



2024 to 2027 Business Plan

Service: Middlesex-London Health Unit

\$37.64	0.97%
Annual cost for the average rate payer (2024 to 2027)	Of the 2024 to 2027 City of London Net Property Tax Supported Budget

Who we are:

- The Middlesex-London Health Unit is the local public health agency for the City of London and Middlesex County.

What we do:

- The Middlesex-London Health Unit is a key part of the local health system whose focus is on the protection and promotion of health at the community and population level in the City of London and Middlesex County. The scope of work of the Middlesex-London Health Unit is broad and includes interventions such as; restaurant and personal service setting inspections, school and community vaccination clinics, seniors and child dental services for low-income families, case and contact management of infectious diseases, vector-borne disease surveillance and mitigation, breastfeeding

and early childhood development services, tobacco, vaping, and cannabis retailer enforcement, substance use prevention, sexual health services, and healthy public policy development. This work is pursued through a lens of equity and reconciliation.

Why we do it:

- **Mandatory** –The Middlesex-London Health Unit is legislatively required under the *Health Protection and Promotion Act* to provide public health programs and services identified in the *Ontario Public Health Standards*.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2024	2025	2026	2027	2024 to 2027 TOTAL
Gross Operating Expenditures	\$7,565	\$8,019	\$11,101	\$8,267	\$34,952
Other Revenues	-\$0	-\$226	-\$0	-\$0	-\$226
Net Tax Levy Supported Operating Budget	\$7,565	\$7,792	\$11,101	\$8,267	\$34,725
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Full-Time Equivalents (FTE's)	265.4	263.4	260	260	N/A

Reflects 2024 to 2027 adopted City budget as of December 1, 2025

Linkage to the 2023 to 2027 Strategic Plan

This service supports the following Strategic Areas of Focus in the 2023 to 2027 Strategic Plan:

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|---|--|--|---|--|---|
| ✓ |  | Reconciliation, Equity, Accessibility, and Inclusion | |  | Economic Growth, Culture, and Prosperity |
| ✓ |  | Housing and Homelessness | ✓ |  | Mobility and Transportation |
| ✓ |  | Wellbeing and Safety | ✓ |  | Climate Action and Sustainable Growth |
| ✓ |  | Safe London for Women, Girls, and Gender-Diverse and Trans People | |  | Well-Run City |

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this service:

Environmental:

- The Middlesex-London Health Unit is mandated, per the *Ontario Public Health Standards*, to address environmental health hazards. Public Health Inspectors, as well as Epidemiologists, conduct surveillance of environmental factors to identify and monitor trends, as well as any emerging public risks. Such risks may include; water-borne illness, food-borne illnesses, vector-borne diseases, and extreme temperatures and air quality. Public Health Inspectors also inspect facilities at higher risk for adverse health outcomes to the public such as; food premises, personal service settings, child care facilities, shelters, and public pools.
- The Middlesex-London Health Unit is mandated to work closely with municipalities on official plans, by-laws, and standards to improve health outcomes through housing standards, mitigating and addressing the impacts of climate change, and reducing hazardous environmental exposures. Public Health Inspectors support City of London Inspectors in responding to calls from the public regarding health hazards such as major pest infestations, mould, poor indoor air quality, lack of heat supply, and unsafe drinking water.

Socio-economic Equity:

- The Middlesex-London Health Unit grounds its interventions in health equity, wherever appropriate using universal proportionalism to ensure populations receive services proportionate to their varying needs. This involves identifying and prioritizing work with equity-deserving groups and prioritized populations.
- The Middlesex-London Health Unit is actively fostering and strengthening relationships with its neighbouring First Nations communities to support them as requested in the delivery of public health services.
- The Middlesex-London Health Unit is implementing the recommendations made through its Anti-Black Racism Plan, Employment System Review, and Taking Action for Reconciliation Plan to improve equity and inclusivity internally and externally through its service delivery. Examples include; ensuring all staff receive Indigenous cultural safety training and anti-discrimination training.
- The Middlesex-London Health Unit is a 'Living Wage Certified Champion' Employer, ensuring all employees, including those provided by subcontractors, are paid a living wage.
- The Middlesex-London Health Unit provides dental services to low-income seniors and children who may otherwise not be able to afford it.
- The Middlesex-London Health Unit supports new parents and children to grow and develop, particularly those facing significant challenges including youth, first time parents, newcomers, and parents who are low income or who lack social supports.

- Through participation on the Middlesex London Food Policy Council and programs like Harvest Bucks, the Middlesex-London Health Unit is working with other agencies to address food insecurity.

Governance:

- The Middlesex-London Health Unit is governed by a local, autonomous Board of Health, which is comprised of elected officials from the County of Middlesex (3), the City of London (2, plus 1 Citizen Appointee) and the Province of Ontario (5). This is reflective of the main funding sources of the Health Unit.
- The work of Boards of Health is dictated by the Health Promotion and Protection Act, and the Ontario Public Health Standards, which are planned for review in 2025 and could bring change to the work required by local public health agencies like the MLHU. The new Ontario Public Health Standards are anticipated to be released in 2026.

The following section provides an overview of the key activities the service plans to undertake from 2024 to 2027 to implement the Corporation's 2023 to 2027 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2024 to 2027

Reconciliation, Equity, Accessibility, and Inclusion

- Implement prioritized recommendations from the Taking Action for Reconciliation Plan
- Continue to build and implement processes to better integrate public health service delivery between local First Nation Health Centres and the Middlesex-London Health Unit based on Indigenous population health need.

Climate Action and Sustainable Growth

- Develop and implement an MLHU framework to monitor and communicate the health impacts of climate change on London residents.

Wellbeing and Safety / Mobility and Transportation

- Develop and implement a Middlesex-London Health Unit (MLHU) framework to inform and incorporate health evidence for urban planning purposes.
- Continue to apply a health equity lens to the delivery of Middlesex-London Health Unit programs and services.

Housing and Homelessness

- Medical Officer of Health and Chief Executive Officer guide and support the decision-making at the Strategy and Accountability table of the Health & Homelessness Whole of Community System Response.

Risks and Challenges Anticipated in 2024 to 2027

- Budgetary constraints – The Middlesex-London Health Unit faces a \$2.6 - \$2.8 million deficit for 2024 and will no longer be able to sustain current or historic levels of services. In response, the organization has identified strategic areas for disinvestment and restructured the agency. Economic pressures, emerging public health risks, and increased demands may further reduce the Middlesex-London Health Unit's ability to sustain services or advance strategic plans. ([Report No. 54-23](#)). For 2025, continued inflationary pressures resulted in the Board of Health approving additional funding (3%) from the contributing municipalities, including the City of London. This resulted in an increase in funding one-time in 2025, supported by the operating contingency fund. The Health Unit once again faced a shortfall heading into 2026, with the Board of Health approving another increase in municipal contributions in order to prevent further reductions in programs and services. A review and shift in the model of service delivery for the Health Unit resulted in the closure of the main Strathroy office in 2025 to decrease operational expenses associated with that location. The organization continues to use zero-based budgeting and continuous review of services to ensure efficiencies are optimized. For example, Request for Proposals were completed for Employee Benefits, Legal Services, and the Managed Service Provider for ITS in 2024 and 2025, decreasing costs.
- Provincial Strategy to Strengthen Public Health – The Province will be seeking to refine, refocus and re-level the roles and responsibilities of local public health, resulting in an updated and revised Ontario Public Health Standards. Depending upon these changes, some services provided by the Middlesex-London Health Unit may no longer be within its mandate. ([Report No. 53-23](#)) The new standards are anticipated to be released in 2026.

Other reference information and links:

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