance	120,000	145,000	130,000
Occupancy	3407	Facility Lease	93,000	93,000	95,300
Occupancy	3462	Contract Maintenance - Facilities	94,700	116,800	99,400
Occupancy	3666	Pandemic Supplies	35,000	44,000	7,500
Occupancy	Category	Total	1,444,300	1,476,600	1,450,900
Labour Allocation	3699	Total - Union Employees	(1,860,500)	(1,796,800)	(1,897,700)
Operating Expenditures	Category	Total	6,973,400	6,759,220	7,029,500
Recoveries	6301	Ministry of Natural Resources	27,000	99,720	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	813,400	813,400	831,500
Recoveries	6368	Safe Restart	47,000	52,000	7,500
Recoveries	6798	Miscellaneous Revenue	5,000	12,200	5,000
Recoveries	Category	Total	1,007,400	1,092,320	986,000
	Net Operating	Expenditures	5,966,000	5,666,900	6,043,500
Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	3801	Equipment & Software Purchases	467,000	127,000	447,000
Capital Expenditures	3803	Capital - Civic Centre Facility	142,000	158,880	192,900
Capital Expenditures	Category	Total	609,000	285,880	639,900
Recoveries	6368	Safe Restart	107,000	123,880	27,900
Recoveries	6382	Enabling Accessibility Fund	0	0	27,200
Recoveries	Category	Total	107,000	123,880	55,100
Contributions to (from)	4110	Capital Reserve (Amortization)	650,000	650,000	650,000
Contributions to (from)	6801	Capital Reserve	(55,000)	(35,000)	(137,800)
Contributions to (from)	6801	Rate Stabilization Reserve	(320,000)	0	(320,000)
Contributions to (from)	Category	Total	275,000	615,000	192,200
	Net Capital	Expenditures	777,000	777,000	777,000
	Total Departmental	Requirement	6,743,000	6,443,900	6,820,500

Fleet and Facilities

Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital	13103-3820	1½ Ton Pickup	65,000	81,050	85,000
Capital	13103-3898	Mini Excavator	0	0	125,000
Capital	13103-3820	1½ Ton Pickup - Prior Year Retrofit	0	48,810	0
Capital	13103-3898	Forklift	45,000	45,000	0
Capital	13103-3821	Grader	0	0	588,000
Capital	13103-3820	Pickups (2) - ½ Ton	80,000	93,760	100,000
Capital	13103-3820	Pickups (1) - ¾ Ton	0	0	60,000
Capital	13103-3820	Panel Van	80,000	0	80,000
Capital	13103-3820	Tandem Dump Trucks	710,000	348,020	350,000
Capital	13103-3820	Tandem Dump Trucks - Prior Year Retrofit	366,600	315,900	320,000
Capital	13103-3898	Loader - Refurbished	40,000	42,250	0
Capital	13103-3821	Tractor	115,000	123,430	0
Capital	13103-3821	Mower	65,000	28,480	0
Capital	13103-3898	Trailer	15,000	12,910	0
Capital	13103-3898	Lawnmower	17,000	18,770	0
Capital	13103-3898	Miscellaneous Equipment	50,000	50,000	50,000
Capital	13103-3802	Maintenance Depot - Washbay Facility Upgrade	50,000	10,000	40,000
Capital	13103-3802	West Pike - Washroom Upgrade	50,000	40,000	0
Capital	13103-3802	Salt Dome Maintenance Program	25,000	10,000	0
Capital	13103-3802	Security Cameras	0	0	20,000
Capital	13103-3802	Gas Detection System Update	0	7,000	20,000
Capital	13103-3802	Door Replacements	100,000	50,000	50,000
Capital	13103-3802	West End - Lean To Building (Carport)	45,000	0	0
Capital	17101-3853	Construction - Administration Office - Phase 1	2,800,000	400,000	2,100,000
Capital	17101-3853	Demo & Construction - Administration Office - Phase 2	0	0	2,000,000
Capital	17101-3854	Design - Civic Centre	100,000	100,000	20,000
Expenditures	Category	Total	4,818,600	1,825,380	6,008,000
Recoveries	13103-6798	Sale of Surplus Equipment	61,500	70,000	129,600
Recoveries	Category	Total	61,500	70,000	129,600
Contributions to (from)	13103-4110	Capital Reserve - Surplus Equipment	61,500	70,000	129,600
Contributions to (from)	13103-6801	Capital Reserve - Equipment	(814,240)	(632,310)	(922,700)
Contributions to (from)	13103-6801	Capital Reserve - Facilities	(3,170,000)	(617,000)	(4,250,000)
Contributions to (from)	13103-4110	Capital Reserve - Amortization	1,200,000	1,200,000	1,200,000
Contributions to (from)	Category	Total	(2,722,740)	20,690	(3,843,100)
Total Departmental Requirement			2,034,360	1,776,070	2,035,300

Planning Services

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	11202-1101	Full Time - Salaries	224,800	224,800	228,800
Salaries & Wages	11202-1102	Full Time - Contract	82,800	20,000	73,000
Salaries & Wages	11202-1105	Students	8,700	0	8,900
Salaries & Wages Category	Category	Total	316,300	244,800	310,700
Benefits	11202-1201	Employment Insurance	3,800	3,000	4,000
Benefits	11202-1202	Canada Pension Plan	10,600	8,100	11,400
Benefits	11202-1203	O.M.E.R.S.	32,500	26,200	31,200
Benefits	11202-1204	Employer Health Tax	6,200	5,000	6,100
Benefits	11202-1205	Health Insurance	17,900	17,900	21,000
Benefits	11202-1206	Group Insurance	2,000	1,600	2,000
Benefits	11202-1207	Long Term Disability Insurance	6,300	5,000	6,000
Benefits	11202-1209	Short Term Disability Insurance	2,700	2,100	3,400
Benefits	11202-1208	W.S.I.B.	1,400	1,100	1,400
Benefits Category	Category	Total	83,400	70,000	86,500
Staff Expense	11202-3001	Mileage	2,000	1,200	2,000
Staff Expense	11202-3002	Staff Training	11,800	2,000	14,800
Staff Expense	11202-3005	Memberships	1,400	1,400	1,400
Staff Expense	11202-3098	Other	1,000	800	1,000
Staff Expense Category	Category	Total	16,200	5,400	19,200
Office Expense	11202-3101	Telephone	2,700	2,500	2,700
Office Expense	11202-3103	Office Supplies	2,100	1,000	1,000
Office Expense	11202-3104	Computer Supplies	400	400	200
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	6,400	6,420	0
Office Expense Category	Category	Total	12,800	11,520	5,100
Lease & Maintenance	11202-3203	Copier Lease & Maintenance	3,900	1,950	0
Lease & Maintenance	11202-3204	Computer Maintenance	400	420	2,300
Lease & Maintenance Category	Category	Total	4,300	2,370	2,300
Purchased Service	11202-3301	Legal Expense	10,000	5,000	0
Purchased Service	11202-3303	Consulting Fees - Official Plan Review	50,000	25,000	71,300
Purchased Service	11202-3303	Consulting Fees - Population Study (Growth Projections)	45,000	58,000	0
Purchased Service	11202-3303	Consulting Fees - Official Plan Review	0	0	200,000
Purchased Service	11202-3303	Consulting Fees - ERCA Technical Background Studies	0	0	50,000
Purchased Service	11202-3303	Consulting - Floodplain Mapping Updates	200,000	0	200,000
Purchased Service	11202-3303	Consulting - Economic Development & Employment Land Strate	50,000	0	0
Purchased Service	11202-3303	Consulting - Population Growth - Land Needs Analysis	50,000	0	0
Purchased Service	11202-3303	County Energy Plan - Implementation of Priority Projects	50,000	0	100,000
Purchased Service Category	Category	Total	455,000	88,000	621,300
Operating Expenditures Category	Category	Total	888,000	422,090	1,045,100
Recoveries	11202-6717	Subdivision Application Fees	60,000	72,000	60,000
Recoveries Category	Category	Total	60,000	72,000	60,000
Contributions to (from)	11202-4111	Official Plan Review Reserve	20,000	20,000	30,000
Contributions to (from)	11202-6819	Official Plan Review Reserve	(185,000)	(73,000)	(321,300)
Contributions to (from)	11202-6806	Rate Stabilization Reserve	(364,800)	(30,020)	(406,800)
Contributions to (from) Category	Category	Total	(529,800)	(83,020)	(698,100)
Net Operating Expenditures			298,200	267,070	287,000

Planning Services

Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	11202-3801	Equipment	8,900	8,900	8,900
	Net Capital	Expenditures	8,900	8,900	8,900
	Total Departmental	Requirement	307,100	275,970	295,900



2023 Budget
Departmental Budget
Essex County Library

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



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 all Essex County residents 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.

Level of Service Statement

ECL is connecting residents to resources through our community branch locations and through 24/7 online service centre at www.essexcountylibrary.ca

Town of Amherstburg	Amherstburg Branch
Town of Essex	Essex Branch Harrow Branch McGregor Branch
Town of Kingsville	Cottam Branch Highline Branch, (Kingsville) Ruthven Branch
Municipality of Lakeshore	Comber Branch Toldo Foundation Branch, (Emeryville) Libro Centre Branch, (Woodslee)
Town of LaSalle	William (Bill) Varga Branch (Lasalle)
Municipality of Leamington	Leamington Branch
Town of Tecumseh	Cada Branch (Tecumseh)

Through its 14 branches, the Essex County Library 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.

2022 Achievements and Challenges

As the spread of COVID-19 began to slow, and the community started to return to normal, the Essex County Library began its own return to normalcy. This included beginning the reopening process for smaller facilities that had been closed since March of 2020, including the Comber, Cottam, Stoney Point and Ruthven branches.

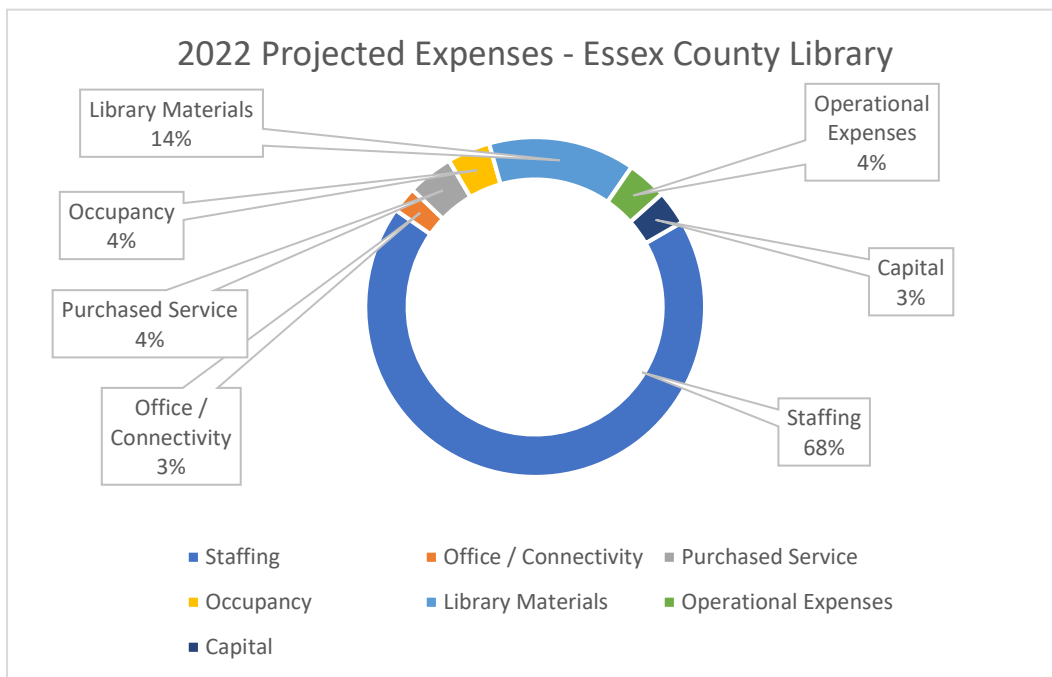
In February of 2022, ECL launched its new 'Enhanced Community Service' model of customer service in the McGregor and Harrow branches, allowing these branches to each provide an additional ~15 hours of unstaffed service every week. Having secured grant funding in 2021, ECL has committed to outfitting the new Comber branch with the technological supports necessary

to roll out Enhanced Community Service hours upon opening in late 2022/ early 2023.

In September of 2022, ECL launched a re-worked staffing model, which was intended to address the prospect of re-opening the four smaller library branches, as well as an uptick in staff illness. In the wake of COVID-19, short notice absence (sick time requests) has increased. That being the case, the new staffing model included hiring an additional 4 casual supply staff to cover absences and to ensure that public service levels are consistently maintained.

All non-union Student Desk Clerk positions remained vacant throughout 2021 and into early 2022. As operational need increases, these positions are slowly being brought back. Likewise, with key non-union Management positions, the library had spent the early months of 2022 with vacancies in its management team. This gap has also been addressed.

The graph below illustrates the key areas of spending at the Essex County Library for this past year (projected to December 31, 2022).



Opportunities and Challenges for 2023

Recent feedback from both the public and staff suggests that there is a strong community push to return to pre-pandemic levels of service, including service at the small branches which have remained closed since 2020. This represents both a challenge and an opportunity for the library; reopening facilities often come with hidden or unanticipated costs but are an excellent way to garner community interest in our services.

Technology and providing access to technology has long been an important component of library service. This presents a unique set of challenges for Essex County Library as the need to stay modern and up-to-date inevitably comes with a price. For example, the ECL website is in need of a significant update, as are many of our public access computers; both of which are accessed directly by the public and therefore critically important to providing the best possible service.

The Essex County Library is overdue for a new Strategic Plan and is well outside of the typical 3-5 year planning cycle. With opportunities for support from the Ontario Library Service, 2023 will be a 'planning year' and will help to solidify the direction ECL will take for the future.

Proposed 2023 Budget Plan

The proposed 2023 Budget includes consideration for the following:

Information Services and Collection

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.

Costs associated with maintaining a robust collection are impacted by several factors, not least of which are the manufacturing costs of physical resources, the pricing for content licensing for eResources, fluctuation of the US exchange rate, and the available discount rates from the distributors.

Despite this, the proposed budget includes a 0% increase for resources. The Essex County Library has historically been underspent with respect to the collections budget and as such there will be no need for increased funding to offset any inflation in the cost of materials.

Programming and Outreach

Due to the COVID-19 pandemic, ECL had to restrict programming and outreach services and make the switch to online and virtual events. As we continue to return to regular public services, in-person programming and outreach services will be essential. Programming at ECL has historically included things like story times for kids, book clubs, and crafting sessions.

The proposed 2023 budget includes an increase in funding for program and outreach supplies and services. These funds will be used to help support a more well-rounded selection of programming at all branches, and will allow staff the opportunity to deliver more unique and meaningful offerings to our library users.

Branches

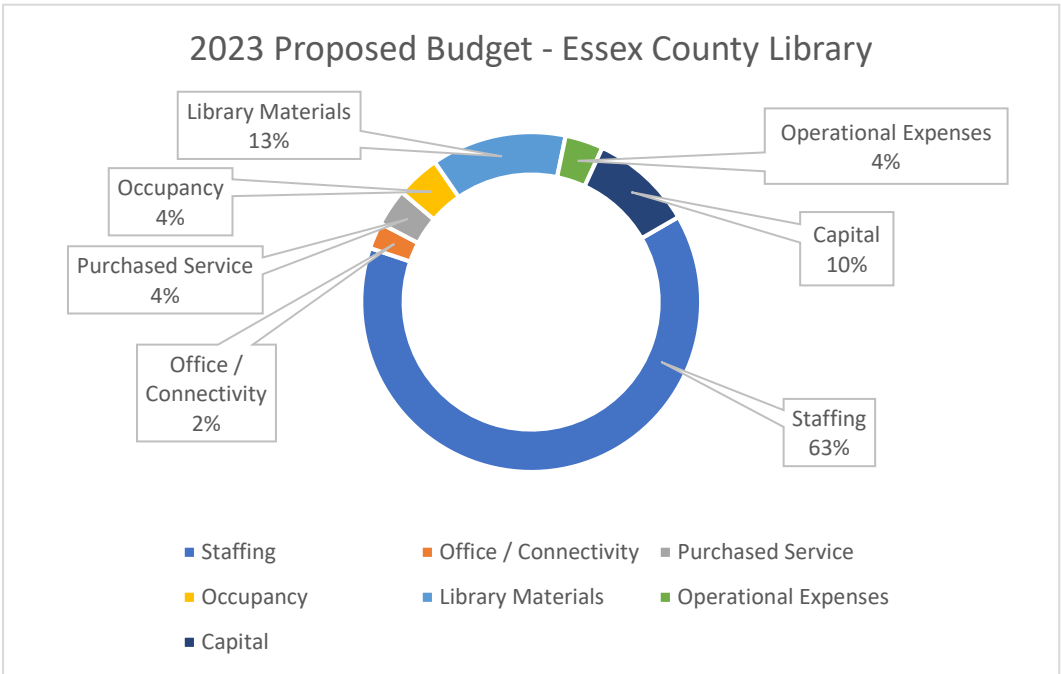
The Essex County Library uses third-party contracts for janitorial services at branch locations. In 2023, janitorial contract services will continue to be required for all site locations. Each site will maintain or return to its regular cleaning services at pre-pandemic levels.

The proposed 2023 budget includes costs associated with upcoming renovation projects. Set to begin in 2023, the Cada Branch (Tecumseh) is scheduled to undergo a significant refresh and renovation project that includes new carpet and paint, reworked staff and public study space, new washrooms and more.

Technological Infrastructure

The proposed 2023 budget is mindful of the need to address technological obsolescence in both the public facing and the administrative infrastructure that the library utilizes. This includes things like replacing public access PCs as they age out of service, implementing new network hardware to increase security, and any costs associated with updating the Essex County Library website.

The graph on the next page illustrates the key areas of proposed 2023 Budget spending at the Essex County Library:



Overall, the 2023 Budget for Essex County Library, net of recoveries, totals \$6,029,600 (0.06% increase over the 2022 Budget of \$6,026,200).

Library Services

Operating Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Expenditures	Salaries & Wages	3,479,500	3,467,100	3,488,000
Expenditures	Benefits	974,800	855,400	997,600
Expenditures	Board Expense	11,000	9,700	55,000
Expenditures	Staff Expense	67,200	49,000	69,200
Expenditures	Office Expense	234,200	159,000	176,100
Expenditures	Purchased Services	243,500	282,920	248,000
Expenditures	Occupancy Expense	266,100	263,800	294,100
Expenditures	Operating Expense	322,700	245,000	253,700
Expenditures	Total	5,599,000	5,331,920	5,581,700
Recoveries	Ontario Grants	273,600	273,600	273,600
Recoveries	Other Grants	14,100	14,100	14,100
Recoveries	Fees, Service Charges	106,000	66,700	55,000
Recoveries	Total	393,700	354,400	342,700
Contributions to (from)	Enhanced Service Reserve	(36,600)	0	0
Contributions to (from)	Rate Stabilization Reserve - Operating	(120,000)	(1,820)	(224,900)
Contributions to (from)	County Health Benefit Rate Stabilization	(18,000)	0	0
Contributions to (from)	County Rate Stabilization Reserve	(55,000)	0	(50,000)
Contributions to (from)	Total	(229,600)	(1,820)	(274,900)
Net Operating Expenditures		4,975,700	4,975,700	4,964,100
Capital Category	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	Library Materials	900,100	900,100	900,100
Capital Expenditures	Capital Expenditures	456,000	210,000	685,000
Capital Expenditures	Total	1,356,100	1,110,100	1,585,100
Capital Recoveries	Total	59,500	79,500	0
Contributions to (from)	Vehicle Reserve	(34,600)	15,400	(49,600)
Contributions to (from)	Capital Reserve	(120,000)	30,000	(470,000)
Contributions to (from)	Rate Stabilization Reserve - Capital	(91,500)	(25,500)	0
Contributions to (from)	Total	(246,100)	19,900	(519,600)
Net Capital Expenditures		1,050,500	1,050,500	1,065,500
Total Departmental Requirement		6,026,200	6,026,200	6,029,600

Library Services

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	11101-1101	Library Services	3,479,500	3,467,100	3,488,000
Salaries & Wages	Category	Total	3,479,500	3,467,100	3,488,000
Benefits	11101-1201	Employment Insurance	65,000	55,200	64,700
Benefits	11101-1202	Canada Pension	162,700	140,500	171,500
Benefits	11101-1203	O.M.E.R.S.	298,000	232,500	296,600
Benefits	11101-1204	Employer Health Tax	69,000	67,600	67,000
Benefits	11101-1205	Health Insurance	258,000	250,700	284,000
Benefits	11101-1206	Group Life Insurance	16,800	16,100	17,200
Benefits	11101-1207	Long Term Disability Insurance	72,000	70,800	61,600
Benefits	11101-1209	Short Term Disability Insurance	23,600	21,900	25,100
Benefits	11101-1208	W.S.I.B. (claims)	9,700	100	9,900
Benefits	Category	Total	974,800	855,400	997,600
Board Expense	11101-2101	Indemnities	9,000	8,700	9,000
Board Expense	11101-2302	Mileage	2,000	1,000	2,000
Board Expense	11101-2305	Conferences	0	0	4,000
Board Expense	11101-2398	Strategic Planning	0	0	40,000
Board Expense	Category	Total	11,000	9,700	55,000
Staff Expense	11101-3001	Mileage	10,000	5,000	10,000
Staff Expense	11101-3002	Training	50,000	40,000	50,000
Staff Expense	11101-3004	Association Meetings	2,000	0	2,000
Staff Expense	11101-3005	Membership Fees	1,200	1,000	1,200
Staff Expense	11101-3098	Other	4,000	3,000	6,000
Staff Expense	Category	Total	67,200	49,000	69,200
Office Expense	11101-3101	Telephone - Voice	12,000	10,000	10,400
Office Expense	11101-3102	Postage	10,000	5,000	7,500
Office Expense	11101-3103	Office Supplies	7,000	7,000	7,000
Office Expense	11101-3110	Printing	6,000	6,000	6,000
Office Expense	11101-3114	Copier Lease & Maintenance	25,000	21,000	25,000
Office Expense	11101-3118	Communication / Connectivity	144,000	100,000	105,000
Office Expense	11101-3119	Cataloguing Supplies	30,000	10,000	15,000
Office Expense	11101-3198	Miscellaneous	200	0	200
Office Expense	Category	Total	234,200	159,000	176,100
Operating Expense	11101-3611	Delivery Van Maintenance & Fuel	12,000	13,000	15,000
Operating Expense	11101-3612	Repairs & Maintenance - Branches	20,000	25,000	25,000
Operating Expense	11101-3613	Janitorial & Maintenance Supplies	6,000	3,000	6,000
Operating Expense	11101-3614	Advertising	25,000	25,000	25,000
Operating Expense	11101-3615	Computer Systems Operation	230,700	155,000	162,700
Operating Expense	11101-3616	Professional Program Services & Supplies	8,000	6,000	20,000
Operating Expense	11101-3666	Pandemic Supplies	21,000	18,000	0
Operating Expense	Category	Total	322,700	245,000	253,700

Library Services

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Purchased Services	11101-3301	Legal & Consulting	40,000	100,000	40,000
Purchased Services	11101-3302	Audit Fees	5,300	5,300	5,300
Purchased Services	11101-3305	Collection Services	2,500	0	2,500
Purchased Services	11101-3307	Janitorial & Maintenance Contracts	100,000	81,200	100,000
Purchased Services	11101-3381	Electronic Data Hosting Services	75,000	75,000	85,500
Purchased Services	11101-3380	Payroll Service	20,700	21,420	14,700
Purchased Services	Category	Total	243,500	282,920	248,000
Occupancy Expense	11101-3401	Insurance	37,100	34,800	38,000
Occupancy Expense	11101-3407	Shared Occupancy - Administration Office	84,000	84,000	86,100
Occupancy Expense	11101-3412	Utilities - Gas	25,000	25,000	35,000
Occupancy Expense	11101-3413	Utilities - Hydro	120,000	120,000	135,000
Occupancy Expense	Category	Total	266,100	263,800	294,100
Operating Expenditures	Category	Total	5,599,000	5,331,920	5,581,700
Recoveries	11101-6201	Provincial Grant	273,600	273,600	273,600
Recoveries	11101-6305	Provincial Grant - Pay Equity	14,100	14,100	14,100
Recoveries	11101-6503	Municipal Recoveries - Kingsville	2,500	2,500	2,500
Recoveries	11101-6368	Safe Restart Grant	21,000	18,000	0
Recoveries	11101-6605	Lost/Damaged Materials Recovery	0	3,700	5,000
Recoveries	11101-6607	Copier Fees	20,000	20,000	20,000
Recoveries	11101-6608	Fees and Fines	50,000	10,000	15,000
Recoveries	11101-6698	Other	5,000	5,000	5,000
Recoveries	11101-6660	Data / Fax	2,000	2,000	2,000
Recoveries	11101-6731	Book Sales	1,000	1,000	1,000
Recoveries	11101-6798	Miscellaneous	4,500	4,500	4,500
Recoveries	Category	Total	393,700	354,400	342,700
Contributions to (from)	11101-6865	Enhanced Service Reserve	(36,600)	0	0
Contributions to (from)	11101-6801	Rate Stabilization Reserve - 1x Legal	(20,000)	(80,000)	(20,000)
Contributions to (from)	11101-6801	Rate Stabilization Reserve - Vision/Values	0	0	(40,000)
Contributions to (from)	11101-6801	Rate Stabilization Reserve - 2016 Surplus	(100,000)	0	(164,900)
Contributions to (from)	11101-6801	Rate Stabilization Reserve - Surplus	0	78,180	0
Contributions to (from)	11101-68xx	County Health Benefit Rate Stabilization Res.	(18,000)	0	0
Contributions to (from)	11101-68xx	County Rate Stabilization Reserve	(55,000)	0	(50,000)
Contributions to (from)	Category	Total	(229,600)	(1,820)	(274,900)
Net Operating	Expenditures		4,975,700	4,975,700	4,964,100

Library Services

Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Library Materials	11101-3860	Books - Tangible	350,000	350,000	350,000
Library Materials	11101-3868	Books - Virtual	300,000	300,000	300,000
Library Materials	11101-3861	Electronic Resources	10,000	10,000	10,000
Library Materials	11101-3862	Periodicals	22,000	22,000	22,000
Library Materials	11101-3870	Periodicals - Virtual	30,000	30,000	30,000
Library Materials	11101-3863	Audio Visual Materials - Tangible	55,000	55,000	55,000
Library Materials	11101-3869	Audio Visual Materials - Virtual	130,000	130,000	130,000
Library Materials	11101-3866	Bindery	2,000	2,000	2,000
Library Materials	111013865	Literacy Project (Leverager Funds)			
Library Materials	11101-3867	Express and Postage	1,100	1,100	1,100
Library Materials	Category	Total	900,100	900,100	900,100
Capital Expenditures	11101-3801	Furnishings & Equipment	30,000	30,000	30,000
Capital Expenditures	11101-3805	Vehicles	50,000	0	65,000
Capital Expenditures	11101-3807	Computer Equipment/Software	75,000	75,000	90,000
Capital Expenditures	11101-3804	Special Projects Capital	66,000	0	0
Capital Expenditures	11101-3857	Book Bike	0	20,000	0
Capital Expenditures	11101-3874	Modernization & Efficiency - Open+ Systems	85,000	85,000	0
Capital Expenditures	11101-3864	Branch Renovations (including Open+)	150,000	0	500,000
Capital Expenditures	Category	Total	456,000	210,000	685,000
Capital Expenditures	Category	Total	1,356,100	1,110,100	1,585,100
Recoveries	11101-6382	Special Projects Grant	0	20,000	0
Recoveries	11101-6203	Modernization & Efficiency Grant	59,500	59,500	0
Recoveries	Category	Total	59,500	79,500	0
Contributions to (from)	11101-4121	Vehicle Reserve - Amortization	15,400	15,400	15,400
Contributions to (from)	11101-4102	Capital Reserve - Amortization	30,000	30,000	30,000
Contributions to (from)	11101-6810	Vehicle Reserve	(50,000)	0	(65,000)
Contributions to (from)	11101-6811	Capital Reserve - Branch Renovations	(150,000)	0	(500,000)
Contributions to (from)	11101-6801	Rate Stabilization Reserve	(91,500)	(25,500)	0
Contributions to (from)	Category	Total	(246,100)	19,900	(519,600)
Net Capital		Expenses	1,050,500	1,050,500	1,065,500
Total Departmental		Requirement	6,026,200	6,026,200	6,029,600



County of
Essex

2023 Budget
Departmental Budget
General Government

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



General Government Services

Service Delivery Promise

General Government Services provides leadership, financial 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, Corporate Management and Administration, Communications, Legal Counsel, Finance, Payroll and Employee Benefits, Information Technology, and Human Resource. 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 - Summary

Category	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Operating Expenditures	Council Services	557,600	555,500	559,600
Operating Expenditures	Corporate Management	2,031,000	1,876,700	2,262,060
Operating Expenditures	Financial & IT Services	3,585,100	3,462,410	4,182,200
Operating Expenditures	Human Resources	1,347,400	1,379,750	1,426,500
Operating Expenditures	Total	7,521,100	7,274,360	8,430,360
Operating Recoveries	Council Services	0	3,000	0
Operating Recoveries	Corporate Management	0	38,700	100
Operating Recoveries	Financial & IT Services	4,660,200	4,654,300	4,998,880
Operating Recoveries	Human Resources	368,400	423,150	374,900
Operating Recoveries	Total	5,028,600	5,119,150	5,373,880
Contributions to (from) Reserves	Council Services	0	3,000	0
Contributions to (from) Reserves	Corporate Management	(140,000)	(30,000)	(188,900)
Contributions to (from) Reserves	Financial & IT Services	1,730,300	1,769,600	1,467,800
Contributions to (from) Reserves	Human Resources	(114,000)	(109,500)	(85,000)
Contributions to (from) Reserves	Total	1,476,300	1,633,100	1,193,900
Net Operations	Council Services	557,600	555,500	559,600
Net Operations	Corporate Management	1,891,000	1,808,000	2,073,060
Net Operations	Financial & IT Services	655,200	577,710	651,120
Net Operations	Human Resources	865,000	847,100	966,600
Net Operations	Total County Responsibility - Operations	3,968,800	3,788,310	4,250,380
Capital Expenditures	Council Services	0	0	0
Capital Expenditures	Corporate Management	215,000	0	140,000
Capital Expenditures	Financial & IT Services	3,956,000	2,642,600	5,469,340
Capital Expenditures	Human Resources	60,000	10,000	60,000
Capital Expenditures	Total	4,231,000	2,652,600	5,669,340
Capital Recoveries	Council Services	0	0	0
Capital Recoveries	Corporate Management	0	0	0
Capital Recoveries	Financial & IT Services	799,400	791,100	822,000
Capital Recoveries	Human Resources	0	0	0
Capital Recoveries	Total	799,400	791,100	822,000
Contributions to (from) Reserves	Council Services	0	0	0
Contributions to (from) Reserves	Corporate Management	(200,000)	0	(125,000)
Contributions to (from) Reserves	Financial & IT Services	(723,700)	613,500	(2,182,340)
Contributions to (from) Reserves	Human Resources	(50,000)	0	(50,000)
Contributions to (from) Reserves	Total	(973,700)	613,500	(2,357,340)
Net Capital	Council Services	0	0	0
Net Capital	Corporate Management	15,000	0	15,000
Net Capital	Financial & IT Services	2,432,900	2,465,000	2,465,000
Net Capital	Human Resources	10,000	10,000	10,000
Net Capital	Total County Responsibility - Capital	2,457,900	2,475,000	2,490,000
Total County Requirement	Council Services	557,600	555,500	559,600
Total County Requirement	Corporate Management	1,906,000	1,808,000	2,088,060
Total County Requirement	Financial & IT Services	3,088,100	3,042,710	3,116,120
Total County Requirement	Human Resources	875,000	857,100	976,600
	Total County Requirement	6,426,700	6,263,310	6,740,380

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.

2022 Achievements and Challenges

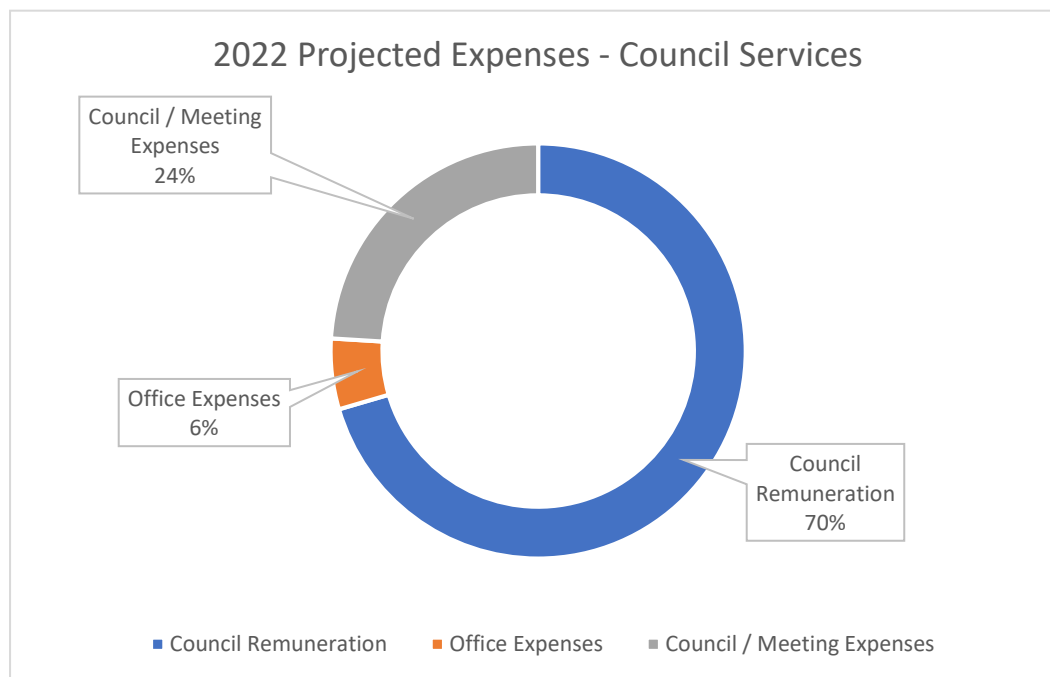
The continuation of the COVID-19 pandemic in 2022 resulted in the ongoing electronic Council meetings for the first half of the year. Upgrades were made to the audio/visual equipment in Council Chambers to allow for the option of hybrid meetings, meaning most members of Council are physically present in Council Chambers, with the option, under defined circumstances, for some members of Council and/or delegations to attend virtually. Additionally, to allow for the implementation of electronic voting by County Council, dedicated devices were acquired for Council Chambers as well as an App through the electronic meeting management software to facilitate the ease of use of the software by Council.

2022 expenditures for agency, board and committee meeting indemnities and travel, as well as conference expenses were under budget due in part to the continuation of electronic meetings for part of the year and the resignation of one member of County Council in July which left some vacancies.

The Essex County Accessibility Advisory Committee was able to offer virtual speakers for one of their initiatives in 2022, as well as continuing the acquisition of more benches required for the ERCA trails, identified as a need through the We Check The Trails project.

Additional expenditures in the final year of the term of Council were realized for Council Candidate Information Session, Councillor/Committee member recognition, Councillor Training, Warden's Banquet and the Inaugural meeting/Warden's Election and Reception. Additionally, a Regional Councillor Orientation session was organized and funded by the County through Council Services, which was an unbudgeted expenditure.

The graph below illustrates the key areas of spending in Council Services for this past year (projected to December 31, 2022):



Opportunities and Challenges for 2023

Providing the newly elected Council with training opportunities and resources will be the focus of 2023 for Council Services, while recognizing that electronic or hybrid meetings will be an ongoing necessity.

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.

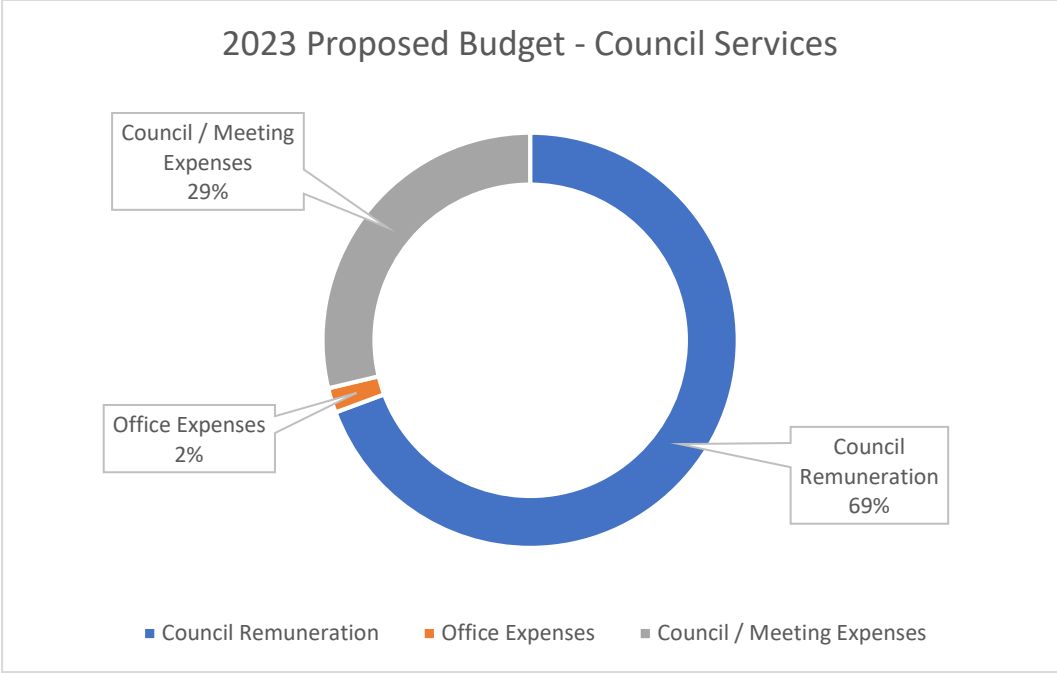
Proposed 2023 Budget Plan

The 2023 Council Services budget has an overall increase of 0.36%. A number of expenditures related to the final year in the term of Council in 2022, are not applicable in 2023, reducing the overall level of expenditures. In accordance with the County Procedure By-law, Council salaries were recalculated, seeing an average increase in Council salaries and meeting indemnities of 5%. These rates will be in effect for the first two years of this term of Council.

Ongoing costs related to software that supports the electronic meeting management, including live streaming and closed captioning is also reflected

in the proposed 2023 Budget for Council Services. Anticipated modest increases in municipal association memberships are reflected in this budget.

The graph below illustrates the key areas of proposed 2023 Budget spending in Council Services:



Overall, the 2023 Budget for Council Services totals \$559,600 (an increase of \$2,000 (0.36%) over the 2022 Budget of \$557,600).

General Government Services - Council Services

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Indemnities	11101-1101	Warden's Salary & Indemnities	97,100	97,000	102,200
Salaries & Indemnities	11102-2101	Agency, Board, Committee Indemnities	32,000	30,000	37,400
Salaries & Indemnities	11102-1107	Deputy Warden's Salary & Indemnities	16,300	9,000	17,200
Salaries & Indemnities	11102-1101	Councillors' Salaries & Indemnities	161,500	161,000	164,900
Salaries & Indemnities	Category	Total	306,900	297,000	321,700
Benefits	11101-1202	Canada Pension Plan	11,000	14,400	13,000
Benefits	11101-1204	Employer Health Tax	6,000	6,900	6,300
Benefits	11101-1205	Health Insurance	300	0	3,600
Benefits	Category	Total	17,300	21,300	22,900
Warden's Office	11101-2201	General Expenses	10,500	10,500	7,300
Warden's Office	11101-2202	Warden's Election & Reception	7,000	7,000	0
Warden's Office	11101-2203	Warden's Banquet	10,100	10,100	0
Warden's Office	11101-3101	Telephone / Technology	1,000	600	1,000
Warden's Office	11101-2206	Out-of-town Meetings	1,700	500	2,500
Warden's Office	Category	Total	30,300	28,700	10,800
Council Expense	11102-2304	Out-of-town Meetings	300	0	800
Council Expense	11102-2308	Meeting Expenses	22,800	22,800	11,000
Council Expense	11102-2340	Accessibility Initiatives	7,000	7,000	7,000
Council Expense	11102-2309	Subscriptions	3,100	3,100	3,000
Council Expense	11102-2310	Council Picture, Photos	500	500	400
Council Expense	11102-2311	Name Plates, Scrolls, Plaques	300	300	400
Council Expense	11102-2314	Municipal Membership Fees	74,900	76,300	80,400
Council Expense	11102-3204	Agenda Software	22,600	33,500	36,500
Council Expense	11102-2398	Other	5,500	5,500	5,500
Council Expense	Category	Total	137,000	149,000	145,000
Conferences	11101-2205	Warden	18,800	18,800	17,200
Conferences	11102-2305	Councillors	26,100	26,100	20,700
Conferences	11102-2306	Convention Expenses	4,000	4,000	4,000
Conferences	11102-2307	Association Meetings & Workshops	1,600	500	1,600
Conferences	Category	Total	50,500	49,400	43,500
Mileage	11101-2204	Warden - All Other	3,100	3,100	2,700
Mileage	11101-2220	Warden - Council Sessions	0	500	500
Mileage	11102-2301	Council - Council Sessions	7,600	3,500	7,900
Mileage	11102-2302	Council - Agency & Committee Meetings	4,900	3,000	4,600
Mileage	11102-2303	External Boards & Agencies	0	0	0
Mileage	Category	Total	15,600	10,100	15,700
Operating Expenditures	Category	Total	557,600	555,500	559,600
Recoveries	11102-6798	Miscellaneous Revenue - Closed Caption	0	3,000	0
Recoveries	11102-6406	Federal Special Projects Grant	0	0	0
Recoveries	11102-6368	Safe Restart	0	0	0
Recoveries	Category	Total	0	3,000	0
Contributions to (from)	11102-6801	Rate Stabilization Reserve	0	3,000	0
	Net Operating	Expenses	557,600	555,500	559,600
Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	16104-3801	Equipment	0	0	0
	Net Capital	Expenses	0	0	0
Total Departmental		Requirement	557,600	555,500	559,600

Corporate Management



Corporate Management reflects the combined operations of the Office of the Chief Administrative Officer (CAO) and the Director of Legislative and Community Services / Clerk. In previous budget documents, these services were included under the heading of Administrative and Financial Services which also included the Office of the Director of Financial Services / Treasurer. Given the increasing complexity of these service areas, the prior year's budget and projections have been restated to remove Financial Services and the 2023 budget estimates have been separated into two distinct sections.

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 Legislative 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 and information management (RIM), freedom of information and protection of privacy and communications, the department ensures access to County of Essex business is open and transparent. As well, other divisions working in the Legislative and Community Services Department include: Legal Services, Communications and Organizational Development, and Community Services. For the purposes

of the budget, Community Services is established as a separate service area and excluded from the Corporate Management budget estimates.

Level of Service Statement

Corporate Management provides support to all service areas of the Corporation. By providing strategic, legislative, legal, and communication advice and supports, these service areas act as the administrative backbone for the Corporation. In the two-tier municipal system, County staff in Corporate Management also strive to be a regional resource to peers at the local level, strengthening intergovernmental relations and sharing ideas and best practices.

2022 Achievements and Challenges

In the first full year of leadership under a new CAO, the Corporation has continued to see reviews of existing service levels and procedures, which will lead into the development of a Corporate Strategic Planning exercise in 2023.

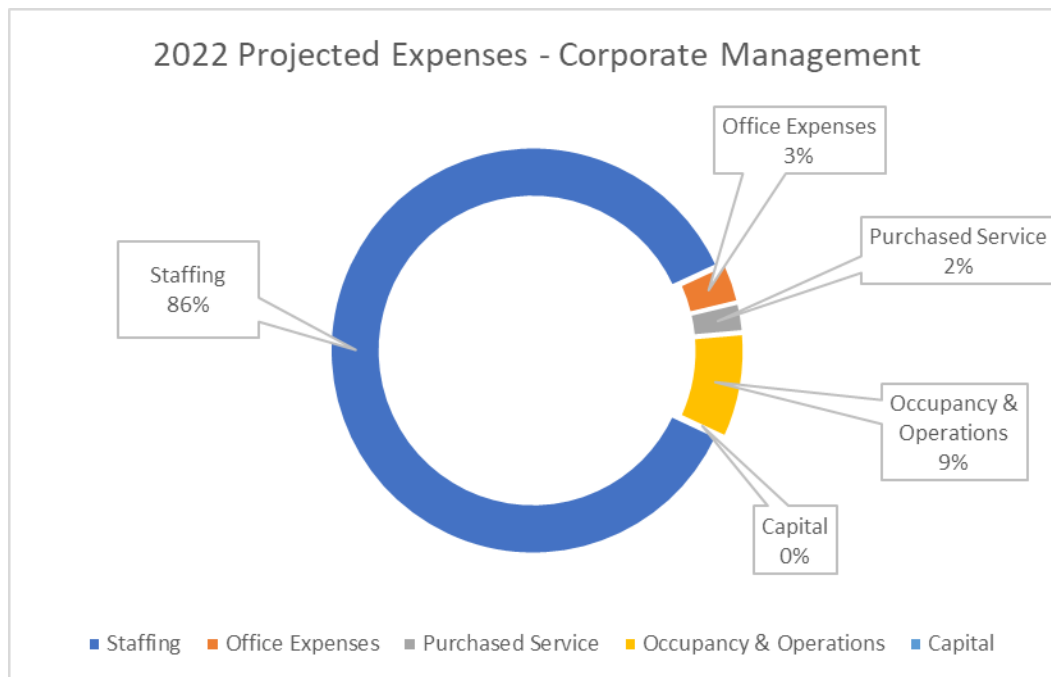
For the first time commencing in January 2022, County Council employed the services of an internal County Solicitor. Given the magnitude of projects requiring legal oversight including property acquisitions, expropriations, contract management, procurement, planning matters, labour relations, review of ever-changing legislation, as well as the need to manage insurance claims, it was deemed necessary to employ full time legal counsel and a Legal and Records Administrative Assistant for the Corporation. Benefits in reduced external legal fees and the efficiency in obtaining legal advice from internal legal counsel were quickly realized.

The Communications and Organizational Development team continued to build on employee engagement activities and staff training, improving internal communications and refining the County's marketing strategy. New opportunities for diversity and inclusion training were introduced. Communication with all staff was paramount during the many changes that occurred during the year as we were still dealing with COVID-19 information and resources to support the mental wellness of our workforce. The employee engagement committee resumed meeting and beginning in the summer, were able to plan in-person employee events.

In 2022 the Clerk's Department began to implement the recommendations of the 2021 corporate-wide records and information management (RIM) review which involved a consulting firm conducting an exhaustive inspection of information assets, internal competency levels, policies, and procedures.

To address the human resource need in the corporate records and information management program, one full-time Records and Information Management professional was approved in the 2022 budget.

The graph below illustrates the key areas of spending in Corporate Management for this past year (projected to December 31, 2022).



Opportunities and Challenges for 2023

As is prevalent within many service areas, recruitment and retention of staff are an ongoing concern. Ensuring our workforce is engaged and informed is a continuous challenge for our Communications team.

Ongoing property acquisitions for capacity expansion projects, claims administration and procurement contract review are some of the issues anticipated to impact the workload of Legal Services in the coming year.

The continued implementation of the RIM review recommendations relies on the recruitment of RIM professionals with the identified skillsets.

Proposed 2023 Budget Plan

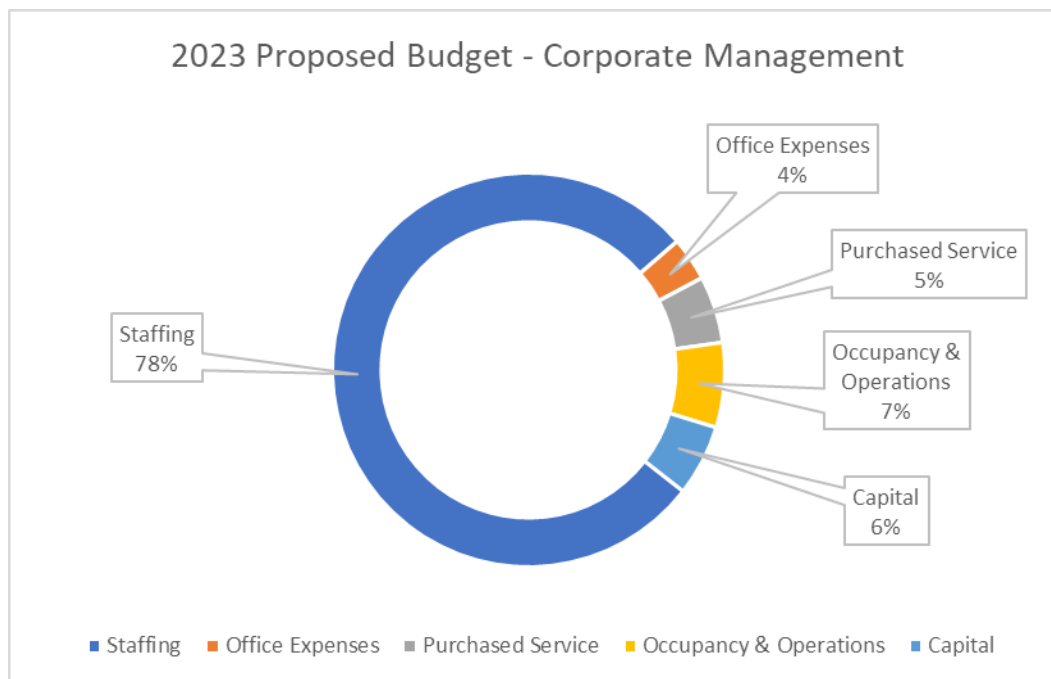
The start of a new Term of Council presents an opportune time to conduct a strategic planning exercise for the County of Essex. Leveraging the results of departmental service delivery reviews and combining information obtained through facility and resource rationalization, and a plan can be created that

delineates Council’s vision and priorities for the future. The strategic plan will form the foundation for 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. New opportunities will be explored for employee engagement and training opportunities. Additionally, priorities for 2023 include continuation of the plan to modernize the records management systems through the addition of one full-time position and a summer student as well as the move to cloud-based software. Implementation of software to improve the efficiency of managing formal information requests is also included in the proposed budget.

Legal Services will supplement their resources, through the services of a summer student, to commence a complete Corporate by-law review.

The graph below illustrates the key areas of proposed 2023 Budget spending in Corporate Management.



Overall, the 2023 Budget for Corporate Management, net of recoveries, totals \$2,088,060 (an increase of \$182,060 (9.55%) over the 2022 Budget of \$1,906,000).

General Government Services - Corporate Management

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	11208-1101	Full Time - Salaries	1,181,700	1,147,300	1,296,900
Salaries & Wages	11208-1105	Students	9,300	0	25,200
Salaries & Wages	Category	Total	1,191,000	1,147,300	1,322,100
Benefits	11208-1201	Employment Insurance	13,300	13,300	15,800
Benefits	11208-1202	Canada Pension Plan	38,000	38,000	46,200
Benefits	11208-1203	O.M.E.R.S.	129,700	114,500	140,400
Benefits	11208-1204	Employer Health Tax	23,300	22,400	25,800
Benefits	11208-1205	Health Insurance	78,200	75,700	84,300
Benefits	11208-1206	Group Insurance	7,900	7,400	8,800
Benefits	11208-1207	Long Term Disability Insurance	24,000	22,600	27,200
Benefits	11208-1209	Short Term Disability Insurance	10,300	9,600	11,500
Benefits	11208-1208	W.S.I.B.	4,600	4,600	5,200
Benefits	Category	Total	329,300	308,100	365,200
Staff Expense	11208-3001	Mileage	4,000	4,000	4,000
Staff Expense	11208-3002	Staff Training	43,900	28,500	60,100
Staff Expense	11208-3005	Membership Fees	16,100	10,000	10,300
Staff Expense	11208-3007	Auto - Maintenance	5,500	5,200	5,500
Staff Expense	11208-3098	Other	500	500	500
Staff Expense	Category	Total	70,000	48,200	80,400
Office Expense	11208-3101	Telephone	4,400	4,400	5,400
Office Expense	11208-3103	Office Supplies	4,000	5,000	4,000
Office Expense	11208-3104	Computer Supplies	5,000	5,000	5,000
Office Expense	11208-3105	Subscriptions & Reference Material	500	5,500	5,800
Office Expense	11208-3198	Other	600	600	600
Office Expense	Category	Total	14,500	20,500	20,800
Lease & Maintenance	11208-3203	Copier Lease & Maintenance	3,000	3,300	7,500
Lease & Maintenance	11208-3204	Server/Software Maintenance	22,500	15,000	35,400
Lease & Maintenance	Category	Total	25,500	18,300	42,900
Purchased Service	11208-3301	Legal Fees	7,500	5,000	2,000
Purchased Service	11208-3303	Consultant Fees	100,000	0	130,000
Purchased Service	11208-3326	Modernization & Efficiency Expenditures	0	38,600	0
Purchased Service	Category	Total	107,500	43,600	132,000

General Government Services - Corporate Management

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Occupancy Expense	11208-3407	Occupancy Cost - Communication Office	6,400	6,400	13,160
Occupancy Expense	11208-3408	Occupancy Cost - Administration	150,500	150,500	154,200
Occupancy Expense	Category	Total	156,900	156,900	167,360
Corporate Communication	11208-3392	Communication / Employee Engagement	113,800	113,800	108,800
Corporate Communication	11208-3108	Corporate Advertising	22,500	20,000	22,500
Corporate Communication	Category	Total	136,300	133,800	131,300
Operating Expenditures	Category	Total	2,031,000	1,876,700	2,262,060
Recoveries	11208-6798	Miscellaneous Revenues	0	100	100
Recoveries	11208-6203	Modernization & Efficiency Grant	0	38,600	0
Recoveries	Category	Total	0	38,700	100
Contributions to (from)	11208-6801	Rate Stabilization Reserve	(140,000)	(30,000)	(188,900)
Contributions to (from)	Category	Total	(140,000)	(30,000)	(188,900)
	Net Operating	Expenditures	1,891,000	1,808,000	2,073,060
Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	11208-3801	Equipment	15,000	0	15,000
Capital Expenditures	11208-3851	Civic Centre - Office Renovations	200,000	0	125,000
Capital Expenditures	Category	Total	215,000	0	140,000
Contributions to (from)	11208-6803	Capital Reserve	(200,000)	0	(125,000)
Contributions to (from)	Category	Total	(200,000)	0	(125,000)
	Net Capital	Expenditures	15,000	0	15,000
	Total Departmental	Requirement	1,906,000	1,808,000	2,088,060

Financial and Information Technology Services



Financial and Information Technology (IT) Services provides technical support and strategic direction related to the financial and technology needs of the Corporation. 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, investment portfolio management, financial record keeping and reporting, payroll and benefit administration, procurement, information technology and geographical information systems. The combined expertise in the Financial and Information Technology Services department ensures the Corporation's compass remains aligned with Council's strategic goals and objectives.

Level of Service Statement

Financial and IT 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, financial, procurement and information technology advice and supports, the department acts as part of the administrative backbone for the Corporation. In the two-tier municipal system, County staff in the Department also strive to be a regional resource to peers at the local level, strengthening intergovernmental relations and sharing ideas and best practices.

2022 Achievements and Challenges

The Financial and IT Services department experienced significant change during 2022. A number of staffing changes, combined with increased ministry reporting requirements and demand for departmental services across all divisions made for a challenging year.

Accounting and Financial Reporting

Led by the Manager of Accounting – Administration / Deputy Treasurer, the Accounting and Financial Reporting division continued their modernization efforts to streamline processes and eliminate paper. The division's Clerk/Bookkeepers worked to leverage technology to increase processing efficiencies in the accounts payable and bank reconciliation functions while two team members transitioned to new roles as a result of a Clerk/Bookkeeper retirement. The division's Financial Analysts worked diligently to support departments in completing additional reporting requirements arising from receipt of provincial transfer payments and rallied to cover workload at the height of the budget season when one analyst resigned to take employment at another municipality. The increased complexity of operations and reporting requirements across the larger departments necessitated the addition of a fourth Financial Analyst in order to maintain service levels. It is anticipated that this position will be filled by the end of 2022. In collaboration with the Director of Financial Services, more formal internal financial reporting tools were established and quarterly projection review meetings were held with department heads and managers. The goal of these meetings was to increase the financial skill of departmental leaders and increase awareness of the budget process.

Information Technology and GIS

Information technology is integrated into every aspect of work at the County. Similar to the last two years, 2022 saw added pressure on the IT division to address remote computing needs of staff during mandated work from home periods earlier in the year. The high volume of staff turnover across the Corporation required IT team members to process numerous IT Change Forms and configuration requests. A number of large capital projects

were completed during the year including a phased upgrade of camera equipment at all EMS bases, scheduled equipment and hardware replacements and phone system software upgrades. Security and risk management were a high priority for the team. Significant advancements in network monitoring and protection were completed including the installation of Microsoft System Center Configuration Manager (SCCM), multi-factor authentication and ongoing end user phishing testing and training. The long term leave of a member of the management team required the appointment of an interim IT Manager and Network Administrator. In GIS services, the annual aerial photograph project was completed to update GIS mapping and the GIS Technician continued to support the mapping needs associated with various ISP projects, most notably the official plan update, CWATS plan and transportation master plan.

Payroll and Benefits

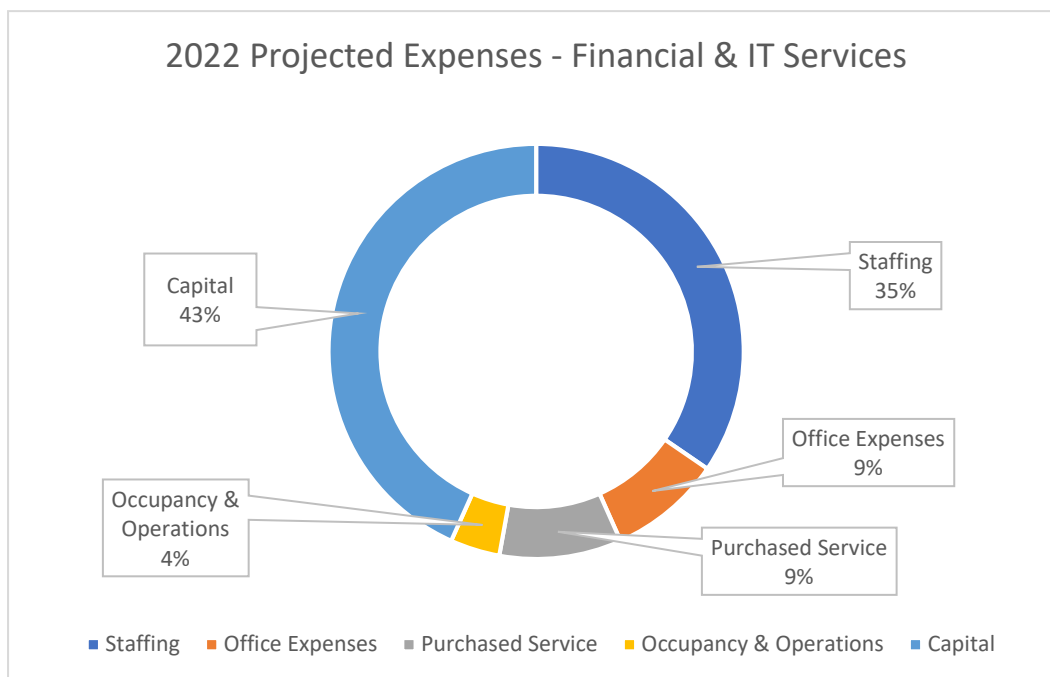
The HRIS software conversion project, that began in 2020, continued to experience challenges due to vendor resource constraints. To ensure the payroll function continued without interruption, the decision was made to pivot to an alternative software platform mid-year on a temporary basis. Payroll Clerk/Bookkeepers efficiently transitioned to the alternative platform while also dealing with ever-evolving wage enhancement legislation and collective agreement changes. The division also worked through significant staffing challenges this year. Two of the four Payroll Clerks retired mid-year and the Payroll Supervisor resigned. The Manager of Budget & Administration, who also oversaw the payroll division, transitioned to a Clerk/Bookkeeper role as part of a future retirement plan. These staffing changes provided an opportunity to re-examine the distribution of duties within the department and the reporting structure of Clerk/Bookkeepers. In the fall of 2022, recruitment commenced to replace the Manager of Budget & Administration and Payroll Supervisor positions with a new Manager of Accounting – Operations position. The Manager of Accounting – Administration / Deputy Treasurer's role was also reviewed to better balance the workload between the two resulting Manager of Accounting positions. Going forward, budget administration will be completed by the Manager of Accounting – Administration / Deputy Treasurer, freeing up capacity in the Manager of Accounting – Operations role to assume the daily transactional services of the department including accounts receivable, payable and payroll and benefits.

Procurement and Compliance

Since 2018, when the division was created, the Procurement and Compliance team continues to increase the transparency, accountability and defensibility

of the procurement function. At the beginning of 2022, all competitive bidding functions were centralized in the division. The Manager of Procurement and Compliance, along with the Procurement Officer and Clerk/Bookkeeper worked to improve awareness and understanding of the procurement function through one-on-one meetings and education and training events. Working closely with the County Solicitor, improvements were made to various templates and standard contracts for use by all departments. Regional support continued as well with the team sharing best practices, policies and templates with peers at the local level.

The graph below illustrates the key areas of spending in Administrative and Financial Services for this past year (projected to December 31, 2022).



Opportunities and Challenges for 2023

With recruitment and staffing changes expected to be complete by the end of 2022, the department looks forward to settling in with new team members and moving forward with departmental workplans. The Service Delivery Review, originally planned for 2022, will be initiated and completed in 2023 and a resumption of the HRIS conversion project is expected after year end balancing work is finished.

The Asset Management Plan update will be presented to County Council in 2023 and work will continue to meet the next legislative reporting deadline looming in 2024. Strategic long-term financing plans will also require review

and updating to respond to unprecedented growth pressures facing the region that will undoubtedly impact our infrastructure and expansion plans.

Corporate wide, all departments are facing increasing provincial reporting burdens. Numerous team members in Financial and IT Services will be needed to support the ongoing data tracking and financial reporting needs of other departments.

The current economic climate will also impact the department's work. Procurement services will work to ensure the highest value for money in a constrained market for goods and services, IT services will continue to manage supply chain issues, Accounting and Financial Reporting services will monitor spending and impacts of inflation and Payroll and Benefit services will respond to legislative and contractual wage changes.

Proposed 2023 Budget Plan

The proposed budget includes funds to address potential outcomes of the Service Delivery Review, particularly in the IT division. For a corporation of our size and in recognition of the number of devices and users we support, it is anticipated that additional resources will be required to support IT services. The budget includes funding to support the addition of one full-time team member mid-year after the conclusion of the Service Delivery Review as well as a temporary Co-Op Student position for one term.

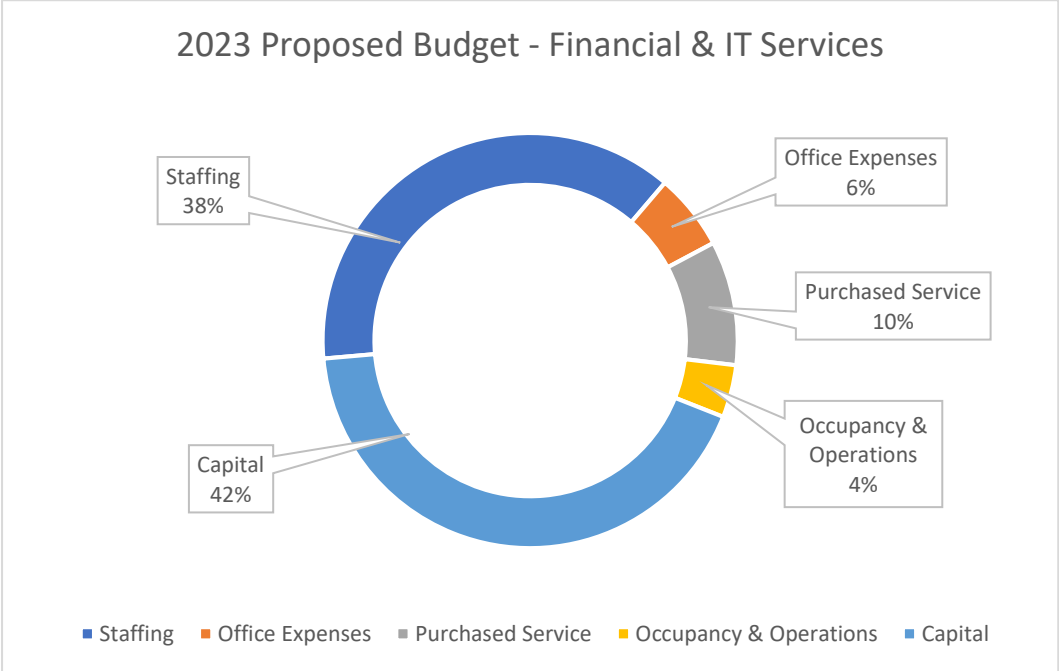
Server and Software Maintenance costs are budgeted to increase in 2023 to address the growing number of applications in use by departments and their associated support costs. Also included in this budget line is funding to support an upgrade of our records management software. This software services the County as well as the local municipalities. The proposed budget includes funding from the Safe Restart Reserve to defray the financial impact to the locals and in recognition of the need to rely on electronic documentation to support remote work and paperless information exchange.

Included in Consulting Fees are funds to develop an integrated cloud migration plan. On premise software solutions are declining in availability and forcing businesses to move to cloud-based solutions. Given the highly integrated nature of our business and processes, a subject matter expert in cloud conversion is recommended to assist the Corporation in the navigation process.

The renovation of the Civic Centre will require furniture and fixture replacements. The capital budget includes funds and a corresponding transfer from reserve to fully cover these costs.

The Corporation owns certain EMS bases. The initial capital costs are budgeted for in the Financial Services department budget. Included in the proposed budget are funds to complete the construction of the new EMS station in Kingsville as well as provide for funding for possible land acquisition to address station services in LaSalle.

The graph below illustrates the key areas of proposed 2023 Budget spending in Financial and Information Technology Services.



Overall, the 2023 Budget for Financial and Information Technology Services, net of recoveries, totals \$3,116,120 (an increase of \$28,020 (0.91%) over the 2022 Budget of \$3,088,100).

General Government Services - Financial and IT Services

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	11201-1101	Full Time - Salaries	1,545,100	1,505,700	1,682,200
Salaries & Wages	11201-1105	Students	18,500	0	13,800
Salaries & Wages	Category	Total	1,563,600	1,505,700	1,696,000
Benefits	11201-1201	Employment Insurance	21,100	21,100	24,200
Benefits	11201-1202	Canada Pension Plan	59,300	59,300	69,500
Benefits	11201-1203	O.M.E.R.S.	156,800	146,800	165,900
Benefits	11201-1204	Employer Health Tax	30,500	29,300	33,100
Benefits	11201-1205	Health Insurance	109,900	106,900	123,100
Benefits	11201-1206	Group Insurance	10,200	9,700	11,300
Benefits	11201-1207	Long Term Disability Insurance	36,500	34,500	34,700
Benefits	11201-1209	Short Term Disability Insurance	16,700	15,700	21,300
Benefits	11201-1208	W.S.I.B.	7,000	7,000	7,700
Benefits	11201-1210	W.S.I.B. Claims	0	100,000	0
Benefits	Category	Total	448,000	530,300	490,800
Staff Expense	11201-3001	Mileage	8,000	5,000	8,000
Staff Expense	11201-3002	Staff Training	64,800	59,500	67,900
Staff Expense	11201-3005	Membership Fees	6,600	6,500	9,200
Staff Expense	11201-3098	Other	2,500	3,000	5,000
Staff Expense	Category	Total	81,900	74,000	90,100
Office Expense	11201-3101	Telephone	14,600	9,000	10,700
Office Expense	11201-3102	Postage	8,000	2,500	6,000
Office Expense	11201-3103	Office Supplies	4,000	10,000	6,000
Office Expense	11201-3104	Computer Supplies	5,000	7,000	10,000
Office Expense	11201-3105	Subscriptions & Reference Material	1,800	0	1,000
Office Expense	11201-3198	Other	900	900	900
Office Expense	Category	Total	34,300	29,400	34,600
Lease & Maintenance	11201-3201	Office Machine Maintenance	1,500	500	1,500
Lease & Maintenance	11201-3202	Equipment Leases	700	0	700
Lease & Maintenance	11201-3203	Copier Lease & Maintenance	13,500	13,500	13,500
Lease & Maintenance	11201-3204	Server/Software Maintenance	402,600	400,000	757,900
Lease & Maintenance	Category	Total	418,300	414,000	773,600
Purchased Service	11201-3302	Audit Fees	15,500	15,500	18,000
Purchased Service	11201-3303	Consultant Fees	199,000	100,000	219,000
Purchased Service	11201-3304	GIS - Computer Maintenance	250,500	245,500	243,300
Purchased Service	11201-3398	Regional Communication	239,900	220,000	275,000
Purchased Service	Category	Total	704,900	581,000	755,300
Financial Expenditures	11201-3503	Bank Charges	500	500	500
Financial Expenditures	11201-3505	Credit Rating Service - S&P	25,000	24,600	25,300
Financial Expenditures	11201-3506	Payroll Services	65,300	66,810	51,300
Financial Expenditures	Category	Total	90,800	91,910	77,100
Occupancy Expense	11201-3401	Insurance	143,600	150,200	172,900
Occupancy Expense	11201-3490	Insurance Claims & Deductibles	10,000	5,000	10,000
Occupancy Expense	11201-3408	Occupancy Costs - Admin	79,700	79,700	81,800
Occupancy Expense	Category	Total	233,300	234,900	264,700

General Government Services - Financial and IT Services

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Other Expenditures	11201-3666	Pandemic Expenditures	10,000	0	0
Other Expenditures	11201-3698	Mass Vaccination Centres	0	1,200	0
Other Expenditures	Category	Total	10,000	1,200	0
Operating Expenditures	Category	Total	3,585,100	3,462,410	4,182,200
Recoveries	11201-6501	Administration - EWSWA	200,900	200,900	204,900
Recoveries	11201-6368	Safe Restart	10,000	1,200	237,000
Recoveries	11201-6508	Corporate Services / IT Allocation - EMS	955,500	955,500	972,200
Recoveries	11201-6509	Admin Fees - Community Services	35,000	35,000	35,000
Recoveries	11201-6512	IT Support Services - SPH	96,000	96,000	97,100
Recoveries	11201-6514	Allocated IT Maintenance	289,800	289,800	372,680
Recoveries	11201-6702	Interest Income	2,800,000	2,800,000	2,800,000
Recoveries	11201-6795	Recoveries - W.S.I.B.	263,000	259,000	270,000
Recoveries	11201-6798	Miscellaneous Revenue	10,000	16,900	10,000
Recoveries	Category	Total	4,660,200	4,654,300	4,998,880
Contributions to (from)	11201-4124	Insurance Reserve	15,000	15,000	15,000
Contributions to (from)	11201-4150	Health Benefit Rate Stabilization Reserve	(15,000)	(9,500)	0
Contributions to (from)	11201-6801	Rate Stabilization Reserve	(203,000)	(61,700)	(479,700)
Contributions to (from)	11201-4112	W.S.I.B. Reserve	186,300	78,800	185,500
Contributions to (from)	11201-41xx	Various Reserves - Interest	1,747,000	1,747,000	1,747,000
Contributions to (from)	Category	Total	1,730,300	1,769,600	1,467,800
Net Operating		Expenditures	655,200	577,710	651,120
Capital Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	11201-3406	Property R&M - EMS Stations	30,000	6,000	30,000
Capital Expenditures	11201-3801	Equipment	510,400	598,100	355,740
Capital Expenditures	11201-3803	Integrated Software Conversion - HRIS	170,000	0	170,000
Capital Expenditures	11201-3813	Aerial Photography	45,600	44,400	51,200
Capital Expenditures	11201-3826	EMS Station - General	3,000,000	1,994,100	4,747,400
Capital Expenditures	11201-3851	Civic Centre - Office Renovation	200,000	0	115,000
Capital Expenditures	Category	Total	3,956,000	2,642,600	5,469,340
Recoveries	11201-6714	Rental Income - EMS Facilities	782,300	782,300	822,000
Recoveries	11201-6203	Modernization & Efficiency Grant	17,100	0	0
Recoveries	11201-6798	Oil & Gas Lease	0	8,800	0
Recoveries	Category	Total	799,400	791,100	822,000
Contributions to (from)	11201-4110	Capital Reserve - EMS Base Rent	782,300	782,300	822,000
Contributions to (from)	11201-6803	Capital Reserve - EMS Base Renewal	(30,000)	(6,000)	(30,000)
Contributions to (from)	11201-6801	Rate Stabilization Reserve - Capital	(170,000)	0	(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	(3,606,000)	(2,471,600)	(5,104,340)
Contributions to (from)	11201-4110	Capital Reserve - Amortization	200,000	200,000	200,000
Contributions to (from)	11210-4110	Capital Reserve - Oil & Gas	0	8,800	0
Contributions to (from)	Category	Total	(723,700)	613,500	(2,182,340)
Net Capital		Expenditures	2,432,900	2,465,000	2,465,000
Total Departmental		Requirement	3,088,100	3,042,710	3,116,120

Human Resources



The Human Resources (HR) team's mission is to optimize employee 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 workforce that is engaged and committed to achieving the County's goals and to keep that workforce 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, it will also focus on culture alignment, strategy, and return on investment.

Level of Service Statement

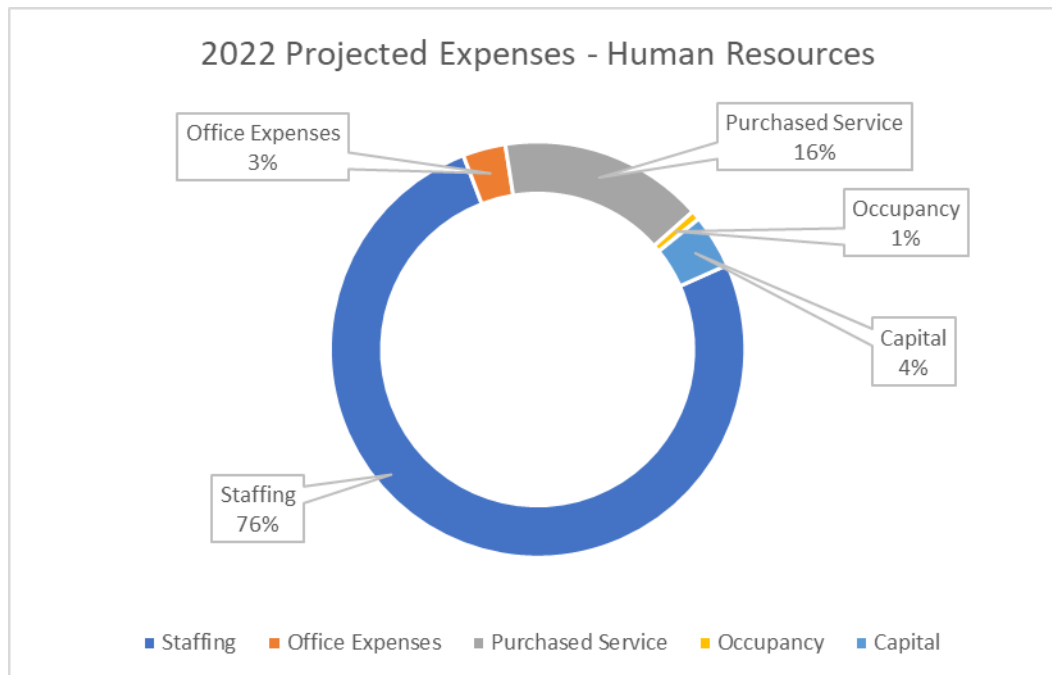
The HR team is dedicated to the provision of services to 1,000 County of Essex employees, including the administration of six collective agreements. As a service department, HR strives to provide solutions and expertise in support of all stakeholders in a balanced and deliberate manner.

2022 Achievements and Challenges

The HR team continues to balance a number of HR priorities. The HR department, with a new structure in place, onboarded one new HR team member in 2022. While the department was fully staffed, the HR team provided support to a number of other areas within the County. That support included the Director of Human Resources serving as the Interim Chief Librarian and CEO, an HR Assistant providing support to the Manager, Health & Safety at Sun Parlor Home, and the HRIS Specialist as Acting Payroll Supervisor.

In 2022, the CUPE 860 collective agreement was successfully bargained without labour interruption. The HR department and its partners, improved the labour relations of all bargaining units, resulting in stronger relationships, fewer grievances, and fewer arbitrations. The HR team also launched a new Performance Optimization Process (performance appraisal system) for non-union employees in Q4.

Operationally, HR is projected to finish the year under budget for 2022 by \$17,900. This is largely due to HR staff taking on additional responsibilities and their salaries being charged to other areas. The graph below illustrates the key areas of spending in Human Resources for this past year (projected to December 31, 2022).



Opportunities and Challenges for 2023

Recruitment, retention of staff, and employee engagement will continue to be the focus areas for 2023, especially supporting Sun Parlor Home and Emergency Medical Services as staffing resources are added to address service delivery issues in these areas.

In 2023 HR will continue to lead a number of collective bargaining strategies. Bargaining will be ongoing for CUPE 2974.2 (EMS) and Ontario Nurses Association (ONA). 2023 will also bring the expiration of three additional collective agreements: CUPE 2974.1 (Inside/Outside Workers), Teamsters (Roads/Maintenance), and CUPE 2318 (Essex County Library), which HR will lead.

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 2023 and will ensure effective communication and support for all staff as the new system goes live.

Proposed 2023 Budget Plan

Following the recommendations of the 2021 HR Service Delivery Review, an additional staffing resource is included in the proposed 2023 Budget with an anticipated start date in the first quarter. This support will allow the HR department to continue to focus on its foundational processes while positioning the County to be an employer of choice. This additional support accounts for approximately \$83,500 of HR's \$101,600 budgetary increase.

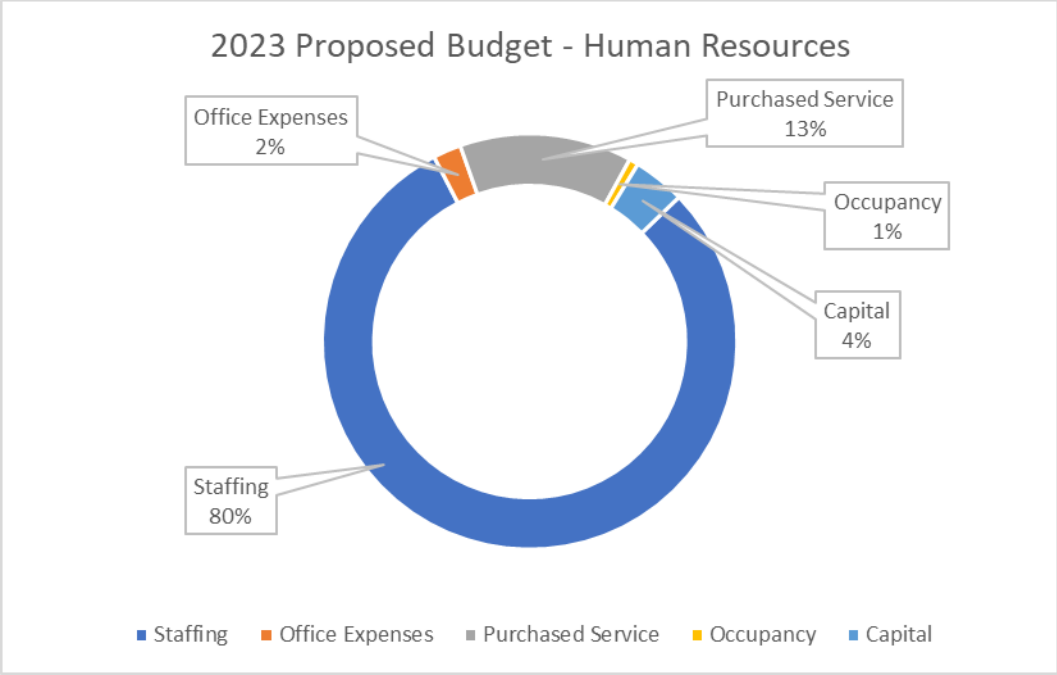
Due to a hold on job evaluations in 2021 and 2022, we anticipate the need to review a minimum of 25% of the non-union roles this coming year. This will result in an increase in consultant fees as a neutral third party is leveraged to review the roles.

The HR team's efforts to improve labour relations have also resulted in a decrease in associated legal expenses, and as a result, this budget line has been reduced.

In the 2022 budget, a Performance Management module (a one-time cost of \$50,000) was approved. Due to the HRIS/Payroll conversion project delays, this is anticipated to be purchased in Q4 of 2023. This 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 2023 Budget spending in Human Resources:



Overall, the 2023 Budget for Human Resources, net of recoveries, totals \$976,600 (an increase of \$101,600 (11.61%) over the 2022 Budget of \$875,000).

General Government Services - Human Resources

Operating Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Salaries & Wages	11203-1101	Full Time - Salaries	767,300	778,700	837,200
Salaries & Wages	11203-1105	Students	10,800	11,100	10,800
Salaries & Wages	Category	Total	778,100	789,800	848,000
Benefits	11203-1201	Employment Insurance	9,800	13,600	11,600
Benefits	11203-1202	Canada Pension Plan	27,800	38,500	33,700
Benefits	11203-1203	O.M.E.R.S.	78,600	76,500	84,600
Benefits	11203-1204	Employer Health Tax	15,200	15,300	16,500
Benefits	11203-1205	Health Insurance	55,500	52,000	65,100
Benefits	11203-1206	Group Insurance	5,000	4,800	5,600
Benefits	11203-1207	Long Term Disability Insurance	15,600	14,900	14,900
Benefits	11203-1209	Short Term Disability Insurance	6,600	6,300	8,300
Benefits	11203-1208	W.S.I.B.	3,600	3,900	3,900
Benefits	Category	Total	217,700	225,800	244,200
Staff Expense	11203-3001	Mileage	9,000	5,500	8,000
Staff Expense	11203-3002	HR Staff Training	35,100	35,100	36,600
Staff Expense	11203-3010	Tuition Reimbursement	25,000	25,700	30,000
Staff Expense	11203-3005	Membership Fees	3,200	2,500	2,600
Staff Expense	11203-3009	Employee Relations	6,500	5,000	6,500
Staff Expense	11203-3098	Other / Meeting Expenditures	500	2,400	7,500
Staff Expense	Category	Total	79,300	76,200	91,200
Office Expense	11203-3101	Telephone	4,300	4,300	3,900
Office Expense	11203-3103	Office Supplies	2,300	6,100	3,000
Office Expense	11203-3105	Reference Material	4,000	4,000	4,000
Office Expense	11203-3123	Reference Material - Health & Safety	4,500	4,500	4,500
Office Expense	11203-3110	Printing - Internal	2,000	150	500
Office Expense	11203-3198	Other	200	0	200
Office Expense	Category	Total	17,300	19,050	16,100
Lease & Maintenance	11203-3203	Copier Lease & Maintenance	2,200	2,000	1,800
Lease & Maintenance	11203-3204	Computer Maintenance	12,400	27,000	14,500
Lease & Maintenance	Category	Total	14,600	29,000	16,300
Occupancy Expense	11203-3407	Rent	10,400	10,400	10,700
Purchased Service	11203-3301	Legal Fees	160,000	160,000	120,000
Purchased Service	11203-3303	Consultant Fees	10,000	10,000	10,000
Purchased Service	11203-3303	Consultant Fees - Job Evaluation	20,000	19,500	30,000
Purchased Service	11203-3390	Employee Assistance Program	40,000	40,000	40,000
Purchased Service	Category	Total	230,000	229,500	200,000
Operating Expenditures	Category	Total	1,347,400	1,379,750	1,426,500
Recoveries	11203-6720	ECL Wage Refund	0	37,100	0
Recoveries	11203-6720	SPH Wage Refund	0	17,650	0
Recoveries	11203-6720	Allocation to EMS	368,400	368,400	374,900
Recoveries	Category	Total	368,400	423,150	374,900
Contributions to (from)	11203-6801	Rate Stabilization Reserve	(110,000)	(109,500)	(85,000)
Contributions to (from)	11203-6801	Health Benefit Rate Stabilization	(4,000)	0	0
Contributions to (from)	Category	Total	(114,000)	(109,500)	(85,000)
Net Operating		Expenditures	865,000	847,100	966,600

General Government Services - Human Resources

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	11203-3801	Equipment	60,000	10,000	60,000
Contributions to (from)	11203-6801	Rate Stabilization Reserve	(50,000)	0	(50,000)
	Net Capital	Expenditures	10,000	10,000	10,000
	Total Departmental	Requirement	875,000	857,100	976,600



2023 Budget

Departmental Budget

External Commitments

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.

2022 Achievements and Challenges

The 2022 Budget included funds to review the existing Social Housing Funding Agreement with the City of Windsor as well as explore the development of an Affordable Housing Strategy. While discussions with the City occurred throughout the year on these topics, formal reviews were not initiated. Both projects are proposed to carry over to 2023.

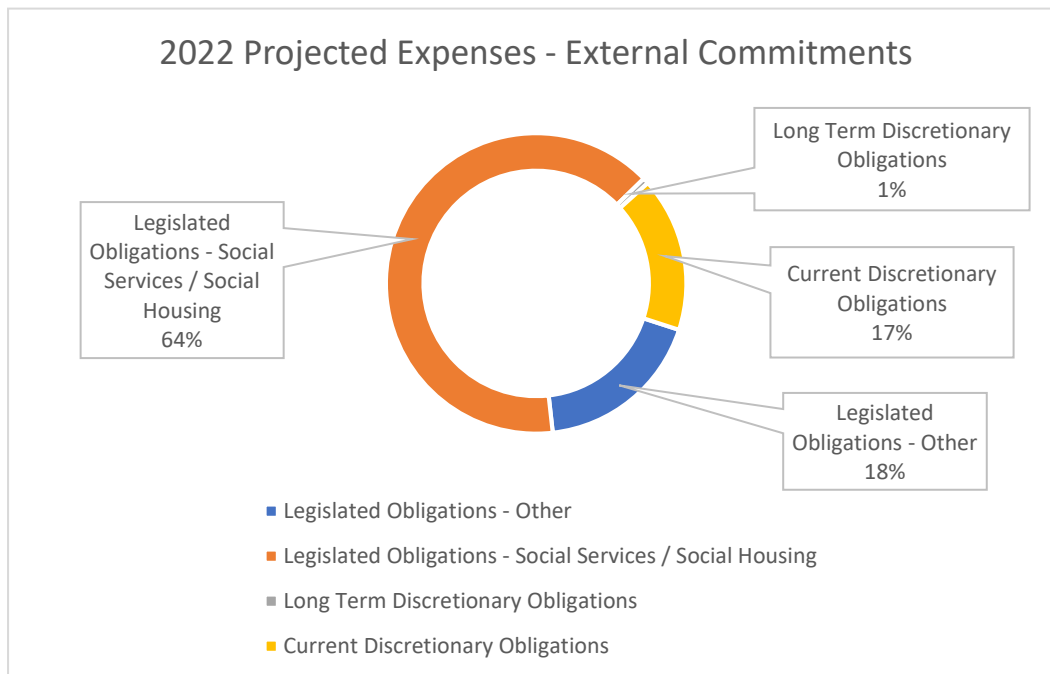
County Council approved financial support for a number of new initiatives in 2022. A two-year commitment, funded from the Rate Stabilization Reserve, to the Essex Kent Scottish Regiment and Scottish Borderers Foundation began in 2022 with the first of two \$50,000 payments being made during the year. The 2023 Budget includes the second and final payment in support

of their fundraising campaign. A pilot project to establish a Community Hub program in Leamington, funded by the Safe Restart Reserve, aims to provide pandemic, health and well-being related support services to the area's vulnerable population. This pilot project has a two-year commitment. The Corporation also agreed to take on the oversight and operation of the region's Isolation and Recovery Centre (IRC) from the City of Windsor. Fully funded by the federal government (PHAC), the IRC provides isolation and recovery services to the agri-farm worker population impacted by COVID-19. The IRC is approved to operate through to March 31, 2023.

The Corporation continued its financial funding strategy to contribute to reserve to prepare for major capital repair and maintenance of the existing social housing stock. The City of Windsor, as the regional service provider, is responsible for establishing and executing the capital maintenance plan. The County is financially prepared to contribute its share of the capital cost as the City initiates repairs.

The Corporation also maintained its commitment to the New Windsor Essex Hospital System during 2022 by contributing \$6,360,000 to reserve.

The graph below illustrates the key areas of spending in External Commitments for this past year (projected to December 31, 2022).



Opportunities and Challenges for 2023

Economic concerns, prolonged high inflation and COVID-19 continue to dominate the landscape for 2023. Offsetting these challenges are major industrial development announcements for the region including the construction of an electric vehicle battery plant. Homelessness, mental health and addiction are real concerns for the region and put pressure on already taxed social services and housing programs. Strong collaboration and cooperation will be key to the region's success in overcoming these chronic issues.

Proposed 2023 Budget Plan

Dialogue will continue at the local, regional, provincial and federal levels of government focusing on modernization, efficiencies and collaborative solutions to regional issues.

The 2023 proposed budget includes an increase in the Corporation's share of the Windsor Essex County Health Unit. Not yet included in the health unit budget are costs to address the Windsor Office Redevelopment Project.

As approved by Council in 2021, year two of a 20-year commitment to The Bridge to support Affordable Housing Units in Leamington has been included in the 2023 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 2023 Budget increases the 2022 level of funding for social housing stock renewal from \$1,650,000 to \$1,850,000 based on updated draft capital renewal plans provided by the City. As Social Housing capital requests are received from our service partner, the City of Windsor, withdrawals from the reserve will be made.

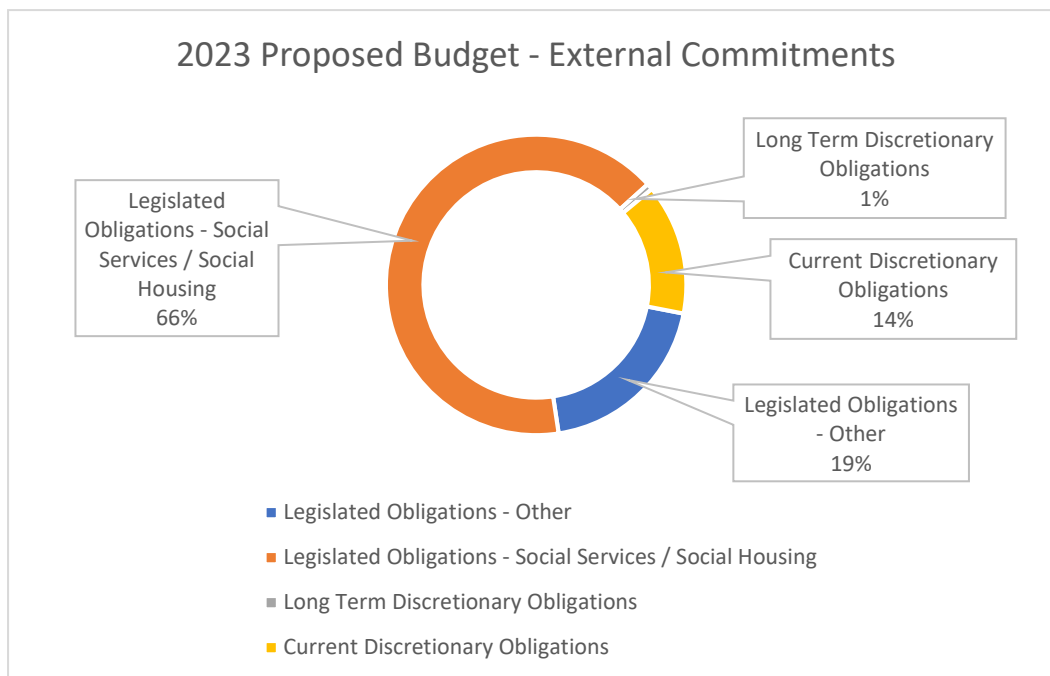
The 2023 Budget proposes a contribution to the New Windsor Essex Hospitals System Reserve in the amount of \$6,940,000. The amount is in keeping with the funding model presented to Council at the initiation of the project and represents an annual increase in contribution of approximately 0.5% of the total levy.

Other initiatives include:

- Modest savings as Physician Recruitment work is planned to remain operating under a work-from-home model when re-initiated;
- Community Safety and Well Being Plan co-ordinator and an allocation for implementation initiatives to continue in 2023;

- Commitments to SWIFT initiatives is continued at 2022 funding levels. Due to uncertainty regarding our financial obligation to future projects, the 2023 SWIFT commitment will be funded from the Rate Stabilization reserve;
- Final installment of the financial support for the Essex Kent Scottish Regiment;
- Full year of pilot program support for the Homelessness Hub in Leamington; and
- Fully funded IRC costs to operate the isolation and recovery centre to the end of March 2023.

The graph below illustrates the key areas of proposed 2023 Budget spending in External Commitments.



Overall, the 2023 Budget for External Commitments, net of recoveries, totals \$35,072,060 (an increase of \$523,990 (1.52%) over the 2022 Budget of \$34,548,070).

External Commitments

Operating Category	Account Number	Description	2022 Budget	2022 Projection (unaudited)	2023 Budget
Legislated Obligation	11209-5108	Health Unit	3,178,200	3,178,800	3,251,900
Legislated Obligation	11209-5117	Property Assessment	2,556,700	2,559,600	2,610,800
Legislated Obligation	16101-5160	Social Services	7,979,300	7,979,300	6,820,000
Legislated Obligation	11209-5119	Social Housing - Operations	10,658,000	10,042,300	11,180,100
Legislated Obligation	11209-5119	Social Housing - Capital Renewal	2,636,000	2,267,300	1,508,000
Legislated Obligation	11209-5198	Social Housing - Review of Funding Agreement	100,000	0	100,000
Legislated Obligation	11209-5198	Social Housing - Affordable Housing Strategy	100,000	0	100,000
Legislated Obligation Category	Category	Total	27,208,200	26,027,300	25,570,800
Long Term Discretionary	11209-5125	Hospice - Erie Shores (Leamington)	200,000	200,000	200,000
Long Term Discretionary Category	Category	Total	200,000	200,000	200,000
Current Discretionary	11209-5109	Invest WindsorEssex	1,060,540	1,060,540	1,122,060
Current Discretionary	11209-5110	Tourism Windsor Essex Pelee Island	782,700	846,380	782,700
Current Discretionary	11209-5120	Windsor Essex County Enviro. Committee	24,000	24,000	24,000
Current Discretionary	15901-3350	Physician Recruitment Initiatives	138,330	100,000	100,000
Current Discretionary	11209-5124	Community Safety and Well Being Plan	0	107,200	102,000
Current Discretionary	11209-5198	SWIFT - WOWC Broadband Initiative / Fibre	200,000	0	200,000
Current Discretionary	11209-5198	ProsperUs	50,000	0	0
Current Discretionary	11209-5115	MTE - Tax Appeals for Lower Tiers	100,000	100,000	125,000
Current Discretionary	11209-5197	The Bridge	48,000	48,000	48,000
Current Discretionary	11209-5198	Ontario Health Team	50,000	0	0
Current Discretionary	11209-5198	Scottish Regiment	0	50,000	50,000
Current Discretionary	11209-5196	Leamington Community Hub Pilot Project	0	73,500	250,000
Current Discretionary	15902-3350	Isolation & Recovery Centre	0	2,830,700	1,415,400
Current Discretionary Category	Category	Total	2,453,570	5,240,320	4,219,160
Discretionary Grants	11209-5104	University of Guelph - Ridgetown Campus	500	500	500
Discretionary Grants Category	Category	Total	500	500	500
Operating Expenditures Category	Category	Total	29,862,270	31,468,120	29,990,460
Recoveries	15909-6798	Physician Recruitment	60,000	60,000	60,000
Recoveries	11209-6368	Safe Restart - Leamington Community Hub	0	73,500	250,000
Recoveries	15909-6798	PHAC / CRSC	0	2,830,700	1,415,400
Recoveries Category	Category	Total	60,000	2,964,200	1,725,400
Contributions to (from)	11209-6801	Rate Stabilization Reserve	(628,200)	(491,880)	(275,000)
Contributions to (from)	11209-4150	New Windsor Essex Hospital System Reserve	6,360,000	6,360,000	6,940,000
Contributions to (from)	11209-4110	Capital Reserve - Social Housing	(2,636,000)	(2,267,300)	(1,508,000)
Contributions to (from)	11209-68xx	Capital Reserve	0	(107,200)	(200,000)
Contributions to (from)	11209-4110	Capital Reserve - Social Housing	1,650,000	1,650,000	1,850,000
Contributions to (from) Category	Category	Total	4,745,800	5,143,620	6,807,000
Total Departmental Requirement			34,548,070	33,647,540	35,072,060



2023 Budget Appendices

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

Corporation of the County of Essex - Reserve Schedule

Appendix A

Department	Reserve	2020 Actual	2021 Actual	2022 Projection (unaudited)	2023 Budget
General Reserves	Working Capital	4,500,000	4,500,000	4,500,000	4,500,000
General Reserves	Rate Stabilization	13,368,470	13,909,948	12,499,368	9,708,868
General Reserves	Health Benefit Rate Stabilization	2,458,200	2,583,200	2,565,700	2,565,700
General Reserves	Insurance	860,652	962,623	977,623	992,623
General Reserves	WSIB - General	1,972,117	2,029,411	2,108,211	2,293,711
General Reserves	WSIB - SPH (NEER)	821,907	821,907	976,107	976,107
General Reserves	Official Plan Reserve	669,730	694,730	641,730	350,430
General Reserves	Donations (SPH)	25,626	78,156	71,717	62,717
General Reserves	Life Enrichment Reserve (SPH)	72,228	1,022	1,022	1,022
General Reserves	Vending Proceeds Reserve	7,014	7,014	7,014	14
General Reserves	Capital	53,650,123	71,781,272	73,707,692	67,729,852
General Reserves	New Windsor Essex Hospital System	20,368,000	27,305,000	33,665,000	40,605,000
General Reserves	Capital Sun Parlor Home	549,136	549,136	349,136	36
General Reserves	Total	99,323,203	125,223,419	132,070,320	129,786,080
Infrastructure Reserves	Roadway Expansion	88,539,141	101,583,457	111,696,366	84,168,006
Infrastructure Reserves	Total	88,539,141	101,583,457	111,696,366	84,168,006
Emergency Medical Services	EMS - Equipment	5,144,619	5,954,012	7,263,412	6,650,912
Emergency Medical Services	EMS - Vehicles	4,866,115	5,765,848	6,881,248	6,588,848
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	10,875,960	12,585,086	15,009,886	14,104,986
Library Reserves	WSIB	119,743	119,743	119,743	119,743
Library Reserves	Rate Stabilization	480,156	480,156	452,836	227,936
Library Reserves	Enhanced Service	36,581	36,581	36,581	36,581
Library Reserves	Vehicles	112,060	127,860	143,260	93,660
Library Reserves	Capital	739,493	1,273,078	1,303,078	833,078
Library Reserves	Total	1,488,033	2,037,418	2,055,498	1,310,998
Total Reserves		200,226,336	241,429,380	260,832,070	229,370,070

Corporation of the County of Essex - 2023 Budget Summary

Appendix B

Category	Department	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Net Operations	Community Services	538,200	507,930	561,050
Net Operations	Sun Parlor Home	9,811,100	9,581,990	10,367,700
Net Operations	Emergency Services	12,015,600	12,176,970	13,736,500
Net Operations	Infrastructure Services	12,137,200	12,081,100	12,201,500
Net Operations	Library Services	4,975,700	4,975,700	4,964,100
Net Operations	General Government Services	3,968,800	3,788,310	4,250,380
Net Operations	External Commitments	34,548,070	33,647,540	35,072,060
Net Operations	Operating Surplus (Deficit)	0	1,235,130	0
	Total County Responsibility - Operations	77,994,670	77,994,670	81,153,290
Net Capital	Community Services	2,000	4,750	2,000
Net Capital	Sun Parlor Home	1,535,300	1,674,000	1,684,800
Net Capital	Emergency Services	1,227,900	1,216,400	1,208,400
Net Capital	Infrastructure Services	32,207,900	33,340,190	37,115,240
Net Capital	Library Services	1,050,500	1,050,500	1,065,500
Net Capital	General Government Services	2,457,900	2,475,000	2,490,000
Net Capital	External Commitments	0	0	0
Net Capital	Capital Surplus (Deficit)	0	(1,279,340)	0
	Total County Responsibility - Capital	38,481,500	38,481,500	43,565,940
Total Departmental Requirement	Community Services	540,200	512,680	563,050
Total Departmental Requirement	Sun Parlor Home	11,346,400	11,255,990	12,052,500
Total Departmental Requirement	Emergency Services	13,243,500	13,393,370	14,944,900
Total Departmental Requirement	Infrastructure Services	44,345,100	45,421,290	49,316,740
Total Departmental Requirement	Library Services	6,026,200	6,026,200	6,029,600
Total Departmental Requirement	General Government Services	6,426,700	6,263,310	6,740,380
Total Departmental Requirement	External Commitments	34,548,070	33,647,540	35,072,060
Total Departmental Requirement	Overall County Surplus (Deficit)	0	(44,210)	0
	Total County Responsibility	116,476,170	116,476,170	124,719,230

Corporation of the County of Essex - 2023 Budget Summary

Appendix B

Category	Department	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Operating Expenditures	Community Services	2,468,700	2,375,590	2,514,610
Operating Expenditures	Sun Parlor Home	29,259,500	30,183,220	32,406,800
Operating Expenditures	Emergency Services	47,164,500	48,435,440	50,937,600
Operating Expenditures	Infrastructure Services	16,334,400	15,928,440	16,545,600
Operating Expenditures	Library Services	5,599,000	5,331,920	5,416,800
Operating Expenditures	General Government Services	7,521,100	7,274,360	8,430,360
Operating Expenditures	External Commitments	29,862,270	31,468,120	29,990,460
Operating Expenditures	Total	138,209,470	140,997,090	146,242,230
Operating Recoveries	Community Services	1,914,700	1,867,660	1,926,560
Operating Recoveries	Sun Parlor Home	19,161,700	20,568,790	21,882,000
Operating Recoveries	Emergency Services	35,148,900	36,258,470	37,201,100
Operating Recoveries	Infrastructure Services	3,667,400	3,764,320	3,646,000
Operating Recoveries	Library Services	393,700	354,400	342,700
Operating Recoveries	General Government Services	5,028,600	5,119,150	5,373,880
Operating Recoveries	External Commitments	60,000	2,964,200	1,725,400
Operating Recoveries	Total	65,375,000	70,896,990	72,097,640
Contributions to (from) Reserves	Community Services	(15,800)	0	(27,000)
Contributions to (from) Reserves	Sun Parlor Home	(286,700)	(32,440)	(157,100)
Contributions to (from) Reserves	Emergency Services	0	0	0
Contributions to (from) Reserves	Infrastructure Services	(529,800)	(83,020)	(698,100)
Contributions to (from) Reserves	Library Services	(229,600)	(1,820)	(110,000)
Contributions to (from) Reserves	General Government Services	1,476,300	1,633,100	1,193,900
Contributions to (from) Reserves	External Commitments	4,745,800	5,143,620	6,807,000
Contributions to (from) Reserves	Rate Stabilization Reserve - Surplus	0	1,235,130	0
Contributions to (from) Reserves	Total	5,160,200	7,894,570	7,008,700
Net Departmental Operations	Community Services	538,200	507,930	561,050
Net Departmental Operations	Sun Parlor Home	9,811,100	9,581,990	10,367,700
Net Departmental Operations	Emergency Services	12,015,600	12,176,970	13,736,500
Net Departmental Operations	Infrastructure Services	12,137,200	12,081,100	12,201,500
Net Departmental Operations	Library Services	4,975,700	4,975,700	4,964,100
Net Departmental Operations	General Government Services	3,968,800	3,788,310	4,250,380
Net Departmental Operations	External Commitments	34,548,070	33,647,540	35,072,060
Net Departmental Operations	Overall County Surplus	0	1,235,130	0
Net Departmental Operations	Total County Responsibility - Operations	77,994,670	77,994,670	81,153,290

Corporation of the County of Essex - 2023 Budget Summary

Appendix B

Category	Department	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Capital Expenditures	Community Services	2,000	11,050	2,000
Capital Expenditures	Sun Parlor Home	2,069,500	1,152,400	1,648,900
Capital Expenditures	Emergency Services	2,267,900	1,035,800	4,377,600
Capital Expenditures	Infrastructure Services	50,898,200	29,930,730	76,393,700
Capital Expenditures	Library Services	1,356,100	1,110,100	1,585,100
Capital Expenditures	General Government Services	4,231,000	2,652,600	5,669,340
Capital Expenditures	External Commitments	0	0	0
Capital Expenditures	Total	60,824,700	35,892,680	89,676,640
Capital Recoveries	Community Services	0	6,300	0
Capital Recoveries	Sun Parlor Home	136,700	242,730	38,000
Capital Recoveries	Emergency Services	2,256,500	2,244,200	2,264,300
Capital Recoveries	Infrastructure Services	2,661,700	6,052,440	4,680,600
Capital Recoveries	Library Services	59,500	79,500	0
Capital Recoveries	General Government Services	799,400	791,100	822,000
Capital Recoveries	External Commitments	0	0	0
Capital Recoveries	Total	5,913,800	9,416,270	7,804,900
Contributions to (from) Reserves	Community Services	0	0	0
Contributions to (from) Reserves	Sun Parlor Home	(397,500)	764,330	73,900
Contributions to (from) Reserves	Emergency Services	1,216,500	2,424,800	(904,900)
Contributions to (from) Reserves	Infrastructure Services	(16,028,600)	9,461,900	(34,597,860)
Contributions to (from) Reserves	Library Services	(246,100)	19,900	(519,600)
Contributions to (from) Reserves	General Government Services	(973,700)	613,500	(2,357,340)
Contributions to (from) Reserves	External Commitments	0	0	0
Contributions to (from) Reserves	Rate Stabilization Reserve - Surplus (Deficit)	0	(1,279,340)	0
Contributions to (from) Reserves	Total	(16,429,400)	12,005,090	(38,305,800)
Net Departmental Capital	Community Services	2,000	4,750	2,000
Net Departmental Capital	Sun Parlor Home	1,535,300	1,674,000	1,684,800
Net Departmental Capital	Emergency Services	1,227,900	1,216,400	1,208,400
Net Departmental Capital	Infrastructure Services	32,207,900	33,340,190	37,115,240
Net Departmental Capital	Library Services	1,050,500	1,050,500	1,065,500
Net Departmental Capital	General Government Services	2,457,900	2,475,000	2,490,000
Net Departmental Capital	External Commitments	0	0	0
Net Departmental Capital	Overall County Surplus (Deficit)	0	(1,279,340)	0
Net Departmental Capital	Total County Responsibility - Capital	38,481,500	38,481,500	43,565,940

Infrastructure Services

Construction - Project Listing - Roads and Bridges

Appendix C

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Roadway Expansion	13106-3826	Land for Right-of-Way - Major	250,000	250,000	250,000
Roadway Expansion	13107-137	CR 19 - Jamsyl to CR 22 - Detailed Design (TEC)	6,230,000	250,000	7,100,000
Roadway Expansion	13107-775	CR 42 / 43 Phase 1 Construction (TEC)	14,500,000	3,000,000	30,355,000
Roadway Expansion	13107-139	CR 46 - Intersection CR 46 @ RTL - Detailed Design (LS)	500,000	300,000	3,000,000
Roadway Expansion	13107-781	CR 22 - IC Roy to West Belle River (LS)	1,000,000	100,000	1,600,000
Roadway Expansion	13107-xxx	CR 46 - C of W Limits to CR 19	0	0	250,000
Roadway Expansion	13107-204	CR 19 / 22 Corridor - Jamsyl to Hwy 3	350,000	0	300,000
Roadway Expansion	13107-784	CR 19 Corridor - CR 22 to Lanoue	100,000	0	100,000
Roadway Expansion	13107-777	CR 20 - Front Road M&P - ETR to Turkey Creek (LA-CCL)	250,000	475,000	0
Roadway Expansion	13107-178	CR 1 - Bridge - Wheatley Rd over Burgess Drain (CK-CCL)	331,250	331,250	0
Roadway Expansion	13107-178	CR 1 - Bridge - Wheatley Rd over Gov Drain No 4 (CK-CCL)	331,250	331,250	0
Roadway Expansion	13107-178	Tecumseh Rd - Ph.1 - E. of Regent to E. of Lexham Gardens (TEC)	1,700,000	1,700,000	0
Roadway Expansion	13107-178	CR 29 - Water Street to Palmer - M&P (KV-CCL)	320,000	320,000	0
Roadway Expansion	13107-178	CR 1 - Bridge - Romney Rd over Gov 4 Drain (CK-CCL)	175,000	175,000	0
Roadway Expansion	13107-178	Oak Street - from Erie St. westerly (LEA-CCL)	500,000	0	0
Roadway Expansion	13107-178	CR 16 - CR 20 to Tofflemire Court (AB-CCL)	240,000	251,000	0
Roadway Expansion	13107-178	CR 20, King Street East - Walnut St to Sunset Drive - M&P (SX-CCL)	0	211,000	0
Roadway Expansion	13107-178	2023 CCL Projects	0	0	650,000
Roadway Expansion	Category	Total	26,777,500	7,694,500	43,605,000
2023 Rehab Program	Category	Total (also see Appendix E)	0	0	18,630,300
Traffic Operations	13107-305	Rural Intersection Illumination (annual)	80,000	24,400	135,600
Traffic Operations	13107-148	Intersection Safety Improvements	100,000	60,000	100,000
Traffic Operations	13107-149	Video Detection System	250,000	165,000	0
Traffic Operations	13107-728	Centralized Traffic Control System	350,000	75,000	0
Traffic Operations	13107-736	Various - Pedestrian Crossover Updates	180,000	0	180,000
Traffic Operations	Category	Total	960,000	324,400	415,600
Resurfacing	13107-185	CR 9 - Pavement Rehab - CR 20 to South Side Road (AB)	415,000	459,780	0
Resurfacing	13107-186	CR 11 - Pavement Rehab - 1 km S. of South Talbot to Hwy 3 (TEC)	585,000	695,460	0
Resurfacing	13107-187	CR 11 - Pavement Rehab - CR 18 to CR 12 (AB/SX)	390,000	417,750	0
Resurfacing	13107-188	CR 20 - Pavement Rehab - 100m East of Sunset to Ferriss Road (TE)	340,000	524,990	0
Resurfacing	13107-189	CR 29 - Pavement Rehab - South Talbot to CR 34 (KV)	415,000	369,960	0
Resurfacing	13107-190	CR 46 - Pavement Rehab - Rochester Townline to CR 31 (LS)	760,000	786,300	0
Resurfacing	13107-191	CR 50 - Pavement Rehab - 7th Conc to Collison Sideroad (AB)	230,000	305,200	0
Resurfacing	13107-192	CR 2 - Pavement Rehab - Maple Ave. to St. Clair Road (LS)	430,000	610,000	0
Resurfacing	13107-193	CR 8 - Pavement Rehab - CR 15 to CR 19 (TEC/SX)	335,000	454,440	0
Resurfacing	13107-194	CR 14 - Pavement Rehab - CR 1 to CR 37 (LEA)	470,000	610,970	0
Resurfacing	13107-195	CR 18 - Pavement Rehab - CR 11 to CR 9 (AB)	330,000	528,150	0
Resurfacing	13107-196	CR 18 - Pavement Rehab - Coulter to CR 11 (SX)	800,000	1,005,870	0
Resurfacing	13107-197	CR 37 - Pavement Rehab - Mersea Rd 6 to Mersea Rd 7 (LEA)	220,000	251,910	0
Resurfacing	13107-198	CR 37 - Pavement Rehab - South Middle Rd to CR 46 (LS)	170,000	293,680	0
Resurfacing	13107-199	CR 42 - Pavement Rehab - CR 35 to Rochester Townline (LS)	550,000	923,670	0
Resurfacing	13107-200	CR 46 - Pavement Rehab - CR 23 to Lakeshore Rd 203 (LS)	510,000	165,000	345,000
Resurfacing	13107-201	CR 50 - Pavement Rehab - Texas Road to CR 10 (AB)	310,000	309,600	0
Resurfacing	13107-202	CR 50 - Pavement Rehab - CR 13 to Dunn Road (SX)	160,000	189,000	0
Resurfacing	13107-203	CR 50 - Pavement Rehab - Dunn Road to Dahinda (SX)	390,000	272,230	0
Resurfacing	13107-205	CR 8 - Pavement Rehab - CR 37 to Hwy 77	0	690,000	0
Resurfacing	13107-206	CR 11 - Pavement Rehab - CR 8 to 1km S of South Talbot	0	681,000	0
Resurfacing	13107-207	CR 27 - Pavement Rehab - CR 8 Northerty 350m	0	85,000	0
Resurfacing	13107-208	CR 23 - Pavement Rehab - Gosfield Townline to CR 8	0	237,000	0
Resurfacing	13107-209	CR 50 - Pavement Rehab - Conservation Blvd to Cedar Creek	0	311,300	0
Resurfacing	13107-210	CR 50 - Pavement Rehab - Lombard Ave. to Park St.	0	323,000	0
Resurfacing	13107-211	North Malden - Pavement Rehab - CR 15 to Walker Sdrd (SX)	0	750,000	0
Resurfacing	Category	Total	7,810,000	12,251,260	345,000

Infrastructure Services

Construction - Project Listing - Roads and Bridges

Appendix C

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Bridges & Drainage	13107-100	Various Preservation Projects - Roads, Bridges, Culverts	291,200	291,200	0
Bridges & Drainage	13107-154	CR 9 - Bridge at River Canard (B-09-11) D&A (AB/SX)	65,000	52,000	13,000
Bridges & Drainage	13107-155	CR 23 - Bridge at S. Branch Cedar (B-23-22) (SX/KV)	1,500,000	1,411,410	0
Bridges & Drainage	13107-156	CR 50 - Bridge at Wigle Creek (B-50-27) (KV)	450,000	452,830	0
Bridges & Drainage	13107-157	CR 12 - Culvert at Essex Outlet Drain (C-12-106) (SX)	595,000	650,000	0
Bridges & Drainage	13107-158	CR 8 - Culvert at Cameron Curry Drain (RC-08-335) (LS/KV)	508,000	50,000	463,000
Bridges & Drainage	13107-159	CR 50 - Culvert at West Townline Drain (C-50-060) (AB/SX)	100,000	100,000	0
Bridges & Drainage	13107-180	CR 37 - Culvert at Wiper Drain (C-37-239) D&A (LEA)	65,000	50,000	15,000
Bridges & Drainage	13107-181	CR 50 - Culvert at Tom Wright Drain (RC-50-135) D&A (SX)	65,000	10,000	55,000
Bridges & Drainage	13107-182	CR 11 - Bridge at Canard River (B-11-14A) D&A (AB/SX)	75,000	10,000	65,000
Bridges & Drainage	13107-183	CR 31 - Culvert at Irwin Drain (C-31-147) D&A (KV/LEA)	65,000	10,000	55,000
Bridges & Drainage	13107-184	CR 18 - Culvert at Long Marsh Drain (C-18-088) D&A (AB)	65,000	30,000	35,000
Bridges & Drainage Category	Category	Total	3,844,200	3,117,440	701,000
Municipal Drain	13107-179	Various Municipal Drains	650,000	0	450,000
Municipal Drain Category	Category	Total	650,000	0	450,000
Planning / Engineering	13107-633	Road Rationalization Study	50,000	10,000	20,000
Planning / Engineering	13107-177	Essex Windsor Regional Transportation Master Plan Update	300,000	25,000	300,000
Planning / Engineering	13107-151	Traffic Impact Study (TIS) Update	0	10,000	0
Planning / Engineering	13107-152	Consulting Services	50,000	50,000	70,000
Planning / Engineering	13107-153	Energy Demand Management Plan - Regional	100,000	0	0
Planning / Engineering Category	Category	Total	500,000	95,000	390,000
Capital Expenditures Category	Category	Total	40,541,700	23,482,600	64,536,900
Recoveries	13106-6404	Canada Community Building Fund	2,302,900	2,302,900	2,403,000
Recoveries	13106-6363	Ontario Communities Infrastructure Fund	0	2,082,590	2,082,600
Recoveries	13107-671	Road User Agreement Fees	10,300	10,300	10,300
Recoveries	13107-777	CR 20 - Front Road M&P - ETR to Turkey Creek (LA-CCL)	150,000	246,000	0
Recoveries	13107-178	CR 16 - CR 20 to Tofflemire Court (AB-CCL)	30,000	64,000	0
Recoveries	13107-178	CR 20, King Street East - Walnut St to Sunset Drive - M&P (SX-CCL)	0	74,000	0
Recoveries	13107-211	North Malden - Pavement Rehab - CR 15 to Walker Sdrd (SX)	0	750,000	0
Recoveries Category	Category	Total	2,493,200	5,529,790	4,495,900
Contributions to (from)	13106-6801	Roadway Expansion Reserve	(9,717,860)	10,557,140	(26,175,360)
Contributions to (from)	13106-xxxx	Capital Reserve - Prior Year projects, carried over (net)	(293,000)	949,700	(1,281,600)
Contributions to (from)	13106-6801	Rate Stabilization Reserve - Various Studies	(750,000)	(495,000)	(390,000)
Contributions to (from) Category	Category	Total	(10,760,860)	11,011,840	(27,846,960)
Net Departmental Requirement			27,287,640	28,964,650	32,194,040

Infrastructure Services

Appendix D

Construction Project Listing - County Wide Active Transportation System

Capital Category	Account Number	Description	2022 Budget (restated)	2022 Projection (unaudited)	2023 Budget
Expenditures	13107-800	County Wide Active Transportation Infrastructure	752,055	752,055	2,100,000
Expenditures	13107-801	Municipal Partnership Program	100,000	100,000	0
Expenditures	13107-802	Supportive Partnership Program	100,000	100,000	0
Expenditures	13107-803	Consulting Services	95,000	95,000	0
Expenditures	13107-804	Education & Encouragement	100,000	100,000	0
Expenditures	13107-805	Monitoring & Evaluation	150,000	150,000	0
Expenditures	13107-806	Lifecycle Management Programs	100,000	100,000	0
Expenditures	13107-900	MUP - CR 20 - Cherry Lane to Regatta Dr. (Leam-22)	54,000	54,000	0
Expenditures	13107-901	PS - CR 2 - Moison Creek W to Stuart Lane (Lake-9)	448,095	448,095	0
Expenditures	13107-902	PS - CR 34 - CR 18 to Hwy 3 (Kings-2)	150,000	150,000	0
Expenditures	13107-903	FDS - CR 45 - CR 20 to CR 34 (Kings-12)	50,850	50,850	0
Expenditures	13107-884	FDS / BL - CR 33 - 350m S. Monarch Lane to Mersea Rd 12 (Leam-1)	20,000	20,000	0
Expenditures	13107-xxx	2023 Paved Shoulder Program	0	0	2,800,000
Expenditures	13107-895	PS #1 -- CR 50 - 7th Conc. To Collison Sdrd (Amh-2)	850,000	850,000	0
Expenditures	13107-896	PS #1 -- CR 18 - CR 11 to CR 9 (Amh-1)	500,000	500,000	0
Expenditures	13107-897	PS #1 -- CR 18 - Coulter to CR 11 (Ess-1)	900,000	900,000	0
Expenditures	13107-898	PS #1 -- CR 50 - Dunn Road to Dahinda (Ess-11)	250,000	250,000	0
Expenditures	13107-899	PS #1 -- CR 50 Utility Relocation - CR 41 to 7th Conc (SX)	300,000	0	300,000
Expenditures Category		Total	4,920,000	4,620,000	5,200,000
Recoveries	13107-900	MUP - CR 20 - Cherry Lane to Regatta Dr. (Leam-22)	0	32,400	0
Recoveries	13107-901	PS - CR 2 - Moison Creek W to Stuart Lane (Lake-9)	0	265,860	0
Recoveries	13107-903	FDS - CR 45 - CR 20 to CR 34 (Kings-12)	0	30,510	0
Recoveries Category		Total	0	328,770	0
Contributions to (from)	13106-6801	Roadway Expansion Reserve	(2,820,000)	(2,191,230)	(3,100,000)
Contributions to (from) Category		Total	(2,820,000)	(2,191,230)	(3,100,000)
Total Departmental		Requirement	2,100,000	2,100,000	2,100,000

**Infrastructure Planning Services
2023 State of Good Repair Program**

Appendix E

with Paved Shoulder Program - Roads, Bridges and Culverts

Project	Road #	Description	Remarks	Estimate
101	Various	Various Preservation Projects Bridges and Culverts	Extend Lifecycle	\$250,600
102	Various	Various Preservation Projects Roads	Extend Lifecycle	\$255,000
103	Various	Concrete Panel Repairs	Extend Lifecycle	\$400,000
154	CR 9	River Canard Bridge B-09-10	Structural Deterioration Rehabilitation	\$3,875,000
180	CR 37	Wiper Drain Culvert C-37-239	Structural Deterioration Replacement	\$1,100,000
181	CR 50	Tom Wright Drain Culvert RC-50-135	Structural Deterioration Replacement	\$1,105,000
182	CR 11	River Canard Bridge B-11-14A	Structural Deterioration Rehabilitation	\$1,285,000
184	CR 18	Long Marsh Drain Culvert C-18-088	Structural Deterioration Replacement	\$1,340,000
212	CR 9	Taylor Gunn Drain Culvert RC-09-027	Structural Deterioration Engineering and Approvals	\$85,000
213	CR 15	Richmond Drain Bridge B-15-13	Structural Deterioration Engineering and Approvals	\$85,000
214	CR 8	Robb Dales Drain Culvert C-08-479	Structural Deterioration Engineering and Approvals	\$85,000
215	CR 8	Merrick Creek Bridge B-08-07	Structural Deterioration Engineering and Approvals	\$85,000
216	CR 34	South Dales Drain Culvert C-34-454	Structural Deterioration Engineering and Approvals	\$85,000
217	CR 8	Pavement Rehabilitation County Road 27 to 450m W Graham Sdrd Kingsville/Lakeshore	Deteriorated Pavement CIREAM & Overlay	\$985,000
218	CR 20	Pavement Rehabilitation Ferriss Road to Iler Road Town of Essex	Deteriorated Pavement CIREAM & Overlay	\$1,155,000
219	CR 25	Pavement Rehabilitation County Road 42 to Highway 401 Town of Lakeshore	Deteriorated Pavement CIREAM & Overlay	\$1,235,000
220	CR 27	Pavement Rehabilitation Highway 3 to MN#81 Town of Kingsville	Deteriorated Pavement CIREAM & Overlay	\$220,000
221	CR 42	Pavement Rehabilitation County Road 35 to County Road 37 Town of Lakeshore	Deteriorated Pavement CIREAM & Overlay	\$1,225,000
222	CR 46	Pavement Rehabilitation County Road 23 to Lakeshore Road 203 Town of Lakeshore	Deteriorated Pavement CIREAM & Overlay	\$385,000

**Infrastructure Planning Services
2023 State of Good Repair Program**

Appendix E

with Paved Shoulder Program - Roads, Bridges and Culverts

Project	Road #	Description	Remarks	Estimate
223	CR 50	Pavement Rehabilitation Wright Road to Dahinda Road Town of Essex	Deteriorated Pavement CIREAM & Overlay	\$925,000
225	CR 3	Pavement Deterioration County Road 20 to County Road 8 LaSalle/Amherstburg	Overlay (HM)	\$345,000
226	CR 34	Pavement Deterioration County Road 45 to Road 3 Town of Kingsville	Overlay (HM)	\$490,000
227	CR 35	Pavement Deterioration Lakeshore Road 305 to Highway 401 Town of Lakeshore	Overlay (HM)	\$300,000
228	CR 37	Pavement Deterioration County Road 14 to Mersea Road 7 Town of Leamington	Overlay (HM)	\$520,000
229	CR 27	Pavement Deterioration MN#81 to County Road 34 Town of Kingsville	Mill and Pave	\$225,000
230	CR 31	Pavement Deterioration County Road 2 to County Road 42 Town of Lakeshore	Mill and Pave	\$585,000
2023 SOGR Program Budget				\$18,630,600
2023 Early Release Program				\$10,305,000