

# 2020 Budget



OUR COMMUNITIES. OUR HOME.





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## MUNICIPAL LEVY

<b>2019 Municipal Levy</b>		<b>30,663,024</b>
<u>Adjustments:</u>		
Net One-Time Costs Carrying To 2020	309,225	
Wage Adjustments	(71,865)	
		<u>237,360</u>
<b>Opening 2020 Municipal Levy</b>		<b>30,900,384</b>

## 2020 CHANGE REQUESTS

	<u>Gross Cost</u>	<u>Reserves</u>	<u>Levy</u>
<b><u>Non-Discretionary</u></b>			
Annualization of In-Year Staffing Changes	91,945	51,701	40,244
Legislative Impacts	73,090	240,000	(166,910)
Adjustments to Meet Contractual Requirements	393,699	135,779	257,920
	<u>558,734</u>	<u>427,480</u>	<u>131,254</u>
<b><u>Discretionary</u></b>			
Budget Maintenance (Line Increases & Decreases)	119,199	364,600	(245,401)
Service Enhancements – Staffing	493,356	7,050	486,306
Other Service Enhancements	173,403	0	173,403
Infrastructure Funding	1,979,300	0	1,979,300
	<u>2,765,258</u>	<u>371,650</u>	<u>2,393,608</u>
<b>Grand Total</b>	<b>3,323,992</b>	<b>799,130</b>	<b>2,524,862</b>
<b>Adjusted 2020 Levy</b>			<b><u>33,425,246</u></b>

## HISTORICAL SUMMARY

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Municipal Levy</u></b>					
Lakeshore Municipal Levy	24,845,425	26,715,685	28,308,976	30,663,024	33,425,246
Change (\$)	1,351,961	1,870,260	1,593,291	2,354,048	2,762,222
Change (%)	5.75%	7.53%	5.96%	8.32%	9.00%
<b><u>Tax Rate</u></b>					
Residential Rate Change	2.57%	2.60%	-0.08%	1.50%	2.50%
<b><u>Water Rates</u></b>					
Consumption (per cubic metre)	1.44	1.48	1.48	1.50	1.52
Basic Charges	19.62	20.01	20.01	20.21	20.41
Consolidated Change (%)	2%	2%	0%	1%	1%
<b><u>Wastewater Rates</u></b>					
Consumption (per cubic metre)	1.30	1.34	1.38	1.45	1.52
Basic Charges	15.07	15.37	15.68	16.45	18.71
Consolidated Change (%)	3%	3%	3%	5%	8%
<b>Capital Budget</b>	<b>9,292,640</b>	<b>10,372,450</b>	<b>11,082,700</b>	<b>20,619,900</b>	<b>24,436,400</b>

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget
<b>1 Taxation Revenue</b>	26,715,685	28,308,976	25,091,425	28,308,976	30,663,024	31,652,056
<b>Operating Revenue</b>						
2 CAO	-	15,000	-	30,000	-	-
3 Committees of Council	72,741	54,875	55,000	55,000	60,000	60,000
4 Legislative Services	50,735	165,489	37,900	141,400	68,300	44,860
5 Animal Control	31,259	31,459	32,900	33,300	32,400	51,400
6 Fire	49,693	44,940	36,000	36,000	36,000	36,000
7 Police	142,624	163,349	131,800	138,800	138,500	274,279
8 Atlas Tube Centre	2,248,327	2,009,245	1,581,015	1,654,815	2,463,815	2,162,116
9 Development Services	112,995	94,317	247,500	183,900	530,900	79,900
10 Building	1,393,269	1,112,474	1,260,900	940,800	1,111,300	1,061,050
11 Recreation	438,178	471,391	414,000	442,500	472,500	486,405
12 Marina	597,964	707,159	598,477	600,665	619,865	626,365
13 Engineering	75,406	92,300	70,400	76,000	76,000	38,250
14 Public Works	207,025	671,813	476,800	1,008,800	888,800	138,800
15 Drainage	403,454	384,754	484,920	376,280	901,280	376,280
16 Facilities	23,516	23,756	26,600	28,100	74,100	24,100
17 Parks	81,815	125,320	23,800	50,300	137,300	27,300
18 Solid Waste	1,183,642	1,273,780	1,149,098	1,202,200	1,293,100	1,319,100
19 Finance	1,257,328	1,720,629	966,980	915,000	1,298,000	1,448,050
20 Information Technology Services	-	22,100	18,000	65,000	70,000	-
21 Corporate Accounts	7,161,491	6,111,352	6,132,474	5,112,797	5,839,314	5,869,090
	15,531,462	15,295,502	13,744,564	13,091,657	16,111,474	14,123,345
<b>Operating Expenses</b>						
22 CAO	333,790	384,659	341,581	388,381	381,780	370,196
23 Council Services	255,635	284,653	283,784	301,684	351,240	347,345
24 Committees of Council	30,389	28,196	43,225	40,225	37,625	37,625
25 Human Resources	267,439	290,167	266,081	287,067	303,408	358,008
26 Legislative Services	802,438	1,008,461	909,405	1,068,069	1,276,752	1,362,318
27 Animal Control	64,415	43,878	68,300	73,800	70,750	81,050
28 Fire	1,653,209	1,711,289	1,699,797	1,739,537	1,968,150	2,011,571
29 Police	4,668,292	4,683,932	4,708,700	4,696,963	4,972,907	5,108,686
30 CDS Admin	323,801	297,919	306,229	323,029	332,490	386,036

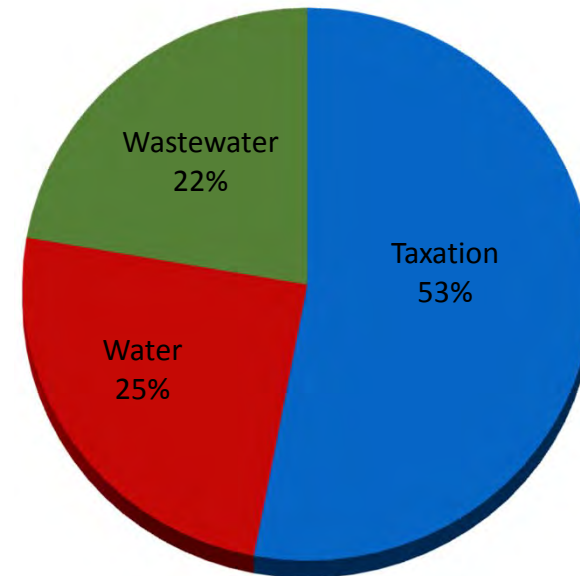


31 Atlas Tube Centre	5,354,490	5,358,546	5,087,762	5,497,604	5,385,800	5,293,219
32 Development Services	423,618	514,381	576,531	564,311	1,098,800	727,336
33 Building	1,441,666	1,211,732	1,319,513	996,003	1,176,000	1,085,790
34 Recreation	819,184	868,169	899,957	885,795	1,027,915	1,044,104
35 Marina	673,836	748,106	761,234	746,422	701,800	712,735
36 Engineering	695,201	729,632	722,253	777,908	803,262	868,856
37 Public Works	9,533,479	10,689,294	9,977,254	11,012,744	13,316,300	12,490,640
38 Drainage	838,428	855,013	937,809	1,091,969	1,211,980	691,952
39 Facilities	1,041,681	1,054,457	1,088,539	1,111,464	1,683,145	1,707,065
40 Parks	1,653,959	1,910,713	1,402,146	1,735,070	1,745,770	1,634,069
41 Solid Waste	2,413,126	2,492,165	2,341,272	2,403,874	2,515,800	2,596,417
42 Finance	1,358,580	1,359,787	1,266,062	1,302,934	1,342,818	1,435,519
43 Information Technology Services	705,864	642,822	737,127	716,163	894,872	844,254
44 Corporate	5,059,274	3,741,316	3,091,428	3,639,617	4,175,134	6,353,800
	<u>40,411,793</u>	<u>40,909,286</u>	<u>38,835,989</u>	<u>41,400,633</u>	<u>46,774,498</u>	<u>47,548,591</u>
45 Surplus (Deficit)	1,835,355	2,695,192	-	-	-	(1,773,190)
46 Tax Revenue Required						<u><u>1,773,190</u></u>

2020 BUDGET - SUMMARY OF IMPACT - TAX, WATER, WASTEWATER

	2019	2020	Change
<b>Taxation</b>	\$1,494	\$1,531	\$37
<b>Water</b>	557	564	\$7
<b>Wastewater</b>	508	544	\$36
	<u>\$2,559</u>	<u>\$2,639</u>	<u>\$80</u>
<b>Taxation</b>	58.4%	58.0%	
<b>Water</b>	21.8%	21.4%	
<b>Wastewater</b>	19.9%	20.6%	
	<u>100.0%</u>	<u>100.0%</u>	

2020 Budget



Note: Calculation based on an average home assessed at \$250,000 consuming on average 210 cubic meters of water

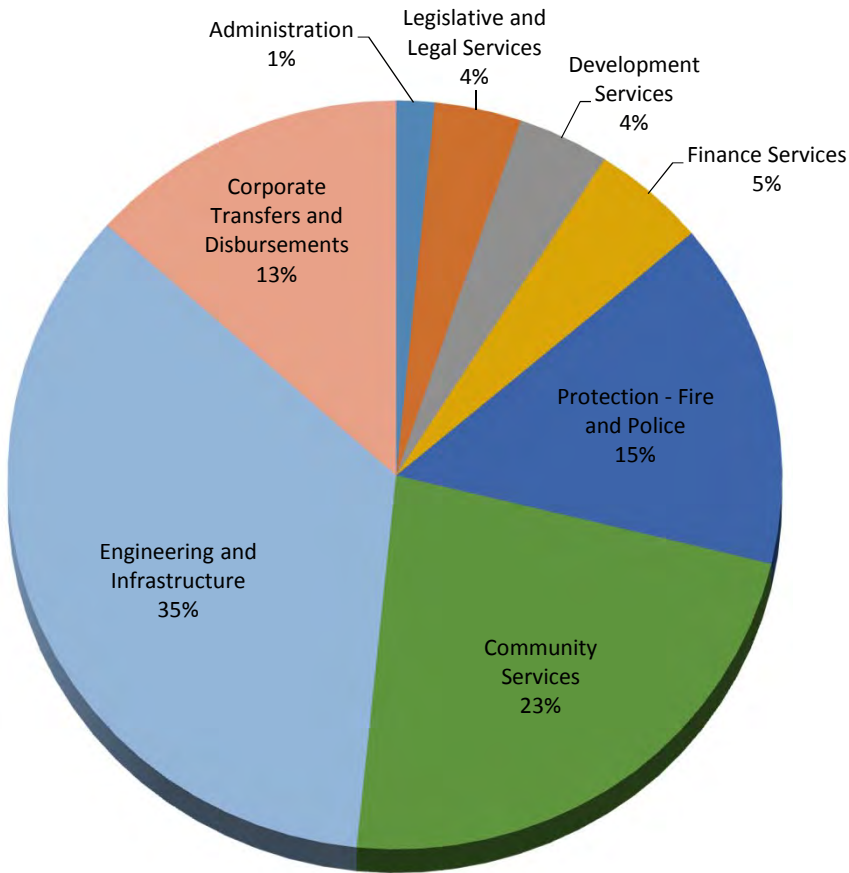


2020 BUDGET - SUMMARY OF TOTAL EXPENDITURES

2020 Budget

Administration	755,166
Legislative and Legal Services	1,720,326
Development Services	1,813,126
Finance Services	2,279,773
Protection - Fire and Police	7,120,257
Community Services	10,858,278
Engineering and Infrastructure	16,647,865
Corporate Transfers and Disbursements	6,353,800
	<hr/>
	47,548,591

Administration	1.59%
Legislative and Legal Services	3.62%
Development Services	3.81%
Finance Services	4.79%
Protection - Fire and Police	14.97%
Community Services	22.84%
Engineering and Infrastructure	35.01%
Corporate Transfers and Disbursements	13.36%
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	100.00%



	Projected Opening Balance	Contributions	Draws	Projected Closing Balance
<b><u>Obligatory Reserve Funds</u></b>				
Parkland Dedication	1,015,683	150,000	965,000	200,683
Development Charges	6,239,732	3,175,000	332,600	9,082,132
Federal Gas Tax	1,644,802	1,777,000	3,250,000	171,802
Ontario Community Infrastructure Fund (OCIF)	103,223	1,375,250	1,000,000	478,473
Modernization Grant	620,201	-	200,000	420,201
Building Services – Operating	1,465,693	-	240,000	1,225,693
Building Services – Capital	161,384	-	-	161,384
Tree Planting – Subdivisions	87,704	20,000	-	107,704
Parking Lot Development	689	-	-	689
	<b>11,339,111</b>	<b>6,497,250</b>	<b>5,987,600</b>	<b>11,848,761</b>
<b><u>Discretionary Reserve Funds</u></b>				
Future Employee Benefits	688,682	-	-	688,682
Debt Reduction	905,987	248,920	-	1,154,907
	<b>1,594,669</b>	<b>248,920</b>	<b>-</b>	<b>1,843,589</b>
<b><u>Discretionary Reserve Funds – Wastewater</u></b>				
Wastewater	3,710,498	675,732	2,014,000	2,372,230
Wastewater – Capital	708,834	271,600	-	980,434
	<b>4,419,332</b>	<b>947,332</b>	<b>2,014,000</b>	<b>3,352,664</b>
<b><u>Discretionary Reserve Funds – Water</u></b>				
Water	10,704,724	2,737,664	2,036,000	11,406,388
Water – Filters	854,793	103,000	-	957,793
Water Working Funds	1,061,541	-	-	1,061,541
Water – Contingency	319,172	-	-	319,172
	<b>12,940,230</b>	<b>2,840,664</b>	<b>2,036,000</b>	<b>13,744,894</b>

	Projected Opening Balance	Contributions	Draws	Projected Closing Balance
<b><u>Reserves</u></b>				
Working Funds	2,793,041	-	1,150,000	1,643,041
Contingency	665,519	-	-	665,519
Community Improvement Plan	41,904	-	-	41,904
Assessment Stabilization	1,566,300	-	-	1,566,300
Accumulated Sick Leave	55,000	-	-	55,000
Employee Related	374,916	13,100	51,701	336,315
Self-Insuring	609,114	16,000	-	625,114
Community Benefit	1,500,150	214,140	627,000	1,087,290
Police Operating	211,300	54,300	135,779	129,821
Winter Control	265,000	-	-	265,000
Facilities – New	1,619,589	849,500	1,530,700	938,389
Facilities	2,665,886	1,272,800	284,500	3,654,186
Furniture and Fixtures	23,590	24,600	8,000	40,190
Vehicles & Equipment	594,340	553,500	368,000	779,840
Technology & Office Equipment	236,331	70,600	189,250	117,681
Technology Software	577,491	131,900	682,000	27,391
Fire Vehicles & Equipment	1,142,273	352,200	316,500	1,177,973
Roads	8,653,990	5,346,000	4,930,000	9,057,990
Railway Crossings	49,433	-	-	49,433
Bridges & Culverts	651,013	498,300	790,000	359,313
Storm water	861,542	834,600	300,000	1,396,142
Road Share of Drainage	552,173	378,700	10,000	920,873
Gravel Road Conversion	1,174,064	845,200	900,000	1,119,264
Street Lights – New	799,377	239,000	25,000	1,013,377
Playground Equipment	200,384	164,500	175,000	189,884
Trails – New	331,313	361,900	190,000	503,213

	Projected Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Reserves (continued)</b>				
Trails - Existing	246,679	99,600	115,000	231,279
Parks Signage	20,600	10,300	-	30,900
Parks Furniture & Fixtures	-	125,000	84,000	41,000
Building Repairs & Maintenance	-	57,700	15,000	42,700
Election	36,356	35,000	-	71,356
Tree Replacement	58,130	-	-	58,130
Plans & Studies	711,253	319,500	427,000	603,753
	<b>29,288,051</b>	<b>12,867,940</b>	<b>13,316,430</b>	<b>28,839,561</b>
<b>Total Reserves &amp; Reserve Funds</b>	<b>59,581,393</b>	<b>23,402,106</b>	<b>23,354,030</b>	<b>59,629,469</b>
<i>Unfunded Capital (Amy Croft Develop.)</i>	-	-	1,826,000	1,826,000



<b><u>CAO</u></b>		
1	Salary and Wage Adjustments	(4,584)
2	2020-027 CAO Memberships	1,000
3	2020-077 CAO Training and Conferences	2,000

<b><u>Council</u></b>		
4	Salary and Wage Adjustments	3,605

<b><u>Legislative Services</u></b>		
5	Salary and Wage Adjustments	(10,938)
6	2020-044 2020 Insurance Increase	75,000
7	2020-060 Advertising & Distribution of Council Resolutions	9,153
8	2020-073 Legal Assistant - New Position	6,228
9	2020-090 Crossing Guards	4,170
10	2020-092 Memberships and Subscriptions for Legal Resources	1,086
11	2020-093 Meeting Expenses resulting from Council Meetings	4,500
12	2020-094 Training and Conferences for LLS staff	700
13	2020-095 Travel Expenses for LLS Staff	1,000
14	2020-096 Commissioner of Oath Services	(1,560)
15	2020-100 Insurance Program Review	15,000
16	2020-102 Integrity Commissioner Services	-
17	2020-103 E-Scribe Annual Servicing Costs	11,000
18	2020-115 Historical Museums	3,000

<b><u>Human Resources</u></b>		
19	Salary and Wage Adjustments	9,419
20	2020-001 HR Consulting Services	10,000
21	2020-002 Increased Advertising for HR - Recruitments	8,000
22	2020-003 Corporate Training Increase	9,000
23	2020-004 Corporate Health & Safety	4,500
24	2020-033 HR Coop Student	13,848
25	2020-047 Meeting Expense Increase for Human Resources	2,500

<b><u>Animal Control</u></b>		
26	2020-086 Animal Control Enforcement Services Contract	300
27	2020-087 Dog Licensing Program Enhancement	(500)
28	2020-088 Dog Pound Administration Fee	(8,500)

<b><u>Fire</u></b>		
29	Salary and Wage Adjustments	12,916
30	2020-042 Firefighter Recruit Staff One Time Training costs	28,500
31	2020-045 Fire Dress Uniforms and Station Wear	4,330

<b><u>Police</u></b>		
32	2020-084 OPP 2020 Annual Policing Services	-

<b><u>CDS Admin</u></b>		
33	Salary and Wage Adjustments	(2,204)
34	2020-031 Citizen Engagement Software	12,000
35	2020-035 Communication Support	10,000
36	2020-110 Economic Development Officer	33,750

<b><u>Atlas Tube Centre</u></b>		
37	Salary and Wage Adjustments	(96,330)
38	2020-010 ATC repairs and maintenance budget	58,000
39	2020-058 Equipment Rental Increase	1,000
40	2020-062 Increase in Facility Maintenance Due to Aging	20,048
41	2020-063 Fuel & Oil	1,000
42	2020-065 Training to meet Provincial standards for facility	5,000
43	2020-081 CDS Project Manager	-
44	2020-114 Transfer from Development Charges to fund ATC debt	(332,600)

<b><u>Recreation</u></b>		
45	Salary and Wage Adjustments	16,284
46	2020-052 Four Additional Summer Day Camp Counsellors	-
47	2020-111 Mayor's Arts Awards	3,000

## Marina

48		Salary and Wage Adjustments	4,435
49	2020-071	Marina - Repairs	-

## Development Services

50		Salary and Wage Adjustments	2,334
51	2020-024	Heritage Permit Application Fee	(4,000)
52	2020-025	Meeting Expenses for Development Services Staff	500
53	2020-026	Consulting Services for Development Services	50,000
54	2020-068	Membership Fees OPPI and CIP	2,500
55	2020-070	Senior Planning Technician to Planner 3	2,102
56	2020-085	Training for Planning Unit	3,000
57	2020-112	New Senior Planner position	50,000

## Building

58		Salary and Wage Adjustments	1,466
59	2020-029	Decrease in Building Permits	75,000
60	2020-038	By Law Student	13,848
61	2020-039	By Law Enforcement Officer	91,826
62	2020-109	Building Reserve Fund Operations Transfer	(240,000)

## Public Works

63		Salary and Wage Adjustments	(545)
64	2020-050	Additional Public Works Operator	87,985
65	2020-051	Vehicle and Equipment Increase	30,000

## Parks

66		Salary and Wage Adjustments	(35,434)
67	2020-005	Program Supplies	2,000
68	2020-006	Snow Removal at Parks Yard	(1,850)
69	2020-007	Increase Waste Collections for Parks	2,000

70	2020-009	Sports Field Maintenance	10,000
71	2020-011	Parks Rental Facility	(8,300)
72	2020-012	Fuel Expense	5,000
73	2020-013	Portable Washroom Service	1,000
74	2020-016	Clothing Allowance - Parks	100
75	2020-034	Sports Field Student hours	5,233

## Engineering

76		Salary and Wage Adjustments	6,354
77	2020-074	EIS Coordinator	3,875
78	2020-101	New Engineering Technologist	93,115

## Drainage

79		Salary and Wage Adjustments	4,972
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## Facilities

80		Salary and Wage Adjustments	1,275
81	2020-017	Rourke Line - EIS Operations Centre Operating Costs	44,750
82	2020-018	Waste Collection Services	(980)
83	2020-019	Security Services for Comber Community Centre	(500)
84	2020-021	Janitorial Cleaning	600
85	2020-022	Janitorial Services - Fire Station Headquarters	1,775
86	2020-023	Grass Cutting - to close out this budget line	(12,300)
87	2020-097	Provision for Office Space	43,000

## Finance

88		Salary and Wage Adjustments	17,911
89	2020-049	Purchasing Coordinator	94,599
90	2020-080	Accounting Supervisor Position Conversion	30,141
91	2020-113	Interest Revenue	(200,000)

## Information Technology

**92** Salary and Wage Adjustments (2,918)

## Solid Waste

**93** Salary and Wage Adjustments 117

**94** 2020-053 Estimated garbage collection contract increase 54,500

## Corporate

**95** 2020-015 Provincial Offences Revenue (10,000)

**96** 2020-032 Federal and Provincial Capital Funding -

**97** 2020-041 OMPF Funding 21,900

**98** 2020-046 Capital Program Funding Enhancements 1,979,300

**99** 2020-064 Provision for Wage Adjustments 200,000

**100** 2020-078 Community Benefit Fund Grant -

**101** 2020-099 Grants in Lieu (65,000)

**102** 2020-107 ERCA & LTVCA Levies 22,690

## Water

**103** Salary and Wage Adjustments (23,692)

**104** 2020-054 Increase in Water Distribution Staffing 220,538

**105** 2020-055 Meter Reading Contract (5,000)

**106** 2020-056 Increase in Water Treatment Staffing 112,744

**107** 2020-057 Purification for water treatment (20,700)

**108** 2020-079 Tablets for Electronic Logbooks 4,000

**109** 2020-099 Grants in Lieu 45,000

**110** 2020-105 Water consumption and basic charge rate increases (80,000)

## Wastewater

**111** Salary and Wage Adjustments 984

**112** 2020-059 OCWA Contract 207,700

**113** 2020-098 System Repairs and Maintenance 311,200

**114** 2020-099 Grants in Lieu 20,000

**115** 2020-106 Wastewater Rate Changes (389,500)



SERVICE AREA: Administration	BUDGET CENTRE: CAO
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**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	2	2	2	1 CAO 1 Executive Assistant
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	2	2	2	

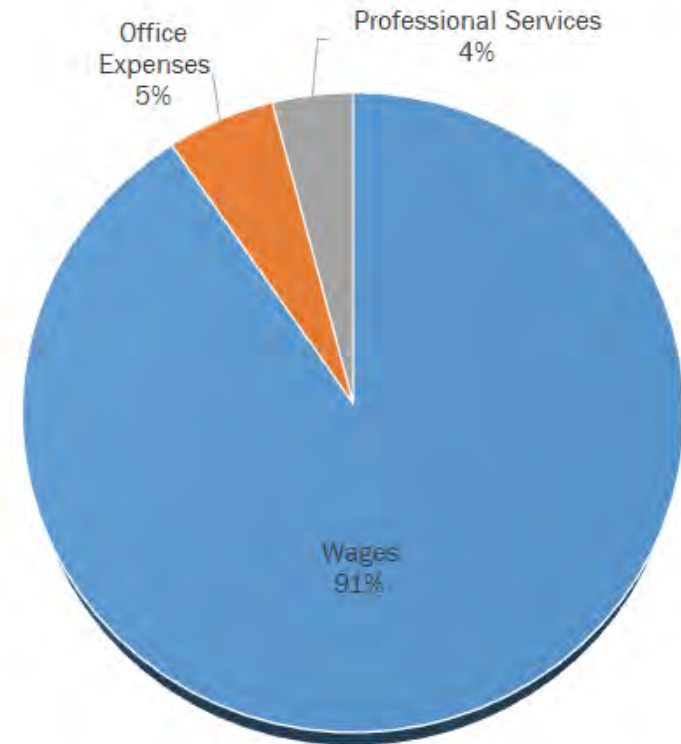
**OBJECTIVES AND RESPONSIBILITIES**

The Chief Administrative Officer’s primary role is to provide effective and efficient administrative services to Council, staff and the public. In addition, the CAO is responsible for the overall administration of the Corporation.

**BUDGET HIGHLIGHTS**

- An increase in training and conferences is being requested to allow the CAO to attend both the FCM and AMO conferences. In the past, the CAO would attend one and the other would be offered to a Director to attend.
- An increase in Memberships and Subscriptions is being requested to allow for a budget to fund the current memberships of the CAO

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	325,301	339,700	335,116
Office Expenses	18,080	17,080	20,080
Professional Services	45,000	25,000	15,000
<b>Total Expenses</b>	<b>388,381</b>	<b>381,780</b>	<b>370,196</b>
Revenues	(15,000)	-	-
Transfer From Reserves	(15,000)	-	-
<b>Net Budget</b>	<b>358,381</b>	<b>381,780</b>	<b>370,196</b>



Summary of Budget Changes	Change	Balance
2019 Budget		381,780
Less: 2019 One-Time Items	(10,000)	
Wage Adjustments	(4,584)	
<b>Budget Issues:</b>		
2020-027 CAO Training	2,000	
2020-027 Membership For CAO	1,000	
Subtotal		(11,584)
<b>2020 Budget</b>		<b>370,196</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wages	*		(4,584)	-	Division salary and wage adjustments	(4,584)	-
2 Line Item Increase	2020-027	CAO Memberships	1,000	-	The new CAO has additional memberships which are required to maintain certifications. 2019's budget was \$1,800 and are forecasting approximately \$2,000 to be spent.	1,000	-
3 Line Item Increase	2020-077	CAO Training and Conferences	2,000	-	Additional funding required for the CAO's attendance at the AMO and FCM Conferences as well as Certificate or Diploma in Municipal Administration Program.	2,000	-
<b>Division Totals</b>			<u><u>(1,584)</u></u>	<u><u>-</u></u>		<u><u>(1,584)</u></u>	<u><u>-</u></u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Grant Revenue	-	15,000	-	15,000	-	-	-
Transfer From Reserve Funds	-	-	-	15,000	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>							
Wages and Benefits	306,454	325,399	304,801	325,301	339,700	335,116	(4,584)
Office Supplies	413	371	1,000	500	500	500	-
Advertising & Promotion	3,696	3,712	4,000	4,000	4,000	4,000	-
Meeting Expenses	1,168	1,089	2,000	1,500	1,500	1,500	-
Travel Expense	1,049	1,167	2,150	1,650	1,650	1,650	-
Training & Conferences	3,359	4,380	7,000	6,000	6,000	8,000	2,000
Memberships & Subscriptions	1,600	1,950	2,200	1,800	1,800	2,800	1,000
Telecommunications	3,106	2,422	3,430	2,630	1,630	1,630	-
Consulting Services	12,945	44,170	15,000	45,000	25,000	15,000	(10,000)
<b>Total Expenses</b>	<b>333,790</b>	<b>384,659</b>	<b>341,581</b>	<b>388,381</b>	<b>381,780</b>	<b>370,196</b>	<b>(11,584)</b>
<b>Net Budget</b>	<b>333,790</b>	<b>369,659</b>	<b>341,581</b>	<b>358,381</b>	<b>381,780</b>	<b>370,196</b>	<b>(11,584)</b>

SERVICE AREA: Administration	BUDGET CENTRE: Council
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**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	8	8	8	1 Mayor 1 Deputy Mayor 6 Councillors
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	8	8	8	

**OBJECTIVES AND RESPONSIBILITIES**

Council is responsible to set policies and provide the overall direction and decision making for the Town taking into account the concerns of all of the residents and businesses.

**BUDGET HIGHLIGHTS**

- Wage adjustments for 2020 based on a CPI of 2%
- The change in events and functions represents a transfer to other budget centres

**Summary**

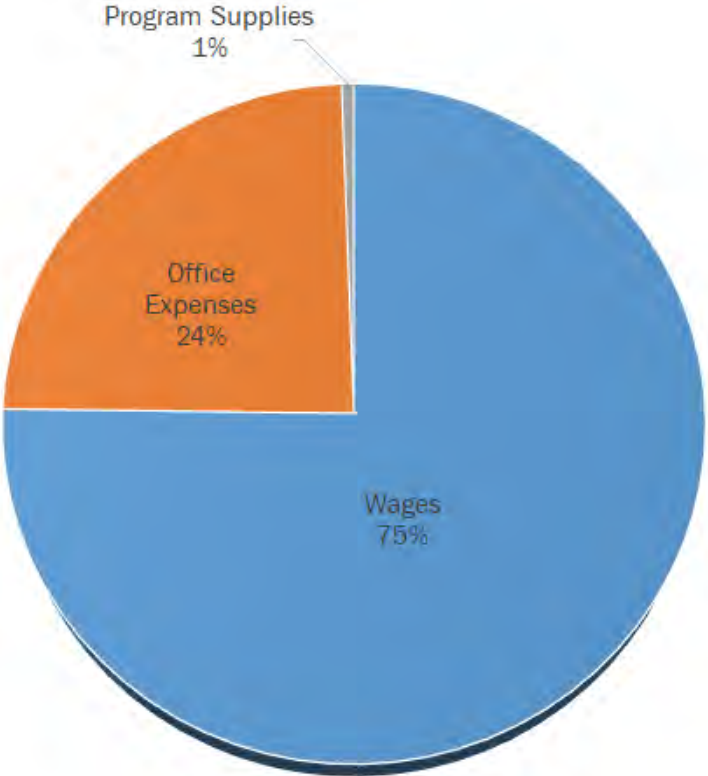
Wages  
Office Expenses  
Program Supplies  
**Net Budget**

2018 Budget	2019 Budget	2020 Budget
201,844	257,600	261,205
97,840	91,640	84,140
2,000	2,000	2,000
<b>301,684</b>	<b>351,240</b>	<b>347,345</b>

**Summary of Budget Changes**

2019 Budget  
Less: 2019 One-Time Items  
Reallocations  
Wage Adjustments  
Subtotal  
**2020 Budget**

Change	Balance
	351,240
-	
(7,500)	
3,605	
	<u>(3,895)</u>
	<b><u>347,345</u></b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wages	*		3,605	-	Division salary and wage adjustments	3,605	-
<b>Division Totals</b>			<u><u>3,605</u></u>	<u><u>-</u></u>		<u><u>3,605</u></u>	<u><u>-</u></u>

*\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.*





	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Expenses</b>							
Wages and Benefits	191,231	194,317	198,544	201,844	257,600	261,205	3,605
Advertising & Promotion	5,395	12,033	5,000	8,000	5,000	5,000	-
Training & Conferences	35,259	38,097	56,000	56,000	64,000	64,000	-
Memberships & Subscriptions	417	407	400	500	500	500	-
Telecommunications	8,957	5,297	8,340	8,340	5,640	5,640	-
Events and Functions	7,573	15,330	8,000	8,000	11,000	3,500	(7,500)
Staff Appreciation	5,403	16,114	5,500	17,000	5,500	5,500	-
Materials & Supplies	1,400	3,060	2,000	2,000	2,000	2,000	-
<b>Total Expenses</b>	<b>255,635</b>	<b>284,653</b>	<b>283,784</b>	<b>301,684</b>	<b>351,240</b>	<b>347,345</b>	<b>(3,895)</b>
<b>Net Budget</b>	<b>255,635</b>	<b>284,653</b>	<b>283,784</b>	<b>301,684</b>	<b>351,240</b>	<b>347,345</b>	<b>(3,895)</b>

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>\$ Budget Change</u>
<b>Revenues</b>							
Committee of Adjustment	72,741	54,875	55,000	55,000	60,000	60,000	-
<b>Total Revenues</b>	<u>72,741</u>	<u>54,875</u>	<u>55,000</u>	<u>55,000</u>	<u>60,000</u>	<u>60,000</u>	-
<b>Expenses</b>							
Committee of Adjustment	20,209	20,339	27,125	25,425	22,825	22,825	-
Accessibility Committee	2,203	1,205	5,300	5,300	5,300	5,300	-
Heritage Committee	2,469	345	3,000	3,000	3,000	3,000	-
Drainage Board	5,508	6,306	7,800	6,500	6,500	6,500	-
<b>Total Expenses</b>	<u>30,389</u>	<u>28,196</u>	<u>43,225</u>	<u>40,225</u>	<u>37,625</u>	<u>37,625</u>	-
<b>Net Budget</b>	<u>(42,352)</u>	<u>(26,679)</u>	<u>(11,775)</u>	<u>(14,775)</u>	<u>(22,375)</u>	<u>(22,375)</u>	-



SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Legislative and Legal Services
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	5	5	5	1 Director of Legislative and Legal Services 1 Manager of Legislative and Legal Services 1 Legal Assistant 2 Admin Assistants
PART-TIME/ SEASONAL/ TEMPORARY	2952 hours	2952 hours	2952 hours	Crossing Guards (7 PT staff)
STUDENTS	0	0	0	
TOTAL	5 FT plus 2952 hours	5 FT plus 2952 hours	5 FT plus 2952 hours	

## OBJECTIVES AND RESPONSIBILITIES

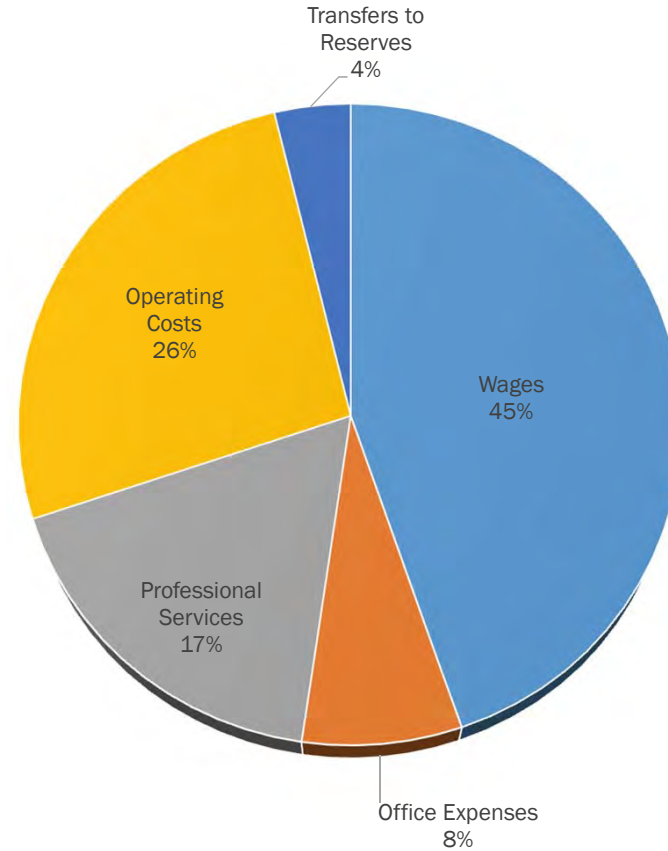
Legislative Services division provides corporate reception services, corporate supply purchasing and shipping, licensing, Council-meeting related services, insurance renewal and claims administration, administrative services and ensures proper record retention in accordance with the retention laws.

SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Legislative and Legal Services
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**BUDGET HIGHLIGHTS**

- In 2019 Council approved the conversion of an Admin Assistant to a Legal Assistant. This position is annualized in the 2020.
- Insurance premiums are expected to increase in 2020. Based on preliminary estimates provide by the Town's insurance broker, an increase of \$75,000 is expected in 2020.
- A budget for the Integrity Commissioner is also being established by way of transfer from the Legal Services line item. This is a net zero impact to the budget.
- A budget request to provide meals during Council meetings is included in this budget for 2020. This is to allow staff to respond to Council enquiries in a timely manner and still meet operational requirements on Council meeting days.

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	417,193	603,831	599,121
Office Expenses	187,676	94,021	101,297
Professional Services	265,000	230,000	235,000
Operating Costs	281,400	277,900	352,900
Transfers to Reserves	32,000	51,000	51,000
<b>Total Expenses</b>	<b>1,183,269</b>	<b>1,256,752</b>	<b>1,339,318</b>
Revenues	(39,900)	(43,300)	(44,860)
Transfers from Reserves	(101,500)	(25,000)	-
<b>Net Budget</b>	<b>1,041,869</b>	<b>1,188,452</b>	<b>1,294,458</b>



Summary of Budget Changes	Change	Balance
2019 Budget		1,188,452
Less: 2019 One-Time Items	(14,000)	
Reallocations	4,667	
Wage Adjustments	(10,938)	
<b>Budget Issues:</b>		
2020-044 2020 Insurance Increase	75,000	
2020-060 Advertising of Council Resolutions	9,153	
2020-073 Legal Assistant	6,228	
2020-090 Crossing Guards	4,170	
2020-092 Memberships	1,086	
2020-093 Meeting Expenses	4,500	
2020-094 Training & Conferences	700	
2020-095 Travel Expenses	1,000	
2020-096 Commissioner of Oath	(1,560)	
2020-100 Insurance Program Review	15,000	
2020-102 Integrity Commissioner	-	
2020-103 E-Scribe Servicing Costs	11,000	
Subtotal		106,006
<b>2020 Budget</b>		<b>1,294,458</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Salary and Wages	*		(10,938)	-	Division salary and wage adjustments	(10,938)	-
2 Annualization	2020-073	Legal Assistant - New Position	6,228	-	As approved at Council's June 10, 2019 meeting, an existing Administrative Assistant was converted to the new position of Legal Assistant whose primary duties consist of coordinating the production of documents in relation to legal files, recovery efforts for insurance files and assisting with regular reporting on legal and risk files. 2020's budget request arises from the annual cost differential between an Administrative Assistant and the newly approved Legal Assistant position.	6,228	-
3 Legislated	2020-102	Integrity Commissioner Services	-	-	<p>The Town of Lakeshore appointed its first integrity commissioner in 2019. This position is required to conduct inquiries should a complaint be received and is also required to provide advice and education. Integrity Commissioner services were paid from the corporate legal account for 2019. The budget is estimated as follows:</p> <p>\$4,500 for inquiry including disbursements                      \$7,200 for educational services (approximately 2 educational advisories per month at 2 hours each).</p> <p>The total budget of \$11,700 will be reallocated from the legal base budget for a zero impact on the 2020 Municipal Levy.</p>	-	-
4 Contractual	2020-103	E-Scribe Annual Servicing Costs	11,000	-	This budget request is to establish the annual budget for service fees pertaining to the e-scribe agenda management software that was implemented in 2019.	11,000	-
5 Line Item Increase	2020-044	2020 Insurance Increase	75,000	-	2020 increase based on quote from the Town's current insurer.	75,000	-
6 Line Item Increase	2020-090	Crossing Guards	4,170	2,170	<p>Increased use of Alternate Crossing Guards due to illness of permanent Crossing Guards has resulted in increased mileage in order for the Alternate Crossing Guards to travel to their temporary locations. Mileage expense in early October 2019 was \$2,036.02 (budget of \$250).</p> <p>The replacement cost of lighted stop signs for 2020 is budgeted at \$2,170 (\$240/unit). This additional spend will ensure that each of the permanent and Alternate Crossing Guards has a blinking stop sign to use to halt traffic.</p>	4,170	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
6 Line Item Increase	2020-092	Memberships and Subscriptions for Legal Resources	1,086	-	<p>There are 2 municipal law loose-leaf reference sets that form part of an in-house municipal lawyer's essential set of reference materials:</p> <p>Ontario Planning Practice: \$461/year ; Municipal and Planning Law Reports: \$625/year</p> <p>These are quick reference tools which are consulted regularly to provide up to date legal advice on a variety of matters impacting the Town and reduce the need to refer to external counsel (at a minimum cost of \$225/hour).</p>	1,086	-
7 Line Item Increase	2020-093	Meeting Expenses resulting from Council Meetings	4,500	-	<p>Regular Council meetings are held Tuesday evenings at 6 PM with an average time of 3.5 hours. This results in an extension of a typical workday from 7 hours to 12 hours.</p> <p>Often the Town incurs expenses associated with the conduct of Council meetings and meetings regularly go to 10pm and sometimes 11pm at night. Council and Administration regularly meet throughout Council meeting days without opportunity to break for meals. This is in order to properly prepare for Council meetings and provide Council with the most up to date and current information regarding matters being considered at Council.</p> <p>The current policy regarding meals does not permit the expense of meals related to Council meetings. The change request will establish a budget to allow for the expense of meals prior to Council meetings. The policy would then need to be revised. The increase in the budget is estimated based on 25 meetings per year (23 currently scheduled plus 2 special meetings).</p>	4,500	-
8 Line Item Increase	2020-094	Training and Conferences for LLS staff	700	-	<p>Administration have reviewed the costs associated with training and conferences consistent with best practice for professionals in law and in the role of municipal clerk in order to maintain certifications in the respective fields. Additional technical training is required for staff which includes travel expense associated with the training. This increase is consistent with budgeting an amount consistent with other training budgets in the organization and are reflective of Council's strategic priority of Organizational Excellence. Where possible, staff regularly try to reduce travel and training conferences and maximize training dollars by attending webinars and sharing in mileage expenses.</p>	700	-
9 Line Item Increase	2020-095	Travel Expenses for LLS Staff	1,000	-	<p>Administration has reviewed anticipated costs for past years (many of which were not expensed to the Town). Travel expenses for Legislative Services include regular travel to attend negotiations sessions, attend meetings at other Town sites, oversee the Dog Pound and to travel to local or regional meetings for administrative matters.</p>	1,000	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
10 Revenue Increase	2020-096	Commissioner of Oath Services	(1,560)	-	Administration is seeking approval for a new fee for commissioner of oath services. This is a frequently provided service (roughly estimated at 3-4 times per week) and does take a minimum of 10 minutes of staff time (which equals approximately 26 hours per year). A fee of \$10 will help to offset the staff time and disruption to productivity incurred in providing this valuable public service. The City of Windsor charges a rate of \$10 per commission for this service. This is a service that Administration anticipate expanding in future years.	(1,560)	-
11 Service Enhancement	2020-060	Advertising & Distribution of Council Resolutions	9,153	4,000	<p>Council has approved several resolutions in 2019 with the direction to circulate copies to all municipalities in Ontario. Council resolutions are circulated via email in order to reduce costs of production and distribution. Administration is unable to keep an up-to-date list of email contacts for all of the 444 municipalities in the Province. To do so requires hours of staff time to confirm and update email contacts each time such resolutions are distributed. It is recommended that such resolutions be circulated through the AMO Watchfile program at a cost of \$380 + HST per advertisement. This is a cost that is significantly lower than physical mail distribution and very efficient in that it requires very little staff time. The budget increase is estimated at \$5,152.80 based on an estimated cost of one distribution per month.</p> <p>In addition to the base budget increase for Council resolution, a one-time increase is needed for advertising expenses relating to land expropriation for the Patillo road and Amy Croft road acquisition requirements.</p>	9,153	-
12 Service Enhancement	2020-100	Insurance Program Review	15,000	15,000	The Town's insurance contract expires in 2019. As such, a consultant is required to conduct a comprehensive of the Town's coverage and analyze its loss history and premium to ensure that the Town is getting the appropriate value out of its insurance program.	15,000	-
<b>Division Totals</b>			<b><u>115,339</u></b>	<b><u>21,170</u></b>		<b><u>115,339</u></b>	<b><u>-</u></b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	4,744	4,110	3,000	3,000	3,400	3,400	-
Licences & Permits	43,981	41,051	33,000	35,000	38,000	38,000	-
Fines Revenue	1,450	710	1,900	1,900	1,900	1,900	-
Grant Revenue	560	-	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-	1,560	1,560
Transfer From Reserves	-	119,618	-	101,500	25,000	-	(25,000)
							-
<b>Total Revenues</b>	<b>50,735</b>	<b>165,489</b>	<b>37,900</b>	<b>141,400</b>	<b>68,300</b>	<b>44,860</b>	<b>(23,440)</b>
<b>Expenses</b>							
Wages and Benefits	385,499	420,124	394,445	417,193	603,831	599,121	(4,710)
Office Supplies	30,212	52,441	27,800	28,400	29,400	31,570	2,170
Advertising & Promotion	492	323	4,250	2,250	2,250	11,403	9,153
Meeting Expenses	501	1,267	500	1,000	4,500	10,000	5,500
Courier & Postage	4,447	3,885	6,000	6,000	5,000	5,000	-
Travel Expense	1,659	2,233	1,750	1,000	1,000	4,000	3,000
Training & Conferences	5,541	2,352	8,700	11,200	5,800	6,500	700
Memberships & Subscriptions	15,787	14,806	12,900	15,100	17,845	18,931	1,086
Telecommunications	928	852	950	816	1,316	983	(333)
Computer Expense	1,883	99,380	4,410	121,910	26,910	12,910	(14,000)
Consulting Services	-	-	-	-	-	15,000	15,000

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>\$ Budget Change</b>
Legal Services	173,981	226,143	260,000	255,000	220,000	198,300	(21,700)
Senior Transit Services	10,000	10,000	10,000	10,000	10,000	10,000	-
Integrity Commissioner Costs	-	-	-	-	-	11,700	11,700
Insurance Premiums	136,007	122,655	126,700	116,200	116,200	191,200	75,000
Insurance Claims	-	-	-	165,200	161,700	161,700	-
Transfer To Reserves	15,500	32,000	31,000	32,000	51,000	51,000	-
<b>Total Expenses</b>	<b>782,438</b>	<b>988,461</b>	<b>889,405</b>	<b>1,183,269</b>	<b>1,256,752</b>	<b>1,339,318</b>	<b>82,566</b>
<b>Net Budget</b>	<b>731,703</b>	<b>822,972</b>	<b>851,505</b>	<b>1,041,869</b>	<b>1,188,452</b>	<b>1,294,458</b>	<b>106,006</b>

SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Human Resources
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	2	2	2	1 Manager of Human Resources 1 Human Resources Generalist/Health and Safety Specialist
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	2	2	2	

## OBJECTIVES AND RESPONSIBILITIES

Human Resources provides support to internal departments on recruitment and discipline, health and safety, labour relations, employee benefits administration and disability management.

SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Human Resources
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**BUDGET HIGHLIGHTS**

- As costs for this budget centre has traditionally been included with the Legislative and Legal services budget, a line item to establish several accounts was necessary
- A request is being made for consulting services to address labour relation concerns or employee complaint investigations to expert advice is required
- An increase in staff training is being requested to address Management training requirements that need refreshing every 5 years
- Given the number of recruitments in the last few years and planning for upcoming retirements, an increase in the advertising budget is requested to address the added costs these recruitments are incurring

**Summary**

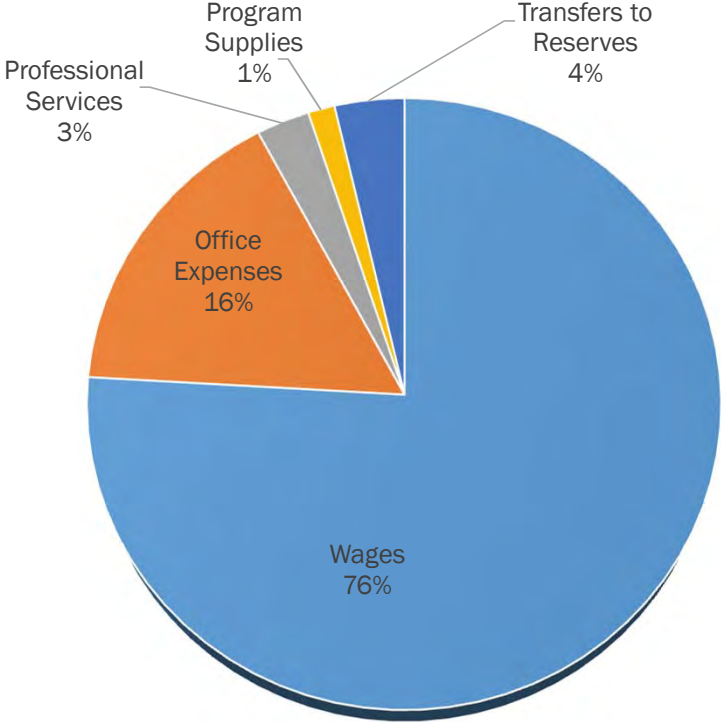
	2018 Budget	2019 Budget	2020 Budget
Wages	234,933	248,519	271,786
Office Expenses	35,834	41,289	58,122
Professional Services	-	-	10,000
Program Supplies	3,200	500	5,000
Transfers to Reserves	13,100	13,100	13,100
<b>Net Budget</b>	<b>287,067</b>	<b>303,408</b>	<b>358,008</b>

**Summary of Budget Changes**

	Change	Balance
2019 Budget		303,408
Less: 2019 One-Time Items	(2,500)	
Reallocations	(167)	
Wage Adjustments	9,419	

Budget Issues:

2020-001 - HR Consulting	10,000	
2020-002 Advertising for Recruitments	8,000	
2020-003 Corporate Training	9,000	
2020-004 Corporate Health & Safety	4,500	
2020-033 HR Co-op Student	13,848	
2020-047 Meeting Expenses	2,500	
Subtotal		54,600
<b>2020 Budget</b>		<b>358,008</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments *			9,419	-	Division salary and wage adjustments	9,419	-
2 Line Item Increase	2020-001	HR Consulting Services	10,000	-	Consultants are required for external investigations and assessments in circumstances where an internal staff member is in conflict or expert advice is required. The expertise of an external investigator is required to address the complaints in ergonomics and workplace violence and harassment.	10,000	-
3 Line Item Increase	2020-002	Increased Advertising for HR - Recruitments	8,000	-	<p>The current budget is not sufficient to cover advertising for the amount of recruitment projected for 2020. The projected recruitment takes into account potential retirements, the average trend in resignations, and projected needs for future growth in staffing.</p> <p>The 2019 budget for this line item is \$10,000. The total expected cost for all recruitment in 2019 is \$18,000. This represents a shortfall of \$8,000 in 2019. Given these hiring patterns are expected to continue, an additional funding is needed to address future recruitment needs.</p>	8,000	-
4 Line Item Increase	2020-003	Corporate Training Increase	9,000	-	This line item is intended to provide additional training for a number of skill gaps as identified through requests from management to strive towards the strategic goal of organizational excellence to increase efficiencies and effectiveness of staff such as training to include: training for mental health needs, conflict resolution, leadership, JHSC certifications, first aid training; and for managing employees through change management. Furthermore, additional funding is required to address employee development to gain further efficiencies in different positions.	9,000	-
5 Line Item Increase	2020-004	Corporate Health & Safety	4,500	-	This increase will fund the purchase of replacement health & safety supplies. It will also fund any workstation accessories that are required in accordance with the Town's return to work policy and legal obligations to reduce the risk of injury or further harm to employees. This will also include wellness initiatives such as lunch and learns, supplies, blood pressure clinics, etc.	4,500	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
6 Line Item Increase	2020-047	Meeting Expense Increase for Human Resources	2,500	-	The increase will cover increases in recruitment meetings, all labour relations meetings including collective bargaining, and other HR related meetings.	2,500	-
7 Service Enhancement	2020-033	HR Coop Student Placement	13,848	-	There are several projects that require attention however, there is not enough labour resources to complete them. The projects would include file conversion from paper to electronic; prepping for health & safety newsletters; assist with orientation and summer student employment program; filing; research - policies of other municipalities; compare and contrast internal overlapping policies and recommend changes; assist with miscellaneous HR events lunch & learns, training set up; updating employee files for emergency contacts and beneficiaries, etc.	13,848	-
<b>Division Totals</b>			<u><u>57,267</u></u>	<u><u>-</u></u>		<u><u>57,267</u></u>	<u><u>-</u></u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Expenses</b>							
Wages and Benefits	222,665	235,623	218,681	234,933	248,519	271,786	23,267
Office Supplies	400	400	400	300	300	300	-
Advertising & Promotion	12,354	12,534	10,750	12,000	10,000	18,000	8,000
Meeting Expenses	501	634	500	500	500	3,000	2,500
Travel Expense	-	-	-	750	750	750	-
Training & Conferences	15,328	23,460	19,500	19,500	26,400	32,400	6,000
Memberships & Subscriptions	1,280	1,292	1,150	1,150	1,705	1,705	-
Telecommunications	1,857	1,800	1,900	1,634	1,634	1,967	333
Consulting Services	-	-	-	-	-	10,000	10,000
Health & Safety Supplies	354	1,324	500	3,200	500	5,000	4,500
Transfer To Reserves	12,700	13,100	12,700	13,100	13,100	13,100	-
							-
<b>Total Expenses</b>	<b>267,439</b>	<b>290,167</b>	<b>266,081</b>	<b>287,067</b>	<b>303,408</b>	<b>358,008</b>	<b>54,600</b>
<b>Net Budget</b>	<b>267,439</b>	<b>290,167</b>	<b>266,081</b>	<b>287,067</b>	<b>303,408</b>	<b>358,008</b>	<b>54,600</b>

SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Animal Control
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**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	0	0	0	
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0	0	0	

**OBJECTIVES AND RESPONSIBILITIES**

Animal control is responsible for responding to calls regarding stray dogs.

Note: Lakeshore is responsible for the operations and maintenance of the joint Area #3 Dog Pound on a cost-recovery/cost-share basis. The Town issues dog tags to help offset costs. Lakeshore employees staff the dog pound and are included in the Area 3 Dog Pound budget, which is not part of the Animal Control Budget Centre.



SERVICE AREA: Legislative and Legal Services

BUDGET CENTRE: Animal Control

## BUDGET HIGHLIGHTS

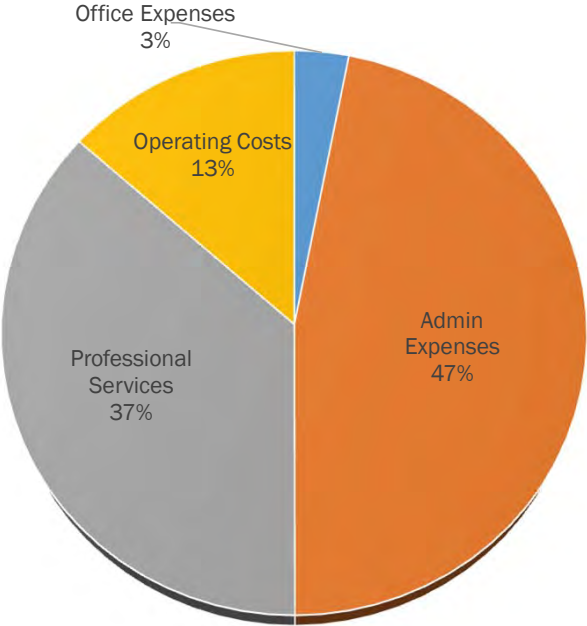
- As part of the budget process, the Town undertook a review of the current admin fee that was being charged to the Dog Pound. It was determined that an additional \$8,500 could be recovered from the Dog Pound for Administrative support
- An enhanced dog tag licencing program is planned for 2020. Through this program an additional \$10,500 is expected for this line item. It is recommended that a proactive licensing program be undertaken to canvass the municipality to ensure compliance with the dog licensing program. This program is anticipated to generate revenues that would help offset the costs of animal control enforcement.
- An RFP would be undertaken to ensure safe, efficient canvassing at a competitive price. Budget expense is estimated to be \$10,000 which is intended to be recovered from fees collected for 335 new dog tags.

**Summary**

	2018 Budget	2019 Budget	2020 Budget
Office Expenses	2,500	2,500	2,500
Admin Expenses	38,000	38,000	38,000
Professional Services	19,300	19,300	29,600
Operating Costs	14,000	10,950	10,950
Total Expenses	73,800	70,750	81,050
Revenues	(33,300)	(32,400)	(51,400)
<b>Net Budget</b>	<b>40,500</b>	<b>38,350</b>	<b>29,650</b>

**Summary of Budget Changes**

	Change	Balance
2019 Budget		38,350
<u>Budget Issues:</u>		
2020-086 Enforcement Services Contract	300	
2020-087 Licencing Program Enhancement	(500)	
2020-088 Administration Fee	(8,500)	
Subtotal		(8,700)
<b>2020 Budget</b>		<b>29,650</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Inflationary	2020-086	Animal Control Enforcement Services Contract	300	-	The Animal Control enforcement services 5-year contract will expire in July 2020. An RFP process will be undertaken to ensure competitive rates are obtained from the service provider. Budgeting an inflationary increase of 2% over current contract rate for July to December period, resulting in an increase of \$300.00. Current monthly fee with HST: \$1,608.33 Estimated monthly fee with HST: \$1,656.58	300	-
2 Revenue Reduction	2020-088	Dog Pound Administration Fee	(8,500)	-	The Dog Pound Committee has approved an increase in the Administration fee paid to the Town of Lakeshore in order to reflect the workload of LLS, Finance and Facilities staff members.	(8,500)	-
3 Service Enhancement	2020-087	Dog Licensing Program Enhancement	(500)	(500)	There are approximately 14,000 residential dwellings in the Town of Lakeshore, however only 1,400 dog tags have been issued in 2019. This represents 10% of residences having one licensed dog. Although it is a requirement for every dog owner to purchase a dog tag on an annual basis, the dog licensing program relies on dog owners to voluntarily purchase dog tags (at the risk of a fine).  It is recommended that a proactive licensing program be undertaken to canvass the municipality to ensure compliance with the dog licensing program. This program is anticipated to generate revenues that would help offset the costs of animal control enforcement.  An RFP would be undertaken to ensure safe, efficient canvassing at a competitive price. Budget expense is estimated to be \$10,000 which is intended to generate \$10,500 from fees collected for 335 new dog tags.	(500)	-
<b>Division Totals</b>			<u><b>(8,700)</b></u>	<u><b>(500)</b></u>		<u><b>(8,700)</b></u>	<u><b>-</b></u>



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	23,946	24,459	25,300	25,300	25,300	35,800	10,500
Fines Revenue	1,788	1,500	2,600	2,600	1,700	1,700	-
Recovery of Staff	5,525	5,500	5,000	5,400	5,400	13,900	8,500
							-
<b>Total Revenues</b>	<b>31,259</b>	<b>31,459</b>	<b>32,900</b>	<b>33,300</b>	<b>32,400</b>	<b>51,400</b>	<b>19,000</b>
<b>Expenses</b>							
Office Supplies	655	707	1,000	1,000	1,000	1,000	-
Courier & Postage	-	775	1,000	1,500	1,500	1,500	-
Administration Fee	38,026	12,680	38,000	38,000	38,000	38,000	-
Service Contract	-	-	-	-	-	10,000	10,000
Animal Control Officer	19,233	19,233	19,300	19,300	19,300	19,600	300
Stray Cats	4,620	5,525	8,500	8,500	5,000	5,000	-
Cat Spay & Neuter	-	2,945	-	5,000	5,000	5,000	-
Miscellaneous Expense	1,881	2,013	500	500	950	950	-
							-
<b>Total Expenses</b>	<b>64,415</b>	<b>43,878</b>	<b>68,300</b>	<b>73,800</b>	<b>70,750</b>	<b>81,050</b>	<b>10,300</b>
<b>Net Budget</b>	<b>33,156</b>	<b>12,419</b>	<b>35,400</b>	<b>40,500</b>	<b>38,350</b>	<b>29,650</b>	<b>(8,700)</b>

SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Fire
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	6	6	6	1 Fire Chief 1 Deputy Fire Chief 2 Assistant Deputy Fire Chiefs 1 Fire Prevention Officer 1 Administrative Assistant
PART-TIME/ SEASONAL/ TEMPORARY	96	96	96	Paid Volunteer Firefighters (Full complement – 96)
STUDENTS	0	0	0	
TOTAL	102	102	102	

## OBJECTIVES AND RESPONSIBILITIES

Fire Services provides fire suppression, water rescue and auto extrication services, municipal emergency planning, fire investigation, fire code inspection, fire prevention education and comment on development applications for fire code compliance.



SERVICE AREA: Legislative and Legal Services

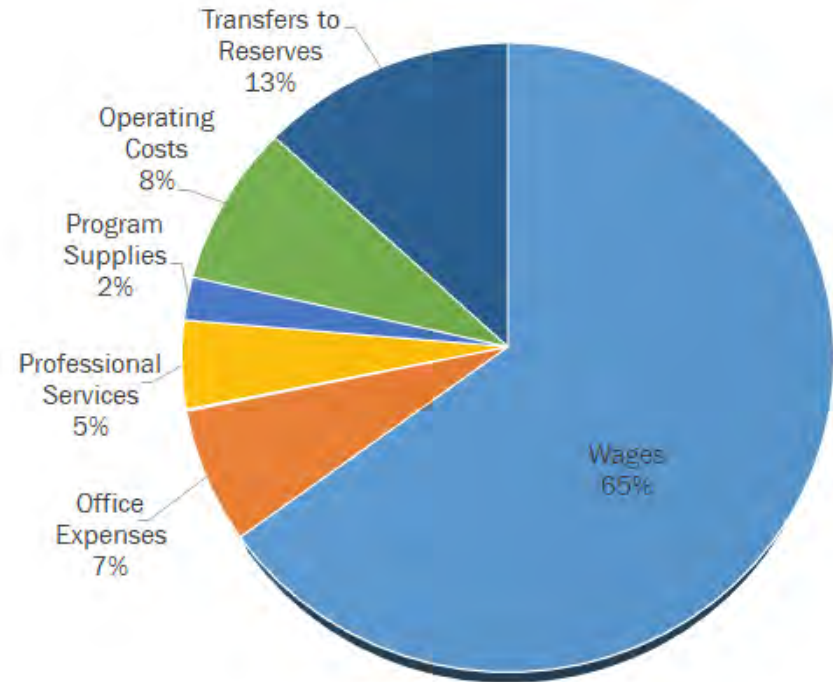
BUDGET CENTRE: Fire

## BUDGET HIGHLIGHTS

- A onetime training allowance was approved as part of the 2019 budget for the new Volunteer Fire Fighter recruits. Given the timing of the recruitment, not all VFF received their DZ training. An additional once time of 10,000 is being requested in 2020 to accommodate this training.
- As part of the annual lifecycle replacement program, 15 sets of bunker gear will be replaced in 2020 as part of the capital budget.
- Additionally, a full set of SCBA will be replaced in 2020 as part of the capital budget

<b>Summary</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Wages	1,140,847	1,254,645	1,305,166
Office Expenses	141,790	144,940	137,840
Admin Expenses	11,600	2,000	2,000
Professional Services	95,900	90,900	90,900
Program Supplies	45,850	44,850	44,850
Operating Costs	204,650	168,115	168,115
Transfers to Reserves	98,900	262,700	262,700
<b>Total Expenses</b>	<b>1,739,537</b>	<b>1,968,150</b>	<b>2,011,571</b>
Revenues	(36,000)	(36,000)	(36,000)
<b>Net Budget</b>	<b>1,703,537</b>	<b>1,932,150</b>	<b>1,975,571</b>

<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2019 Budget		1,932,150
Less: 2019 One-Time Items	(2,325)	
Wage Adjustments	12,916	
<b>Budget Issues:</b>		
2020-042 Recruit Training	28,500	
2020-045 Uniforms	4,330	
Subtotal		43,421
<b>2020 Budget</b>		<b>1,975,571</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments *			12,916	-	Division salary and wage adjustments	12,916	-
2 Legislated	2020-042	Firefighter Recruit Staff One Time Training costs	28,500	28,500	2019 Continued Firefighter Recruit Staff Training and Related Costs. 13 firefighter recruits started training in June 2019. The 2019 budget was developed in anticipation of a full year of training instead of the last 6 months. In 2020 the recruits will finish their remaining 6 months of specialized training to prep for the NFPA provincial exams. They will also attend 4 specialized regular department medical trainings in Jan/Feb and transition from recruit to regular department monthly training starting in June. They will continue into 2020 attending once per month equipment checks at their assigned stations and in January will begin responding to emergencies with restricted duties. Eight of the 13 do not have a DZ license and will be registered at a driving school to obtain.	28,500	-
3 Line Item Increase	2020-045	Fire Dress Uniforms and Station Wear	4,330	4,000	The existing base budget supports approximately 7 dress uniforms. In addition to this, an additional 8 one-time replacements are required at a cost of \$4,000.  The standard volunteer fire fighter annual clothing allowance budget line was increased in 2019 to \$110 per employee. This increase was applied to the 2019 volunteer fire compliment at the time plus an anticipated recruitment for 10 new positions. The actual recruitment number was 13. The difference between expected and actual recruitment results in additional annual costs of \$330.	4,330	-
<b>Division Totals</b>			<u><b>45,746</b></u>	<u><b>32,500</b></u>		<u><b>45,746</b></u>	<u><b>-</b></u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	9,882	1,780	6,000	6,000	6,000	6,000	-
Miscellaneous Revenue	7,329	5,729	-	5,000	5,000	5,000	-
Recovery Of Expense	32,482	37,431	30,000	25,000	25,000	25,000	-
							-
<b>Total Revenues</b>	<b>49,693</b>	<b>44,940</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>-</b>
<b>Expenses</b>							
Wages and Benefits	1,103,826	1,113,441	1,121,047	1,140,847	1,254,645	1,305,166	50,521
Office Supplies	1,844	1,718	4,000	2,000	3,000	2,000	(1,000)
Advertising & Promotion	515	550	1,200	1,200	1,200	1,200	-
Meeting Expenses	1,534	3,161	1,000	2,250	4,250	3,250	(1,000)
Courier & Postage	343	291	600	600	600	600	-
Travel Expense	4,999	6,205	6,800	6,800	6,800	6,800	-
Training & Conferences	9,071	2,337	13,000	12,500	24,700	20,500	(4,200)
Memberships & Subscriptions	3,138	3,397	4,100	4,100	4,100	4,100	-
Telecommunications	22,607	22,352	23,560	23,900	23,150	22,250	(900)
Computer Expense	19,678	8,505	29,100	8,500	7,700	7,700	-
Pagers & Radios	72,836	68,721	79,940	79,940	69,440	69,440	-
Licence Renewals	230	641	500	11,600	2,000	2,000	-
Consulting Services	19,680	5,264	33,000	5,000	-	-	-
Dispatch Services	87,659	88,020	84,500	90,900	90,900	90,900	-
Health & Safety Supplies	3,785	2,732	4,150	4,150	4,150	4,150	-
Materials & Supplies	8,142	6,680	18,500	17,500	10,500	10,500	-
Small Tools & Equipment	29,921	37,846	24,200	24,200	30,200	30,200	-
Security Services	1,415	1,415	1,650	1,650	1,415	1,415	-
Equipment Repairs & Maintenance	17,069	21,641	22,500	22,500	22,500	22,500	-
Fuel & Oil	24,676	25,582	23,000	23,000	25,300	25,300	-

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Equipment Rental	4,697	2,924	5,750	3,500	3,500	3,500	-
Insurance Premiums	11,556	11,437	19,300	10,900	10,900	10,900	-
Vehicle Repairs & Maintenance	113,199	172,529	91,500	138,100	104,500	104,500	-
Miscellaneous Expense	-	-	5,000	5,000	-	-	-
Transfer To Reserves	81,320	103,900	63,000	98,900	262,700	262,700	-
Transfer To Capital	9,467	-	18,900	-	-	-	-
<b>Total Expenses</b>	<b>1,653,209</b>	<b>1,711,289</b>	<b>1,699,797</b>	<b>1,739,537</b>	<b>1,968,150</b>	<b>2,011,571</b>	<b>43,421</b>
<b>Net Budget</b>	<b>1,603,515</b>	<b>1,666,350</b>	<b>1,663,797</b>	<b>1,703,537</b>	<b>1,932,150</b>	<b>1,975,571</b>	<b>43,421</b>



SERVICE AREA: Legislative and Legal Services

BUDGET CENTRE: Police

**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	0	0	0	Policing services are provided through a contract with the Ontario Provincial Police. Staffing is determined by the detachment commander based on demand for services.
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0	0	0	

**OBJECTIVES AND RESPONSIBILITIES**

The Police are responsible for crime prevention and investigation, both on a reactive and proactive basis for the safety and protection of Lakeshore residents and visitors.

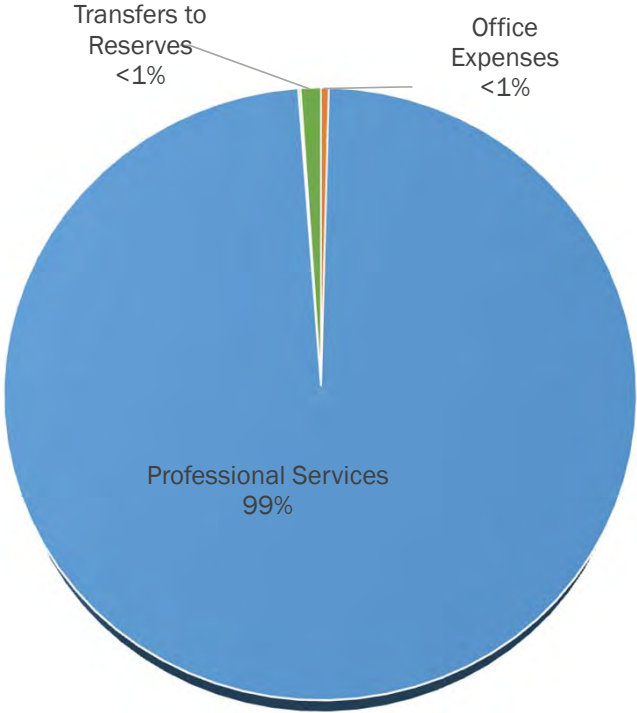
SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Police
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**BUDGET HIGHLIGHTS**

- The OPP contractual rate is the sum of: (base cost X the number of properties) + (# of calls X severity index for each call). The estimated 2020 OPP Municipal Billing Contract is \$4,930,281, an increase of \$60,474 over 2019. This line item also includes a onetime allocation based on the 2018 reconciled costs of \$75,305. Both items are funded from the Police reserve account and not impacting the overall budget.
- The Town continues to contribute \$54,300 annually to the Police reserve account to fund any future one time reconciled amounts from previous years based on service demands (calls). The reserve will support the Town’s contract funding obligations that arise from adjustments related to wage rate and reconciled service demands.

**Summary**

	2018 Budget	2019 Budget	2020 Budget
Wages	8,200	8,200	8,200
Office Expenses	20,700	20,700	20,700
Professional Services	4,607,663	4,883,607	5,019,386
Operating Costs	6,100	6,100	6,100
Transfers to Reserves	54,300	54,300	54,300
<b>Total Expenses</b>	<b>4,696,963</b>	<b>4,972,907</b>	<b>5,108,686</b>
Revenues	(138,800)	(138,500)	(138,500)
Transfers from Reserves	-	-	(135,779)
<b>Net Budget</b>	<b>4,558,163</b>	<b>4,834,407</b>	<b>4,834,407</b>



**Summary of Budget Changes**

	Change	Balance
2019 Budget		4,834,407

**Budget Issues:**

2020-084 2020 Contract Increase

Subtotal

2020 Budget

-	-
	<b>4,834,407</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Contractual	2020-084	OPP 2020 Annual Policing Services	135,779	75,305	Each year the OPP estimates their annual costs, develops a cost per household and bills out services municipalities on a per property basis. As the OPP closes their annual financial records, these estimates are compared to actual financial results with deficits billed back to municipalities. According to the OPP's 2020 Annual billing Statement package, the Town's estimated policing costs are \$4,930,281, an increase of \$60,474 (1.24%) from 2019. In addition to this increase, a 2018 deficit of \$75,305 will be billed to the Town during 2020. It is recommended that this one-time component be funded from a transfer from the Police Operating Reserve.	-	135,779
<b>Division Totals</b>			<u>135,779</u>	<u>75,305</u>		<u>-</u>	<u>135,779</u>

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	35,966	31,526	23,000	30,000	30,000	30,000	-
Grant Revenue	106,658	131,823	108,800	108,800	108,500	108,500	-
Transfer From Reserves	-	-	-	-	-	135,779	135,779
							-
<b>Total Revenues</b>	<b>142,624</b>	<b>163,349</b>	<b>131,800</b>	<b>138,800</b>	<b>138,500</b>	<b>274,279</b>	<b>135,779</b>
<b>Expenses</b>							
Wages and Benefits	5,787	5,574	8,200	8,200	8,200	8,200	-
Office Supplies	1,023	1,089	3,000	2,000	2,000	2,000	-
Advertising & Promotion	2,232	2,409	2,500	2,500	2,500	2,500	-
Travel Expense	309	353	1,000	500	500	500	-
Training & Conferences	6,770	9,017	14,100	14,100	14,100	14,100	-
Memberships & Subscriptions	1,416	1,436	1,600	1,600	1,600	1,600	-
OPP Contract	4,582,736	4,593,864	4,605,800	4,593,863	4,869,807	5,005,586	135,779
RIDE Program	11,658	12,086	13,800	13,800	13,800	13,800	-
Equipment Repairs & Maintenance	-	-	2,000	2,000	2,000	2,000	-
Equipment Rental	3,662	3,805	4,000	4,100	4,100	4,100	-
Transfer To Reserves	52,700	54,300	52,700	54,300	54,300	54,300	-
<b>Total Expenses</b>	<b>4,668,292</b>	<b>4,683,932</b>	<b>4,708,700</b>	<b>4,696,963</b>	<b>4,972,907</b>	<b>5,108,686</b>	<b>135,779</b>
<b>Net Budget</b>	<b>4,525,668</b>	<b>4,520,583</b>	<b>4,576,900</b>	<b>4,558,163</b>	<b>4,834,407</b>	<b>4,834,407</b>	<b>-</b>

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Community and Development Services Administration
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	2	2	2	1 Director of CDS 1 Manager of Communications and Strategic Initiatives
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595 hrs	595 hrs	595 hrs	Communications Student
TOTAL	2 FT plus 595 hours	2 FT plus 595 hours	2 FT plus 595 hours	

## OBJECTIVES AND RESPONSIBILITIES

Community and Development Services is a customer service focused department comprised of several divisions: Development, Building, Recreation and Leisure and Communications and Strategic Initiatives. The department is responsible for providing oversight for development and use of property, coordination of recreational services, and managing public and internal communications.

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Community and Development Services Administration
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**BUDGET HIGHLIGHTS**

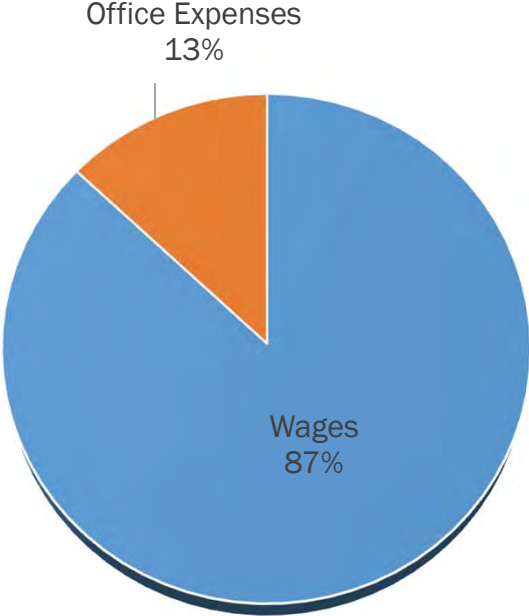
- Establishing a communication support budget of \$10,000 annual to provide print material and media assistance for resident engagement
- A budget for citizen engagement software of \$12,000 is also being requested.
- An Economic Development Officer will provide a clear picture on the Town's current economic makeup and provides insights to potential future directions. An economic development program relies heavily on a clear and coherent long term vision in order to align business planning and ensure value is provide.

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	297,689	304,400	335,946
Office Expenses	25,340	28,090	50,090
<b>Net Budget</b>	<b>323,029</b>	<b>332,490</b>	<b>386,036</b>

Summary of Budget Changes	Change	Balance
2019 Budget		332,490
Less: 2019 One-Time Items	-	
Wage Adjustments	(2,204)	

Budget Issues:

2020-031 Citizen Engagement Software	12,000	
2020-035 Communication Support	10,000	
2020-110 Economic Development Officer	33,750	
Subtotal		53,546
<b>2020 Budget</b>		<b>386,036</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		(2,204)	-	Division salary and wage adjustments	(2,204)	-
2 Council Initiative	2020-035	Communication Support	10,000	-	The Town also has an opportunity to improve the look, design, and messaging provided through traditional media. The establishment of the communications support budget allows the Town to access design services to create attractive print/online engagement content, info-graphics and support targeted project mail outs to further increase the Town's capacity to communicate with the public. This budget was used in 2019 to create and print a number postcards for community engagement to our residents as well as design communication material for the roundabout construction and design and print the strategic plan. This meets Council's 2019-2022 Strategic Plan Priority #5 Organizational Excellence, Strategic Direction 5.2 to enhance internal and	10,000	-
3 Service Enhancement	2020-031	Citizen Engagement Software	12,000	-	Citizen engagement software will help Lakeshore meet the 2019-2022 Strategic Plan strategic goals. It has been used in the past to help manage the following projects: Lighthouse Cove Master Plan, Lakeview Park, West Beach and Marina Master Plan, Private Retail Cannabis Stores and the Atlas Tube Centre Recreational Master Plan. Other topics in progress include the 2020 Budget, Vehicles for Hire and Dog Pound. There are a growing number of residents signing up to participate, enhancing Lakeshore's communication. Citizen engagement software can also be used to manage the Town's Social Media accounts - Facebook and Twitter, more efficiently. It can provide the ability to manage all platforms in all accounts, in one package, schedule posts, drive growth of social media platforms, access to robust social data, content planning, qualitative audience research, social listening, insights and analytics.	12,000	-
4 Service Enhancement	2020-110	Economic Development Officer	135,000	(101,250)	Per Council resolution, the Town is to hire an economic development officer in approximately September 2020 to oversee an economic development program with the goal of providing a coherent long term vision in order to align business planning and ensure value is provided.	33,750	-
<b>Division Totals</b>			<b><u>154,796</u></b>	<b><u>(101,250)</u></b>		<b><u>53,546</u></b>	<b><u>-</u></b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Expenses</b>							
Wages and Benefits	299,554	283,751	280,589	297,689	304,400	335,946	31,546
Office Supplies	425	279	500	500	500	500	-
Advertising & Promotion	-	-	-	-	-	10,000	10,000
Meeting Expenses	570	238	1,000	1,000	1,000	1,000	-
Newsletter	10,226	5,849	11,300	11,300	11,300	11,300	-
Travel Expense	2,363	1,357	2,500	2,500	2,500	2,500	-
Training & Conferences	8,163	4,043	7,500	7,500	10,000	10,000	-
Memberships & Subscriptions	96	51	500	200	800	800	-
Telecommunications	2,405	2,351	2,340	2,340	1,990	1,990	-
Computer Expense	-	-	-	-	-	12,000	12,000
<b>Total Expenses</b>	<b>323,801</b>	<b>297,919</b>	<b>306,229</b>	<b>323,029</b>	<b>332,490</b>	<b>386,036</b>	<b>53,546</b>
<b>Net Budget</b>	<b>323,801</b>	<b>297,919</b>	<b>306,229</b>	<b>323,029</b>	<b>332,490</b>	<b>386,036</b>	<b>53,546</b>

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Atlas Tube Centre (ATC)
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	10.4	10.4	10.4	0.4 Manager 1.0 Supervisor- ATC Site Services 1.0 Supervisor of Aquatics 3.8 Facility Scheduling Clerks 4 Arena Attendants 0.2 Facility Maintenance Operator
PART-TIME/ SEASONAL/ TEMPORARY	15,778 hrs 3,897 hrs 308 hrs 2,166 hrs 20,737 hrs	15,778 hrs 3,897 hrs 308 hrs 2,166 hrs 20,737 hrs (estimate)	15,778 hrs 3,897 hrs 308 hrs 2,166 hrs 20,737 hrs	Facility Attendants Canteen Attendants Skate Patrol Customer Service Representatives Lifeguards/Pool coordinators/Instructors
STUDENTS	0	0	0	
TOTAL	10.4 FT plus 42,886 hrs	10.4 FT plus 42,886 hrs	10.4 FT plus 42,886 hrs	2020 PT hours allocated over approx. 85 PT staff

## OBJECTIVES AND RESPONSIBILITIES

The Atlas Tube Centre (ATC) budget centre includes costs associated with operation of the multi-purpose recreation facility, including the WFCU Community Pools and Splash pad. The ATC also houses Essex-Toldo Library.



SERVICE AREA: Community and Development Services

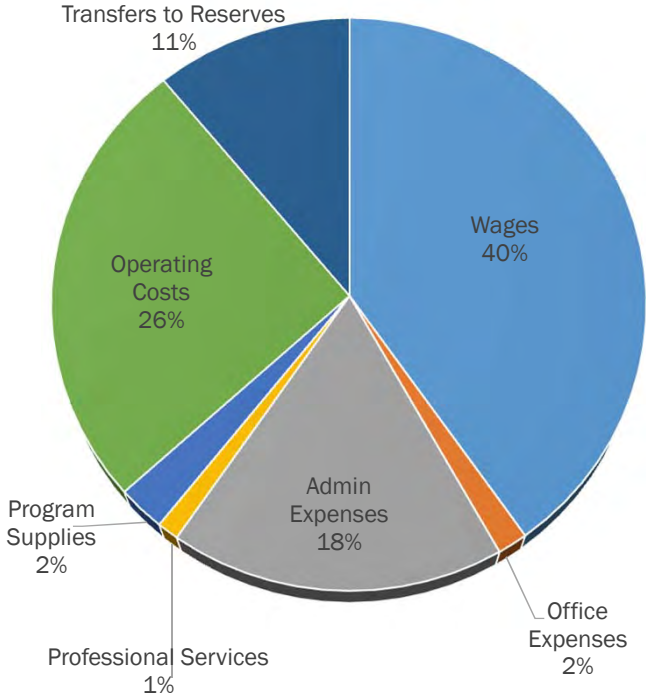
BUDGET CENTRE: Atlas Tube Centre (ATC)

### BUDGET HIGHLIGHTS

- Due to increase costs for facility maintenance, and addition \$20,048 is being requested in this line item
- Additionally \$58,000 is being requested for equipment repairs and maintenance. This is to ensure regular preventative maintenance on the pool filters is being performed during the annual September shutdown.
- Capital projects included in the capital budget are;
  - Upgrades to the reception desk to address accessibility issues
  - Heat exchange rebuild in the rinks
  - Additional security cameras
  - Additional TV Monitors to allow for advertising of programming activity

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	2,211,702	2,174,900	2,130,271
Office Expenses	90,000	85,000	85,000
Admin Expenses	937,700	937,700	937,700
Professional Services	64,200	88,800	60,800
Program Supplies	136,500	135,000	135,000
Operating Costs	1,374,400	1,281,900	1,361,948
Transfers to Reserves	683,102	682,500	582,500
Total Expenses	5,497,604	5,385,800	5,293,219
Revenues	(1,654,815)	(1,797,815)	(1,829,516)
Transfers from Reserve Funds	-	(666,000)	(332,600)
<b>Net Budget</b>	<b>3,842,789</b>	<b>2,921,985</b>	<b>3,131,103</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2019 Budget		2,921,985
Less: 2019 One-Time Items	553,000	
Wage Adjustments	(96,330)	
<b>Budget Issues:</b>		
2020-010 Equipment Repairs	58,000	
2020-058 Equipment Rentals	1,000	
2020-062 Facility Maintenance	20,048	
2020-063 Fuel and Oil	1,000	
2020-065 Training	5,000	
2020-081 CDS Project Manager	-	
2020-114 Recreation Development Charges	(332,600)	
Subtotal		209,118
<b>2020 Budget</b>		<b>3,131,103</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		(96,330)	-	Division salary and wage adjustments	(96,330)	-
2 Annualization	2020-081	CDS Project Manager	51,701	-	Council approved funding of a temporary CDS Project Officer position at its June 18, 2019 meeting. The position was established as a succession planning role to allow for the immediate recruitment of a new Recreation Manager. This change request contains a one-time funding allocation from the Employee Related reserve to continue to fund the position until the end of April 2020.	-	51,701
3 Line Item Increase	2020-010	ATC repairs and maintenance budget	58,000	-	Increase required to maintain and repair aging equipment. Pool shutdown is scheduled for September 2020. Repairs are required for the pool filters during this shutdown. 2018 actual \$128,559 <u>Increase to bring budget in line with current actual expenses plus heat</u>	58,000	-
4 Line Item Increase	2020-058	Equipment Rental Increase	1,000	-	Increase to keep up with the increasing cost of rentals. 2018 actual \$8200 2019 budget allowance \$2000	1,000	-
5 Line Item Increase	2020-062	Increase in Facility Maintenance Due to Aging Infrastructure	20,048	-	Due to the increasing age of the ATC, the maintenance budget needs to increase to allow for more repairs to the aging infrastructure.	20,048	-
6 Line Item Increase	2020-063	Fuel & Oil	1,000	-	To establish a budget for fuel costs at the ATC for a vehicle purchased in 2019.	1,000	-
7 Line Item Increase	2020-065	Training to meet Provincial standards for facility maintenance	5,000	-	All of the facility maintenance staff are being trained to operate the ice resurfacers. The staff need updates to their training to bring them in line with the provincial standards to create a safer better run facility.	5,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
8 Line Item Increase	2020-114	Transfer from Development Charges	(332,600)	(332,600)	In accordance with the Development Charges Act, a transfer is being made from the Development Charges - Recreation Reserve Fund to partially offset the growth related costs of Atlas Tube Centre debt.	(332,600)	-
<b>Division Totals</b>			<u>(292,181)</u>	<u>(332,600)</u>		<u>(343,882)</u>	<u>51,701</u>

*\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.*



	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>\$ Budget Change</u>
<b>Revenues</b>							
Grant Revenue	-	9,468	-	-	-	-	-
Sponsorships & Donations	352,600	122,500	-	-	-	-	-
Advertising Revenue	15,475	16,498	15,000	15,000	15,000	15,000	-
Miscellaneous Revenue	104,139	56,097	48,000	75,000	48,000	48,000	-
Concession Revenue	172,005	157,231	119,000	144,000	144,000	144,000	-
Rental Income	75,656	83,341	76,750	77,550	77,550	77,550	-
Aquatics Revenue	513,208	548,939	400,000	406,500	506,500	506,500	-
Ice Revenue	1,015,244	1,015,171	922,265	936,765	986,765	986,765	-
Transfer From Reserves	-	-	-	-	20,000	51,701	31,701
Transfer From Reserve Funds	-	-	-	-	666,000	332,600	(333,400)
							-
<b>Total Revenues</b>	<b>2,248,327</b>	<b>2,009,245</b>	<b>1,581,015</b>	<b>1,654,815</b>	<b>2,463,815</b>	<b>2,162,116</b>	<b>(301,699)</b>
<b>Expenses</b>							
Wages and Benefits	1,835,939	1,966,106	1,856,902	2,211,702	2,174,900	2,130,271	(44,629)
Office Supplies	4,638	1,419	1,200	1,700	1,700	1,700	-
Advertising & Promotion	198	-	3,000	3,000	3,000	3,000	-
Meeting Expenses	19	-	-	250	250	250	-
Courier & Postage	68	44	250	250	250	250	-
Travel Expense	1,257	2,431	1,550	1,550	1,550	1,550	-
Training & Conferences	2,265	3,406	33,500	25,000	20,000	20,000	-
Memberships & Subscriptions	1,247	2,295	2,800	1,500	1,500	1,500	-
Telecommunications	9,191	5,742	7,360	7,250	7,250	7,250	-
Computer Expense	48,347	52,364	40,000	49,500	49,500	49,500	-
Debt Payments	905,517	906,825	907,000	907,000	907,000	907,000	-
Cash Over/Short	5	302	200	200	200	200	-
Transaction Fees	26,297	35,668	27,500	30,500	30,500	30,500	-
Consulting Services	50,002	-	-	-	28,000	-	(28,000)
Grounds Maintenance	-	23,651	18,500	26,900	23,500	23,500	-
Winter Control Services	35,108	43,400	23,300	37,300	37,300	37,300	-

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Cost Of Good Sold	81,655	76,601	62,500	71,500	71,500	71,500	-
Health & Safety Supplies	5,991	8,403	2,500	2,500	3,000	3,000	-
Materials & Supplies	48,308	51,109	40,000	45,000	43,000	43,000	-
Program Supplies	15,658	15,864	12,500	17,500	17,500	17,500	-
Facility Maintenance	156,018	200,476	174,400	150,000	150,000	170,048	20,048
Utilities	961,960	938,023	1,057,500	1,057,500	925,000	925,000	-
Security Services	1,127	2,791	2,500	2,500	2,500	2,500	-
Waste Collection	11,750	12,597	8,000	13,000	13,000	13,000	-
Equipment Repairs & Maintenance	85,693	128,559	58,500	49,500	89,500	147,500	58,000
Fuel & Oil	9,028	8,747	11,000	9,000	9,000	10,000	1,000
Equipment Rental	1,070	8,200	5,000	2,000	2,000	3,000	1,000
Insurance Premiums	96,729	91,980	108,300	90,900	90,900	90,900	-
Transfer To Reserves	549,000	592,500	549,000	592,500	582,500	582,500	-
Transfer To Capital	410,405	179,042	73,000	90,602	100,000	-	(100,000)
<b>Total Expenses</b>	<b>5,354,490</b>	<b>5,358,546</b>	<b>5,087,762</b>	<b>5,497,604</b>	<b>5,385,800</b>	<b>5,293,219</b>	<b>(92,581)</b>
<b>Net Budget</b>	<b>3,106,163</b>	<b>3,349,301</b>	<b>3,506,747</b>	<b>3,842,789</b>	<b>2,921,985</b>	<b>3,131,103</b>	<b>209,118</b>

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Recreation
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	3.5	3.5	3.5	0.5 Manager of Recreation and Leisure 1 Supervisor of Recreation 1 Recreation Co-ordinator 1 Facility Scheduling Clerk
PART-TIME/ SEASONAL/ TEMPORARY	6,549 hrs	6,549 hrs	6,549 hrs	Recreation Program Instructors (30-50)
STUDENTS	6,573 hrs	6,573 hrs	8,013 hrs	Day Camp Staff (14) <ul style="list-style-type: none"> <li>• 16 Camp Counsellors– 40 hrs/9 weeks (4 new)</li> <li>• 2 Camp Leaders-40 hours/10 weeks</li> <li>• 2 Camp Coordinators-40 hrs/14 weeks</li> </ul> 7 PA Days + March Break Camp (333 hrs)
TOTAL	3.5 FT plus 13,122 hours	3.5 FT plus 13,122 hours	3.5 FT plus 13,122 hours	

## OBJECTIVES AND RESPONSIBILITIES

The Recreation Services division plans, organizes and leads leisure activities for the enjoyment of Lakeshore’s residents and community groups.

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Recreation
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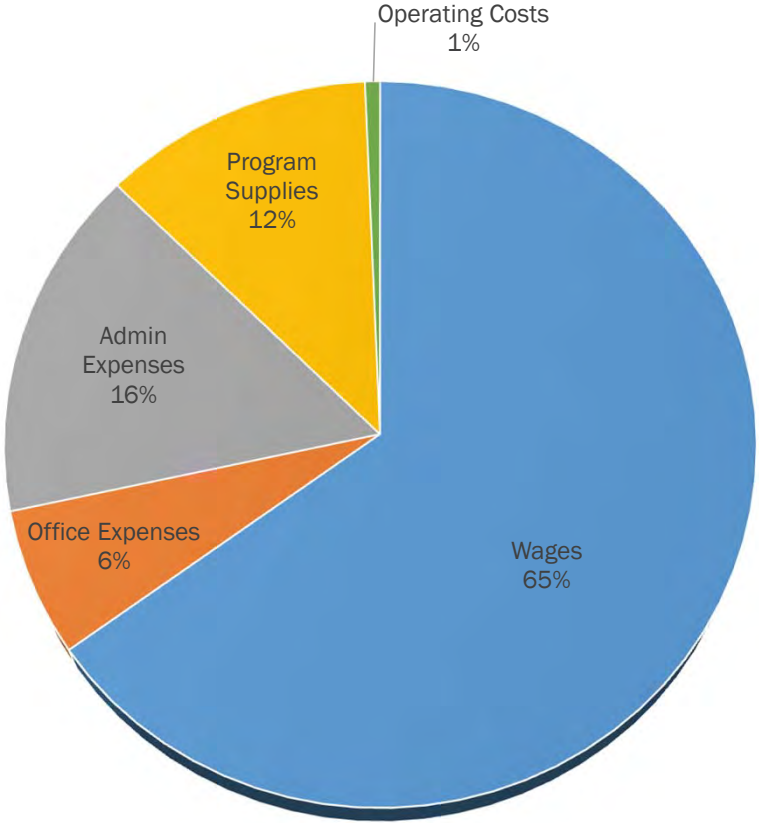
**BUDGET HIGHLIGHTS**

- Summer Day Camp enrollment continues to exceed expectations. Four new day camp counselors are being requested to help with the demand and ensure compliance with the staff to child ratios. This is offset by an increase in revenue that will be realized with increased enrollment.
- Due to the increased demand of recreation programming including the day camps, \$14,000 in additional program supplies is needed.
- A budget for the Mayor's arts Awards of \$3,000 is being transferred to Recreation from the Council Services budget centre as this is a budget line item that is maintained by the Manager of Recreation. The budget for the event is also being increased to \$6,000.



	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	564,330	633,500	679,689
Office Expenses	63,100	62,050	68,050
Admin Expenses	169,965	163,965	163,965
Professional Services	-	30,000	-
Program Supplies	79,500	131,500	125,500
Operating Costs	8,900	6,900	6,900
<b>Total Expenses</b>	<b>885,795</b>	<b>1,027,915</b>	<b>1,044,104</b>
Revenues	(442,500)	(442,500)	(486,405)
Transfers from Reserves	-	(30,000)	-
<b>Net Budget</b>	<b>443,295</b>	<b>555,415</b>	<b>557,699</b>

<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2019 Budget		555,415
Less: 2019 One-Time Items	(20,000)	
Reallocations	3,000	
Wage Adjustments	16,284	
<b>Budget Issues:</b>		
2020-052 Day Camp Coordinators	-	
2020-111 Mayor's Arts Awards	3,000	
Subtotal		2,284
<b>2020 Budget</b>		<b>557,699</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		16,284	-	Division salary and wage adjustments	16,284	-
2 Line Item Increase	2020-111	Mayor's Arts Awards	3,000	-	Council directive to increase funding for Mayor's Arts Awards from \$3,000 to \$6,000. This increase better aligns the budget with actual costs required to run the event.	3,000	-
3 Service Enhancement	2020-052	Four Additional Summer Day Camp Counsellors	-	-	2019 Summer Day Camp increased by 952 children from 2018 (23% increase). The demand for summer day camp exceeded the expectation and due to the shortage of staff, children were placed on a waiting list and ultimately turned away. The expectation is that the same demand will be experienced in 2020 thereby requiring additional staff to accommodate all the requests. This is expected to generate additional revenue for the Town that will offset the cost of the temporary positions. Staff will only be scheduled as needed.	-	-
<b>Division Totals</b>			<u><u>19,284</u></u>	<u><u>-</u></u>		<u><u>19,284</u></u>	<u><u>-</u></u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	406,733	438,213	408,500	437,000	437,000	480,905	43,905
Grant Revenue	22,148	27,148	5,500	5,500	5,500	5,500	-
Sponsorships & Donations	9,297	6,030	-	-	-	-	-
Transfer From Reserves	-	-	-	-	30,000	-	(30,000)
<b>Total Revenues</b>	<b>438,178</b>	<b>471,391</b>	<b>414,000</b>	<b>442,500</b>	<b>472,500</b>	<b>486,405</b>	<b>13,905</b>
<b>Expenses</b>							
Wages and Benefits	462,436	551,677	541,630	564,330	633,500	679,689	46,189
Advertising & Promotion	23,691	29,906	33,000	30,000	30,000	30,000	-
Courier & Postage	167	85	300	300	300	300	-
Travel Expense	3,867	3,152	2,100	2,100	2,100	2,100	-
Training & Conferences	3,905	4,510	7,000	7,100	7,100	7,100	-
Memberships & Subscriptions	1,710	4,000	1,000	2,000	2,000	2,000	-
Telecommunications	2,005	1,552	2,360	3,800	2,750	2,750	-
Computer Expense	10,013	2,650	16,000	17,800	17,800	17,800	-
Events & Functions	26,093	22,090	19,500	19,500	32,500	38,500	6,000
Debt Payments	154,059	154,964	154,965	154,965	154,965	154,965	-
Transaction Fees	9,129	1,410	15,000	15,000	9,000	9,000	-
Consulting Services	-	-	-	-	30,000	-	(30,000)
Program Supplies	63,294	71,802	36,500	45,000	64,000	78,000	14,000
Program Discounts	12,500	13,480	25,000	15,000	15,000	15,000	-
Material & Supplies	-	-	-	-	20,000	-	(20,000)
Rent Expense	38,452	-	38,452	-	-	-	-
Equipment Rental	7,158	5,572	5,650	6,400	6,400	6,400	-
Miscellaneous Expense	705	1,317	1,500	2,500	500	500	-
<b>Total Expenses</b>	<b>819,185</b>	<b>868,169</b>	<b>899,957</b>	<b>885,795</b>	<b>1,027,915</b>	<b>1,044,104</b>	<b>16,189</b>
<b>Net Budget</b>	<b>381,006</b>	<b>396,778</b>	<b>485,957</b>	<b>443,295</b>	<b>555,415</b>	<b>557,699</b>	<b>2,284</b>

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Marina
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	0.45	0.45	0.45	0.1 Manager of Recreation and Leisure 0.15 Supervisor – Site Services 0.2 Facility Scheduling clerk
PART-TIME/ SEASONAL/ TEMPORARY	2520 hours	2520 hours	2520 hours	3 PT seasonal - 24 weeks
STUDENTS	4200 hrs	4200 hrs	4200 hrs	PT hours are allocated among 5-8 students
TOTAL	0.45 FT plus 6720 hours	0.45 FT plus 6720 hours	0.45 FT plus 6720 hours	

## OBJECTIVES AND RESPONSIBILITIES

This division is responsible for the operation of the marina on a day to day basis, with special attention given to customer service which includes assistance with bookings docking of boats, fuelling, special activities etc.

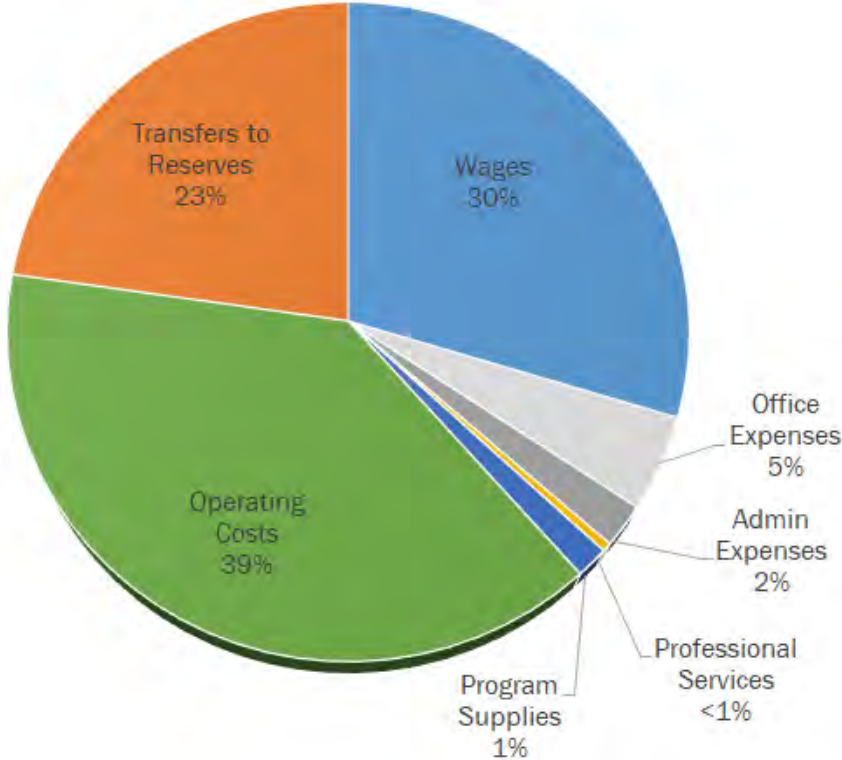
SERVICE AREA: Community and Development Services	BUDGET CENTRE: Marina
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**BUDGET HIGHLIGHTS**

- One time funding of \$6,500 is being requested to replace concrete pad outside east door as the pad is unstable and to replace two (2) storm doors frames in the Marina building that are aging and cannot be repaired
- As this is a onetime cost, a transfer from the facility reserve is being recommended to offset the impact on the operation budget.

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	206,322	207,200	211,635
Office Expenses	43,900	33,400	33,400
Admin Expenses	15,200	15,200	15,200
Professional Services	5,000	3,000	3,000
Program Supplies	10,900	10,900	10,900
Operating Costs	287,500	270,100	276,600
Transfers to Reserves	177,600	162,000	162,000
<b>Total Expenses</b>	<b>746,422</b>	<b>701,800</b>	<b>712,735</b>
Revenues	(590,665)	(619,865)	(619,865)
Transfers from Reserves	(10,000)	-	(6,500)
<b>Net Budget</b>	<b>145,757</b>	<b>81,935</b>	<b>86,370</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2019 Budget		81,935
Less: 2019 One-Time Items	-	
Wage Adjustments	4,435	
<b>Budget Issues:</b>		
2020-071 Repairs	-	
Subtotal		4,435
<b>2020 Budget</b>		<b>86,370</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		4,435	-	Division salary and wage adjustments	4,435	-
2 Line Item Increase	2020-071	Marina - Repairs	6,500	6,500	One time repairs. Replace concrete pad outside east door as the pad is unstable = \$5,000. Replace two (2) storm doors and frames that are aging and cannot be repaired = \$1,500.	-	6,500
<b>Division Totals</b>			<b><u>10,935</u></b>	<b><u>6,500</u></b>		<b><u>4,435</u></b>	<b><u>6,500</u></b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	24,205	35,160	21,500	25,000	25,000	25,000	-
Grant Revenue	3,948	2,830	3,700	3,700	3,700	3,700	-
Miscellaneous Revenue	453	1,087	1,950	1,950	1,450	1,450	-
Concession Revenue	3,016	3,994	-	3,100	3,100	3,100	-
Rental Income	16,325	10,815	10,815	10,815	10,815	10,815	-
Slip Rentals	356,075	380,057	364,412	350,000	360,000	360,000	-
Fuel and Oil Sales	193,941	273,216	196,100	196,100	215,800	215,800	-
Transfer From Reserves	-	-	-	10,000	-	6,500	6,500
<b>Total Revenues</b>	<b>597,964</b>	<b>707,159</b>	<b>598,477</b>	<b>600,665</b>	<b>619,865</b>	<b>626,365</b>	<b>6,500</b>
<b>Expenses</b>							
Wages and Benefits	180,704	201,014	198,522	206,322	207,200	211,635	4,435
Office Supplies	2,222	1,805	1,800	2,000	2,000	2,000	-
Advertising & Promotion	45	-	100	100	100	100	-
Training & Conferences	945	1,500	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	1,658	1,078	1,500	1,500	1,000	1,000	-
Telecommunications	3,148	3,330	3,000	3,200	3,200	3,200	-
Computer Expense	39,561	17,284	51,300	29,200	19,200	19,200	-
Lease Expense	5,860	5,963	5,900	5,900	5,900	5,900	-
Cash Over/Short	(25)	201	200	200	200	200	-
Transaction Fees	15,007	18,551	25,900	15,000	15,000	15,000	-
Grounds Maintenance	1,882	3,486	3,000	5,000	3,000	3,000	-
Cost Of Good Sold	1,155	1,944	-	2,000	2,000	2,000	-
Health & Safety Supplies	571	1,245	500	500	500	500	-
Materials & Supplies	9,664	1,800	8,300	8,400	8,400	8,400	-
Facility Maintenance	35,981	23,926	17,500	17,500	17,500	17,500	-
Utilities	25,660	23,023	52,000	43,900	26,500	26,500	-



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Security Services	34,100	31,782	31,900	35,400	35,400	35,400	-
Equipment Repairs & Maintenance	83	3,082	4,500	4,500	4,500	11,000	6,500
Fuel & Oil	151,627	232,595	181,800	176,800	176,800	176,800	-
Insurance Premiums	9,421	3,732	18,812	9,400	9,400	9,400	-
Transfer To Reserves	152,700	157,300	152,700	157,300	162,000	162,000	-
Transfer To Capital	1,867	13,467	-	20,300	-	-	-
<b>Total Expenses</b>	<b>673,836</b>	<b>748,106</b>	<b>761,234</b>	<b>746,422</b>	<b>701,800</b>	<b>712,735</b>	<b>10,935</b>
<b>Net Budget</b>	<b>75,872</b>	<b>40,947</b>	<b>162,757</b>	<b>145,757</b>	<b>81,935</b>	<b>86,370</b>	<b>4,435</b>

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Development Services
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	4.0	4.0	5.0	1 - Manager of Development Services 1 - Planner 1 1 - Planner 3* (position conversion) 1 - Senior Planner
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	1200 hrs	1200 hrs	1200 hrs	35 hrs/week – 17 weeks per term – 2 terms (Co-op)
TOTAL	4 FT plus 1200 hrs*	4 FT plus 1200 hrs	5 FT plus 1200 hrs	

## OBJECTIVES AND RESPONSIBILITIES

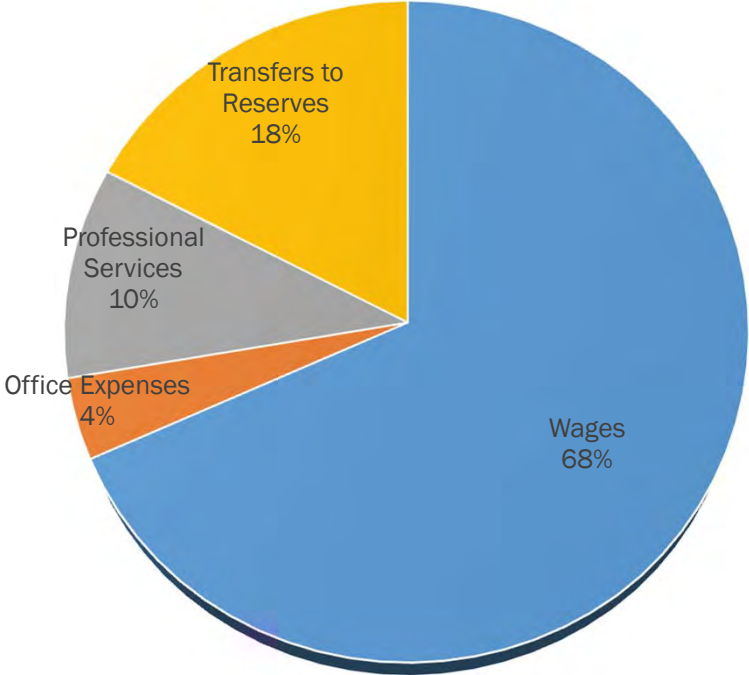
Development Services provides professional planning advice to Council, the public and Council endorsed committees on a wide variety of development applications and policy related issues. The division is accountable for protecting provincial policy interest as set out in the 2014 Provincial Policy Statement (PPS) and for ensuring conformity with the Town and the County's Official Plans. Development Services carries out plan review and approval responsibilities and provides for the delivery of the following municipal services as mandated under the *Ontario Planning Act* and subsection 15.1(3) 15.6(1) of the *Ontario Building Code Act* (Property Standard Appeals): Committee of Adjustment, land use planning and long range planning.

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Development Services
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**BUDGET HIGHLIGHTS**

- Lakeshore is expected to continue to lead Essex County for an 8<sup>th</sup> year in development applications in 2020.
- In 2019 to address the workload volume the Planning Coordinator was converted into a Senior Planning Technician and a Planner I position was added. As the demands of this area continue to grow the recommendation for 2020 is to convert the Senior Planning Technician to a Planner III. The total cost of this conversion is expected to be \$2,102.
- A budget of \$50,000 in consulting is being maintained to support emergent division needs as it relates to support for internal corporate operations and development application review and Council directed initiatives (i.e. Cannabis). The 2019 base budget for consulting which includes the CIP program is \$25,000.
- To keep up with development demands and improve the delivery of service, a senior planner will be hired in 2020 at an annual cost of \$100,000.

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	345,211	419,400	496,936
Office Expenses	22,700	23,100	29,100
Professional Services	142,100	530,000	75,000
Transfers to Reserves	54,300	126,300	126,300
Total Expenses	564,311	1,098,800	727,336
Revenues	(66,900)	(75,900)	(79,900)
Transfers from Reserves	(117,000)	(455,000)	-
<b>Net Budget</b>	<b>380,411</b>	<b>567,900</b>	<b>647,436</b>



Summary of Budget Changes	Change	Balance
2019 Budget		567,900
Less: 2019 One-Time Items	(26,900)	
Wage Adjustments	2,334	

Budget Issues:	Change	Balance
2020-025 Meeting Expenses	500	
2020-026 Consulting	50,000	
2020-068 Memberships	2,500	
2020-085 Training	3,000	
2020-024 Heritage Permit Fee	(4,000)	
2020-070 Planner 3	2,102	
2020-112 Senior Planner	50,000	
Subtotal		79,536
<b>2020 Budget</b>		<b>647,436</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		2,334	-	Division salary and wage adjustments	2,334	-
2 Line Item Increase	2020-025	Meeting Expenses for Development Services Staff	500	-	To cover meeting expenses for staff over a meal hour (i.e. Open Houses for land use planning applications and long range planning projects, i.e. Official Plan, Secondary Plan etc.). Working over the meal hours.	500	-
3 Line Item Increase	2020-026	Consulting Services for Development Services	50,000	-	To support emergent division needs as it relates to support for internal corporate operations and development application review and Council directed initiatives (i.e. Cannabis).	50,000	-
4 Line Item Increase	2020-068	Membership Fees OPPI and CIP	2,500	-	To accommodate additional professional fees to OPPI and CIP and CPT for the four staff in the department.	2,500	-
5 Line Item Increase	2020-085	Training for Planning Unit	3,000	-	New Planner 1 Training requirements. Existing budget line just satisfies requirements for 2 staff members. Training should cover four staff members in the department.	3,000	-
6 Revenue Increase	2020-024	Heritage Permit Application Fee	(4,000)	-	We are getting applications in to demo, remove or amend a heritage designation by-law that require circulation to the Heritage Advisory Committee and Council. Costs associated with the statutory requirements under the Ontario Heritage Act to advertise Notices in the local newspapers, which should be covered by the applicant. Requesting to introduce a new fee for applications to demo, remove, designate, amend a designation based on actual costs.	(4,000)	-
7 Service Enhancement	2020-070	Senior Planning Technician to Planner 3	2,102	-	To convert the senior planning technician position to planner 3 to add an experienced professional planner to deal with workload, complex issues and ongoing planning studies.	2,102	-
8 Service Enhancement	2020-112	New Senior Planner	100,000	(50,000)	Adding full-time senior planning to staff compliment to match development demand in the the Town. The staff position is to be hired after June 30, 2020.	50,000	-
<b>Division Totals</b>			<b>156,436</b>	<b>(50,000)</b>		<b>106,436</b>	<b>-</b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

# 2020 Budget

# Development Services

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	72,521	73,434	106,400	66,900	75,900	79,900	4,000
Transfer From Reserves	40,474	20,883	141,100	117,000	455,000	-	(455,000)
<b>Total Revenues</b>	<b>112,995</b>	<b>94,317</b>	<b>247,500</b>	<b>183,900</b>	<b>530,900</b>	<b>79,900</b>	<b>(451,000)</b>
<b>Expenses</b>							
Full Time Wages	241,132	258,859	247,711	270,611	325,252	336,964	11,712
Temporary Wages	-	-	-	-	-	25,210	25,210
Overtime Allowance	-	-	-	-	-	16,826	16,826
CPP	8,067	8,865	8,100	9,400	11,841	15,290	3,449
EI	3,278	3,617	3,200	3,700	4,654	5,522	868
EHT	4,734	5,062	4,800	5,300	6,343	8,368	2,025
OMERS	23,499	24,823	24,100	24,500	29,159	39,707	10,548
Group Insurance	21,399	21,745	21,400	23,800	32,556	37,904	5,348
WSIB	6,725	7,846	6,800	7,900	9,595	11,145	1,550
Wages and Benefits	308,834	330,817	316,111	345,211	419,400	496,936	77,536
Office Supplies	842	736	1,000	1,000	1,000	1,000	-
Advertising & Promotion	86	670	2,200	2,200	2,200	2,200	-
Meeting Expenses	-	-	-	-	-	500	500
Courier & Postage	2,551	3,822	3,000	3,000	3,000	3,000	-
Travel Expense	443	453	1,500	1,500	1,500	1,500	-
Training & Conferences	4,218	2,534	5,000	5,000	5,000	8,000	3,000
Memberships & Subscriptions	1,074	1,040	1,500	1,500	2,100	4,600	2,500
Telecommunications	1,481	549	920	1,000	800	800	-
Computer Expense	6,167	7,337	7,500	7,500	7,500	7,500	-
Consulting Services	45,224	92,123	185,100	142,100	530,000	75,000	(455,000)
Transfer To Reserves	52,700	74,300	52,700	54,300	126,300	126,300	-
<b>Total Expenses</b>	<b>423,618</b>	<b>514,381</b>	<b>576,531</b>	<b>564,311</b>	<b>1,098,800</b>	<b>727,336</b>	<b>(371,464)</b>
<b>Net Budget</b>	<b>310,623</b>	<b>420,064</b>	<b>329,031</b>	<b>380,411</b>	<b>567,900</b>	<b>647,436</b>	<b>79,536</b>

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Building
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	9.0	9.0	10.0	1 - Chief Building Official 5 - Building Inspectors 2 – By-law Compliance Officer (1 new) 1 - Building Coordinator 1 - Administrative Assistant
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	1.0	1.0	1.0	1 By-law Co-op Student 17 week term
TOTAL	10.0 FT	10.0 FT	10.0 FT	

## OBJECTIVES AND RESPONSIBILITIES

The Building Division is responsible for the provision of timely inspections which helps to promote a safe and healthy environment. Timely By-Law compliance with satisfactory outcomes to all interested parties is also a prime responsibility that seeks compliance over enforcement, but enforcement if necessary.

SERVICE AREA: Community and Development Services	BUDGET CENTRE: Building
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**BUDGET HIGHLIGHTS**

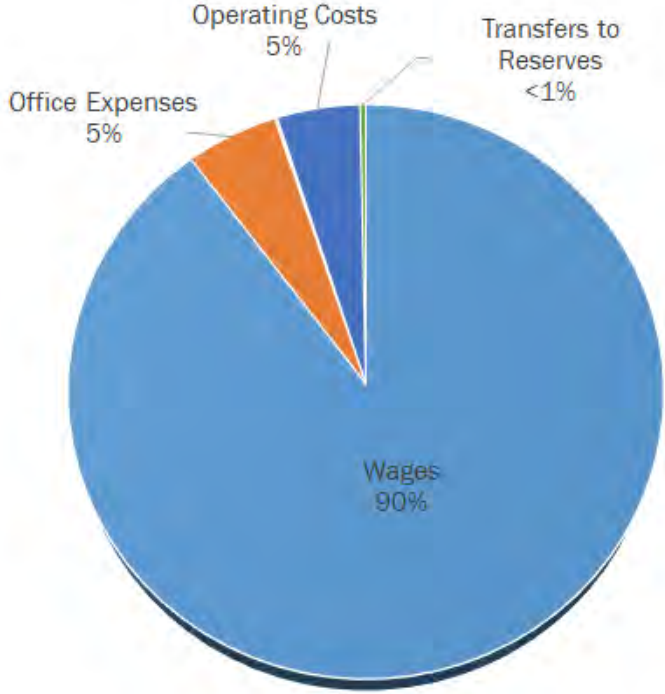
- Given the decline in building permit activity for 2019, a slight reduction to the permit revenue line item is being made in 2020 to better reflect more sustainable trends.
- An additional By-Law enforcement officer being requested to enhance the current by-law program and meeting the current demands of residents and Council.
- A By-Law Co-op student is also being recommended as a cost effective means to alleviate existing workload pressures. This is a base budget request to allow the department to employ a student on an annual basis.



	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	866,303	888,800	974,440
Office Expenses	46,600	50,900	56,050
Professional Services	-	184,500	-
Program Supplies	1,500	1,500	1,500
Operating Costs	50,300	50,300	50,300
Transfers to Reserves	31,300	-	3,500
<b>Total Expenses</b>	<b>996,003</b>	<b>1,176,000</b>	<b>1,085,790</b>
Revenues	(774,800)	(893,300)	(818,300)
Transfers from Reserves	-	-	(2,750)
Transfer From Reserve Funds	(166,000)	(218,000)	(240,000)
<b>Net Budget</b>	<b>55,203</b>	<b>64,700</b>	<b>24,740</b>

<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2019 Budget		64,700
Less: 2019 One-Time Items	17,900	
Wage Adjustments	1,466	

<b>Budget Issues:</b>		
2020-109 Building Reserve Transfer	(240,000)	
2020-029 Decrease in Permit Revenue	75,000	
2020-038 By-law Student	13,848	
2020-039 By-law Enforcement Officer	91,826	
Subtotal		(39,960)
<b>2020 Budget</b>		<b>24,740</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments *			1,466	-	Division salary and wage adjustments	1,466	-
2 Legislated	2020-109	Building Reserve Fund Operations Transfer	(240,000)	(240,000)	Estimated deficits based on Building Services permit revenue less direct and indirect costs are to be transferred from the Building Operating Reserve as permitted under the Building Code Act, as an accountability measure for fees. The purpose of this transfer in the 2020 Budget is to help offset any potential permit revenue declines inherent with the economic cycles of the building industry.	(240,000)	-
3 Revenue Reduction	2020-029	Decrease in Building Permits	75,000	-	Overall permit numbers are down for the year, due to available serviced land. In accordance with the Building Act, a transfer from the Building Operating Reserve is being made in item 2020-109 to offset this expected shortfall in revenue resulting in no levy impact.	75,000	-
4 Service Enhancement	2020-038	By Law Student	13,848	-	Service levels for the By-law division cannot be adequately maintained with the current service model. A student was hired in 2019 on a one-time basis - it is requested to make this funding available as part of the base budget for 2020.	13,848	-
5 Service Enhancement	2020-039	By Law Enforcement Officer	94,576	2,750	The current service model is not providing the adequate resources to reflect Council expectations. Time delays for follow ups and completion of by laws are not meeting the expected time frames.	91,826	2,750
<b>Division Totals</b>			<b><u>(55,110)</u></b>	<b><u>(237,250)</u></b>		<b><u>(57,860)</u></b>	<b><u>2,750</u></b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Licences & Permits	1,335,391	1,064,779	1,228,000	735,000	850,000	775,000	(75,000)
Miscellaneous Revenue	57,878	47,695	32,900	39,800	43,300	43,300	-
Transfer From Reserves	-	-	-	-	-	2,750	2,750
Transfer From Reserve Funds	-	-	-	166,000	218,000	240,000	22,000
<b>Total Revenues</b>	<b>1,393,269</b>	<b>1,112,474</b>	<b>1,260,900</b>	<b>940,800</b>	<b>1,111,300</b>	<b>1,061,050</b>	<b>(50,250)</b>
<b>Expenses</b>							
Wages and Benefits	756,864	832,255	834,003	866,303	888,800	974,440	85,640
Office Supplies	3,556	1,794	3,000	3,000	5,000	3,000	(2,000)
Courier & Postage	1,871	1,022	2,000	2,000	2,000	2,000	-
Travel Expense	5	24	2,000	1,500	1,000	1,000	-
Training & Conferences	17,966	12,844	15,000	13,000	15,000	18,000	3,000
Memberships & Subscriptions	3,276	4,801	6,000	6,000	4,800	4,800	-
Telecommunications	10,172	6,310	7,820	7,850	6,550	6,550	-
Computer Expense	9,477	12,646	11,700	13,250	16,550	20,700	4,150
Consulting Services	-	-	-	-	184,500	-	(184,500)
Signs & Safety Devices	2,835	705	1,500	1,500	1,500	1,500	-
Insurance Premiums	55,348	40,152	42,200	37,800	37,800	37,800	-
Vehicle Repairs & Maintenance	16,719	22,259	12,500	12,500	12,500	12,500	-
Transfer To Reserves	-	-	-	-	-	3,500	3,500
Transfer To Reserve Funds	506,989	247,105	311,790	-	-	-	-
Transfer To Capital	56,589	29,815	70,000	31,300	-	-	-
<b>Total Expenses</b>	<b>1,441,666</b>	<b>1,211,732</b>	<b>1,319,513</b>	<b>996,003</b>	<b>1,176,000</b>	<b>1,085,790</b>	<b>(90,210)</b>
<b>Net Budget</b>	<b>48,397</b>	<b>99,258</b>	<b>58,613</b>	<b>55,203</b>	<b>64,700</b>	<b>24,740</b>	<b>(39,960)</b>

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Public Works
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	13.45	13.45	14.45	0.45 – Manager of Public Works 1 - Supervisor of Public Works 2 - Lead Hands 11 - Equipment Operators (1 new)
PART-TIME/ SEASONAL/ TEMPORARY	0.60	0.60	0.60	0.6 Project Manager (Contract Position)
STUDENTS	2880 hrs	2880 hrs	2880 hrs	4 Students - 18 weeks
TOTAL	13.45 plus 2880 hours	13.45 plus 2880 hours	14.45 plus 2880 hours	

## OBJECTIVES AND RESPONSIBILITIES

Public Works Services is responsible for the administration and supervision of the maintenance of municipal infrastructure systems including roads, storm sewers, bridges and culverts, signs, sidewalks, safety devices and street lights. They also perform Winter Control Operations on all local roads within Lakeshore. Finally, they are also responsible for all routine maintenance on the equipment used in the day-to-day operations.

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Public Works
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**BUDGET HIGHLIGHTS**

- An additional Operator is being requested in 2020 to increase the efficiency of operations and to continue to meet the required level of service.
- An increase in the vehicle repairs and maintenance account of \$30,000 is being proposed to capture the increased costs to maintain the aging fleet. The vehicle and equipment budget has been in a minor variance for the last couple of years so the budgeted amount is constantly been under the actual amounts needed. This increase will align the budget to better reflect actual costs.

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Public Works
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**BUDGET HIGHLIGHTS**

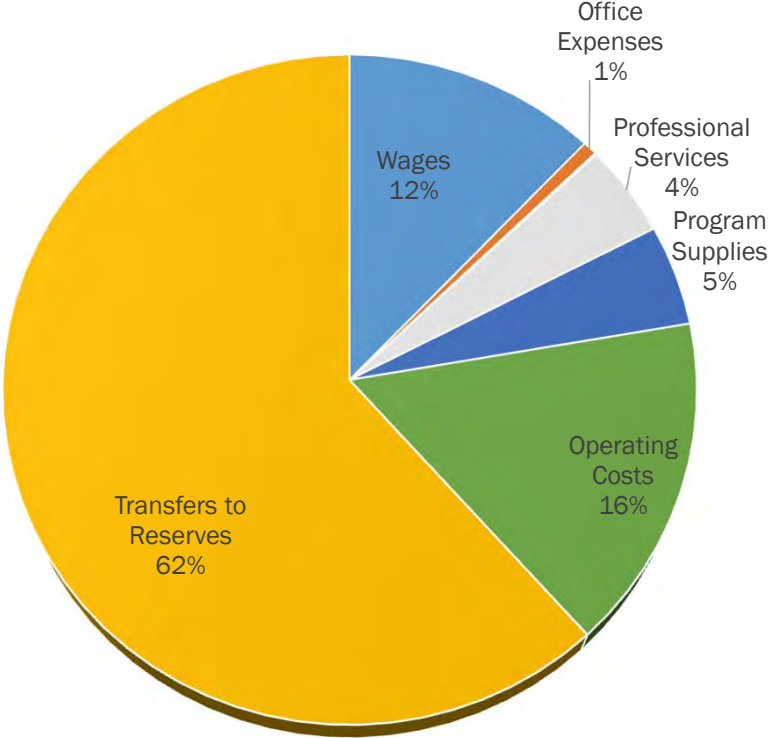
Some of the larger capital projects being proposed for 2020 are:

- Amy Croft Drive and Manning Rd Intersection Improvements \$3,000,000
- Amy Croft Secondary Plan Development \$2,976,000
- Old Tecumseh Rd - Phase 3 CWATS Trail \$1,050,000
- Mill St Road Reconstruction \$1,000,000
- Melody Dr Reconstruction \$1,000,000
- Hawthorne Dr. Bissonnette to 401 - Gravel Rd Conversion \$900,000
- Bridge Rehabilitations \$790,000
- Lifecycle Asphalt Road Reconstruction Program \$700,000
- Stormwater master Plan Improvements \$300,000
- Roads Lifecycle Treatment Program \$1,242,000
- County Rd 31 Sidewalk \$150,000
- County Rd 22 Corridor Study \$75,000

There are two major vehicle purchases that are being requested for 2020. Backhoe lifecycle replacement and Half Ton Pick-up Truck Lifecycle replacement.

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	1,456,830	1,434,600	1,522,040
Office Expenses	97,300	92,600	84,600
Admin Expenses	253,414	10,000	10,000
Professional Services	1,102,500	1,150,600	560,500
Program Supplies	582,500	607,500	607,500
Operating Costs	1,987,100	2,286,900	2,001,900
Transfers to Reserves	5,447,900	7,734,100	7,704,100
<b>Total Expenses</b>	<b>10,927,544</b>	<b>13,316,300</b>	<b>12,490,640</b>
Revenues	(151,800)	(138,800)	(138,800)
Transfers from Reserves	(857,000)	(750,000)	-
<b>Net Budget</b>	<b>9,918,744</b>	<b>12,427,500</b>	<b>12,351,840</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2019 Budget		12,427,500
Less: 2019 One-Time Items	(193,100)	
Wage Adjustments	(545)	
<b>Budget Issues:</b>		
2020-050 Additional Operator	87,985	
2020-051 Vehicle Repairs	30,000	
Subtotal		(75,660)
<b>2020 Budget</b>		<b>12,351,840</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments *			(545)	-	Division salary and wage adjustments	(545)	-
2 Line Item Increase	2020-051	Vehicle and Equipment Increase	30,000	-	With the department growing with the amount of equipment we have, the maintenance cost should go up as well to be able to keep up with the servicing of this equipment. It is a proven fact that a machine that gets regular maintenance will last a longer than equipment that doesn't get regular maintenance. This would be an increase of \$74,000, which is closer to what we have been spending.	30,000	-
3 Service Enhancement	2020-050	Additional Public Works Operator	87,985	-	We are struggling to keep the streets clean throughout the summer season and get the snow off all of the streets in a timely manor because of the staffing numbers. With all of this new development and construction going on we are required to look after more with less. Operators have to be able to check construction when needed and come up with solutions to divert water because of the high water table. Our pumps are coming to the end of their life cycle which requires more trips to these stations because of break downs. This all leads to time not being spent on maintenance of road repairs and sidewalk replacement, grading gravel roads, installing dust suppression and tree cutting and brushing. The level of service which Public Works is able to offer is reduced because of additional demands such as delivering sand bags and keeping sand filled at locations and building dams which might be the new normal for the next couple of years. Improving staffing numbers in Public Works might result in having fewer complaints due to the length of time it takes to complete tasks such as driveway inspections or water break restorations.	87,985	-
<b>Division Totals</b>			<b>117,440</b>	<b>-</b>		<b>117,440</b>	<b>-</b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.





	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Licences & Permits	68,876	54,959	45,800	60,800	62,800	62,800	-
Miscellaneous Revenue	38,682	225	-	-	-	-	-
Proceeds From Sale Of Equipment	26,190	20,257	-	-	-	-	-
Recovery Of Wages	26,882	23,735	50,000	50,000	40,000	40,000	-
Recovery Of Expense	32,909	37,017	41,000	41,000	36,000	36,000	-
Transfer From Reserves	13,485	360,620	340,000	682,000	750,000	-	(750,000)
Transfer From Reserve Funds	-	175,000	-	175,000	-	-	-
<b>Total Revenues</b>	<b>207,025</b>	<b>671,813</b>	<b>476,800</b>	<b>1,008,800</b>	<b>888,800</b>	<b>138,800</b>	<b>(750,000)</b>
<b>Expenses</b>							
Wages and Benefits	1,257,611	1,319,231	1,302,980	1,456,830	1,434,600	1,522,040	87,440
Office Supplies	1,820	3,724	800	800	800	800	-
Travel Expense	-	444	500	500	500	500	-
Training & Conferences	10,124	28,401	25,000	25,000	25,000	25,000	-
Memberships & Subscriptions	1,662	615	1,500	2,000	2,000	2,000	-
Telecommunications	30,755	31,511	37,860	40,400	35,500	35,500	-
Computer Expense	19,675	18,612	17,000	28,600	28,800	20,800	(8,000)
Debt Payments	176,533	178,413	178,414	178,414	-	-	-
Grants & Subsidies	-	22,510	-	75,000	10,000	10,000	-
Consulting Services	72,815	531,538	160,000	605,000	620,100	30,000	(590,100)
Grounds Maintenance	76,254	115,970	84,500	118,300	118,300	118,300	-
Winter Control Services	142,429	174,776	175,000	237,200	237,200	237,200	-
Locate Services	255,892	128,432	92,000	142,000	175,000	175,000	-

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Health & Safety Supplies	6,584	8,885	7,500	7,500	7,500	7,500	-
Salt	282,118	358,365	315,000	345,000	375,000	375,000	-
Signs & Safety Devices	169,656	169,863	205,000	190,000	185,000	185,000	-
Small Tools & Equipment	19,021	37,294	40,000	40,000	40,000	40,000	-
Hardtop Road Maintenance	311,376	360,154	400,000	350,000	350,000	350,000	-
Loosetop Maintenance	279,518	318,653	340,000	335,000	335,000	335,000	-
Roadside Maintenance	68,831	87,049	81,500	81,500	81,500	81,500	-
Bridges & Culverts Maintenance	19,112	65,217	40,000	40,000	40,000	40,000	-
Sidewalk Maintenance	24,791	22,634	25,000	25,000	25,000	25,000	-
Streetlights Maintenance	44,406	33,964	16,000	16,000	30,000	30,000	-
Storm Sewer Maintenance	72,470	122,185	125,000	125,000	425,000	125,000	(300,000)
Facility Maintenance	42,075	31,132	35,000	35,000	40,000	25,000	(15,000)
Janitorial Services	-	4,579	-	-	9,800	9,800	-
Utilities	219,065	198,286	395,100	272,800	238,800	238,800	-
Waste Collection	29,743	28,596	23,000	23,000	28,000	28,000	-
Fuel & Oil	129,751	145,451	157,000	147,000	147,000	147,000	-
Insurance Premiums	405,894	335,374	465,000	310,800	310,800	310,800	-
Vehicle Repairs & Maintenance	249,453	299,161	226,000	226,000	226,000	256,000	30,000
Transfer To Reserves	4,748,391	5,326,144	4,707,300	5,265,900	7,704,100	7,704,100	-
Transfer To Capital	365,657	182,131	298,300	182,000	30,000	-	(30,000)
<b>Total Expenses</b>	<b>9,533,479</b>	<b>10,689,294</b>	<b>9,977,254</b>	<b>10,927,544</b>	<b>13,316,300</b>	<b>12,490,640</b>	<b>(825,660)</b>
<b>Net Budget</b>	<b>9,326,455</b>	<b>10,017,481</b>	<b>9,500,454</b>	<b>9,918,744</b>	<b>12,427,500</b>	<b>12,351,840</b>	<b>(75,660)</b>

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Parks
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	2.95	2.95	2.95	0.45 – Manager of Public Works 0.5 - Supervisor of Parks/Facilities/Fleet 2 - Sports Field Maintenance Operator
PART-TIME/ SEASONAL/ TEMPORARY	7000 hrs	7000 hrs	7000 hrs	5 Seasonal – 35 weeks
STUDENTS	4284 hrs	4284 hrs	4284 hrs	7 Students - 18 weeks (1 new)
TOTAL	2.95 FT plus 11,284 hours	2.95 FT plus 11,284 hours	2.95 FT plus 11,284 hours	

## OBJECTIVES AND RESPONSIBILITIES

The Parks budget centre includes the maintenance of municipally owned parks and sports fields to the highest quality standards within budget guidelines, to keep them playable and safe for all users and to make our signature parks inviting to all residents, neighbouring communities, and other visitors.

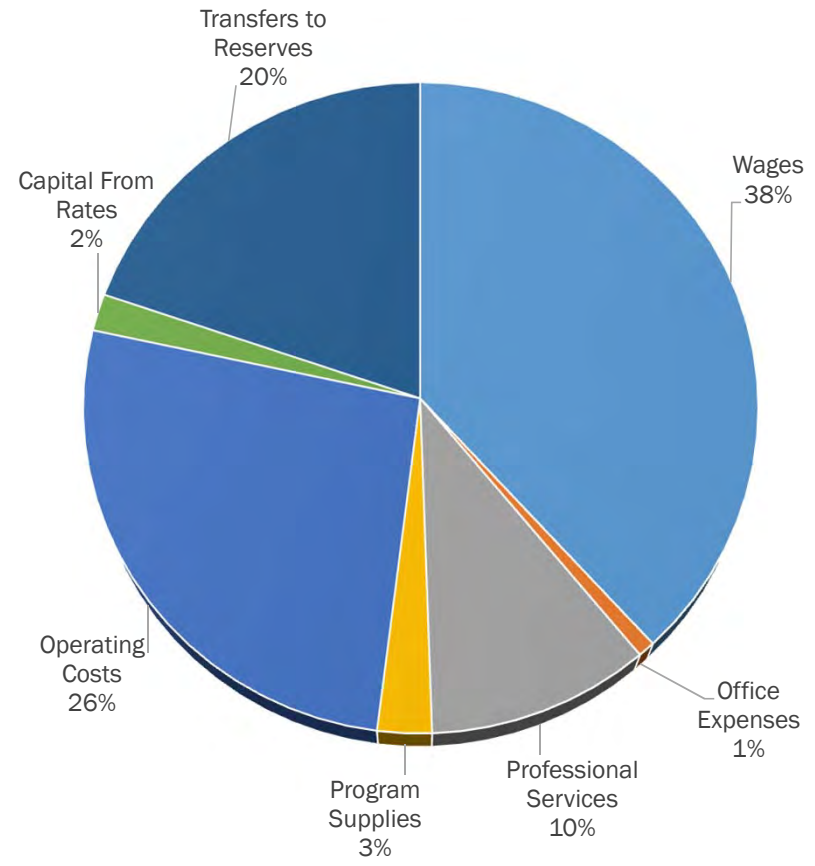
SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Parks

### BUDGET HIGHLIGHTS

- Given the increase in vehicle maintenance costs, an additional \$5,000 base budget adjustment is being requested for this line item.
- An increase in supplies of \$2,000 is being requested to address the increased demand for garbage bags, janitorial supplies, dog waste bags, etc. relative to the increase in park usage over the years.
- An increase in the waste collection budget of \$2,000 is also being requested to address the additional waste collection practice required primarily at Optimist Park to keep up with the usage.
- To address the increasing need to replenish diamond dust in the 17 diamonds that are maintained by the Town, an additional \$10,000 to purchase some more material annually to keep the diamonds in good condition.
- Major Capital works being proposed for 2020 are:
  - River Ridge Park Redevelopment \$900,000
  - Playground equipment Lifecycle replacement for Geralyn Tellier Perdu Park and Tot Lot at Lakeside Estates subdivision \$120,000
  - Playground surface conversions at Oakwood, Leffler and Helena park playgrounds \$55,000
  - Shade structure for the Carolinian Garden Earth Walk trail at the ATC \$40,000
  - Improvements to various ball diamonds as requested by the Belle River Minor Baseball Association \$27,000
  - Spectator bleacher repairs in Comber \$12,000
  - Concert pad replacement for the Skate park in Stoney Point 35,000
  - Installation of new AODA asphalt paths at Oakwood, River Downs and Terra Lou parks \$15,000
  - West Beach / Lakeview Park phase 1 (contingent upon acceptance of the ICIP grant) \$600,000.
  - St. Clair Shores park development plan.

<b>Expenses</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Wages	540,100	631,450	624,199
Office Expenses	15,120	13,020	13,020
Professional Services	252,650	262,250	170,800
Program Supplies	39,500	42,000	41,500
Operating Costs	464,700	448,750	431,250
Capital From Rates	-	-	30,000
Transfers to Reserves	373,000	348,300	323,300
<b>Total Expenses</b>	<b>1,685,070</b>	<b>1,745,770</b>	<b>1,634,069</b>
Revenues	(27,300)	(34,300)	(27,300)
Transfers from Reserves	(23,000)	(103,000)	-
<b>Net Budget</b>	<b>1,634,770</b>	<b>1,608,470</b>	<b>1,606,769</b>



<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2019 Budget		1,608,470
Less: 2019 One-Time Items	(11,450)	
Wage Adjustments	(35,434)	
<b>Budget Issues:</b>		
2020-005 Program Supplies	2,000	
2020-006 Snow Removal	(1,850)	
2020-007 Waste Collection	2,000	
2020-009 Sports Field Maintenance	10,000	
2020-011 Facility Rental Expense	(8,300)	
2020-012 Fuel Expense	5,000	
2020-013 Portable Washrooms	1,000	
2020-016 Clothing Allowance	100	
2020-034 Student Hours	5,233	
St. Clair Shores Park Plan	30,000	
Subtotal		(1,701)
<b>2020 Budget</b>		<b>1,606,769</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		(35,434)	-	Division salary and wage adjustments.	(35,434)	-
2 Contractual	2020-011	Parks Rental Facility	(8,300)	(8,300)	Recommending to reduce budget to reflect rental costs at 2177 County Road 42 are anticipated to only be incurred until July 31, 2020.	(8,300)	-
3 Contractual	2020-013	Portable Washroom Service	1,000	-	Current RFQ is expiring and preliminary research has indicated an increase of 4-6%.	1,000	-
4 Contractual	2020-016	Clothing Allowance - Parks	100	-	A slight budget adjustment is required to be made to reflect the Town's current IBEW contract which allows for \$600 for each operator and \$200 for each seasonal employee.	100	-
5 Inflationary	2020-012	Fuel Expense	5,000	-	Estimated increases in consumption and fuel prices.	5,000	-
6 Line Item Increase	2020-005	Program Supplies	2,000	-	Increased demand for garbage bags, janitorial supplies, dog waste bags, etc. Park usage has increased again in 2019.	2,000	-
7 Line Item Increase	2020-007	Increase Waste Collections for Parks	2,000	-	Garbage is overflowing at Optimist Park and needs to be picked up two times per week from May to August. Staff are being forced to travel to dump garbage at Public Works or other facilities from Lakeview Park and West Beach.	2,000	-
8 Line Item Decrease	2020-006	Snow Removal at Parks Yard	(1,850)	-	Snow Removal at Parks Yard (2177 County Road 42). This work is done by the Landlord and is no longer a budgeted item at this site.	(1,850)	-
9 Service Enhancement	2020-009	Sports Field Maintenance	10,000	-	All 17 diamonds are in need of diamond dust. Diamond dust travels off the diamonds over time due to wind, rain and users pushing off water to dry them. The Parks Department needs to purchase more material annually to keep the diamonds in good condition.	10,000	-
10 Service Enhancement	2020-034	Sports Field Student hours	5,233	-	This request is to extend the Parks student work period from 17 to 18 weeks to better align with seasonal park usage.	5,233	-
<b>Division Totals</b>			<b><u>(20,251)</u></b>	<b><u>(8,300)</u></b>		<b><u>(20,251)</u></b>	<b><u>-</u></b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	25,600	26,819	19,000	23,000	23,000	23,000	-
Grant Revenue	47,208	66,308	-	-	-	-	-
Rental Income	5,748	6,303	4,800	4,300	4,300	4,300	-
Proceeds From Sale Of Equipment	3,260	4,545	-	-	7,000	-	(7,000)
Recovery Of Expense	-	688	-	-	-	-	-
Transfer From Reserves	-	20,657	-	23,000	96,000	-	(96,000)
Transfer From Reserve Funds	-	-	-	-	7,000	-	(7,000)
<b>Total Revenues</b>	<b>81,815</b>	<b>125,320</b>	<b>23,800</b>	<b>50,300</b>	<b>137,300</b>	<b>27,300</b>	<b>(110,000)</b>
<b>Expenses</b>							
Wages and Benefits	495,357	492,882	471,802	540,100	631,450	624,199	(7,251)
Advertising & Promotion	-	-	1,000	1,000	1,000	1,000	-
Training & Conferences	3,222	2,229	5,000	5,000	5,000	5,000	-
Memberships & Subscriptions	130	230	500	500	500	500	-
Telecommunications	6,721	5,468	7,644	8,120	6,420	6,420	-
Computer Expense	-	-	-	500	100	100	-
Consulting Services	30,266	27,170	25,000	30,000	89,600	-	(89,600)
Grounds Maintenance	138,583	154,057	157,800	220,800	170,800	170,800	-
Winter Control Services	26,539	2,106	5,000	1,850	1,850	-	(1,850)
Health & Safety Supplies	2,510	2,992	2,000	3,000	3,000	3,000	-
Materials & Supplies	14,538	10,380	27,000	16,500	16,500	18,500	2,000
Signs & Safety Devices	4,744	2,268	5,000	5,000	5,000	5,000	-
Small Tools & Equipment	14,282	17,168	15,000	15,000	17,500	15,000	(2,500)
Facility Maintenance	52,329	42,128	56,500	51,200	52,700	48,500	(4,200)
Utilities	59,368	44,581	56,700	56,700	59,000	59,000	-
Rent Expense	33,072	27,984	28,100	30,600	31,350	23,050	(8,300)

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Waste Collection	3,923	4,060	6,000	5,000	5,000	7,000	2,000
Equipment Repairs & Maintenance	9,914	9,319	10,000	10,000	15,000	15,000	-
Fuel & Oil	29,640	29,676	23,000	25,000	25,000	30,000	5,000
Equipment Rental	13,608	13,022	16,500	19,000	12,000	13,000	1,000
Insurance Premiums	15,960	15,730	33,700	64,600	18,100	18,100	-
Playground Equipment Maintenance	14,994	18,075	15,000	15,000	41,000	25,000	(16,000)
Trail Maintenance	24,603	89,285	30,000	102,800	82,800	82,800	-
Sportsfield Maintenance	52,118	55,236	58,000	58,000	38,000	48,000	10,000
Tree Services	49,923	29,981	50,000	30,000	20,000	20,000	-
Drain Assessments	13,389	19,311	19,800	24,800	26,800	19,800	(7,000)
Vehicle Repairs & Maintenance	16,252	21,508	22,000	22,000	22,000	22,000	-
Transfer To Reserves	499,100	226,849	234,100	175,000	323,300	323,300	-
Transfer To Reserve Funds	-	107,000	-	107,000	-	-	-
Transfer To Capital	28,873	440,017	20,000	91,000	25,000	30,000	5,000
<b>Total Expenses</b>	<b>1,653,959</b>	<b>1,910,713</b>	<b>1,402,146</b>	<b>1,735,070</b>	<b>1,745,770</b>	<b>1,634,069</b>	<b>(111,701)</b>
<b>Net Budget</b>	<b>1,572,143</b>	<b>1,785,393</b>	<b>1,425,946</b>	<b>1,684,770</b>	<b>1,608,470</b>	<b>1,606,769</b>	<b>(1,701)</b>



SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Engineering and Infrastructure Services
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	6.5	6.5	7.5	1 Director of EIS 1 Manager of Engineering 2 Engineering Technologist (1 New) 1 EIS Coordinator (converted in 2019) 2.5 Administrative Assistants
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595-hours	595-hours	595-hours	1 Engineering Student
TOTAL	6.5	6.5	7.5	

## OBJECTIVES AND RESPONSIBILITIES

This division is responsible for the review and inspection of all development proposals and site plans and all other planning applications to ensure compliance with the Town's Development Standards. Staff provide engineering technical support, review and coordinate comments from the various EIS divisions on all planning applications and respond to external agencies and utilities on various special projects to be completed by those agencies and utilities. This division also assists with the updating of the Town's infrastructure asset inventory by coordinating and storing the record drawing information and ensuring that the material is available for use by all Town Staff. Engineering and technical support is provided to the EIS divisions on all municipal capital works projects.

SERVICE AREA: Engineering and Infrastructure Services

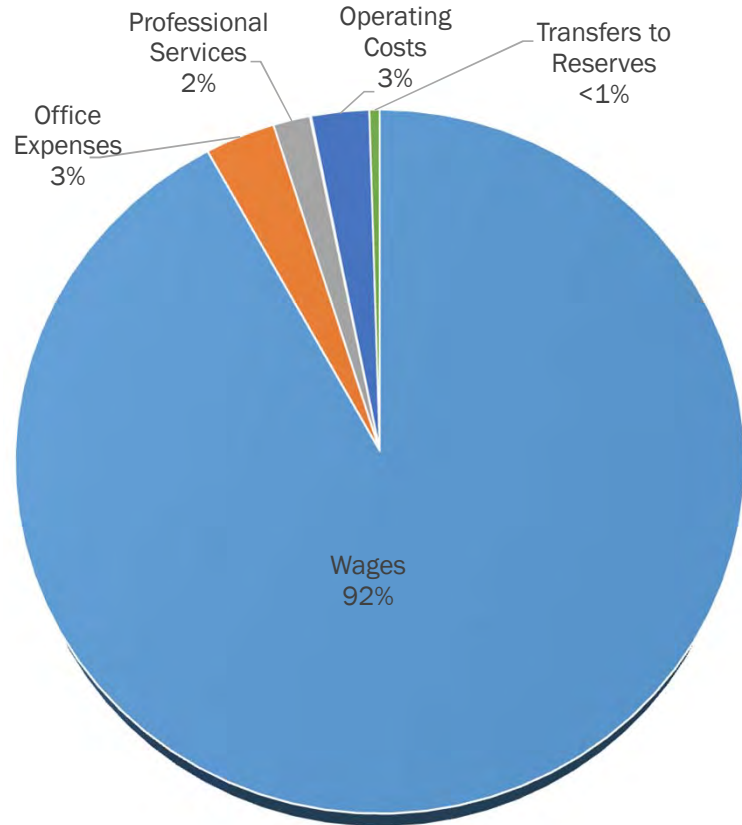
BUDGET CENTRE: Engineering and Infrastructure Services

## BUDGET HIGHLIGHTS

- In 2019 Council approved the conversion of an Administrative Assistance to and EIS coordinator to better assist the managers and the department with work load constraints by adjusting the job duties to better reflect the needs of the department. The annualization of this salary is included in the 2020 budget.
- Also included in the 2020 budget is a request for an additional Engineering Technologist to provide increased technical support, quality control and inspection for public works and environmental services capital project works.

**Summary**

	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Wages	684,958	717,412	817,156
Office Expenses	25,800	22,650	28,500
Professional Services	15,000	15,000	15,000
Program Supplies	500	500	500
Operating Costs	40,000	43,500	23,500
Transfers to Reserves	11,650	4,200	4,200
<b>Total Expenses</b>	<b>777,908</b>	<b>803,262</b>	<b>888,856</b>
Revenues	(36,000)	(36,000)	(36,000)
Transfers from Reserves	(40,000)	(40,000)	(22,250)
<b>Net Budget</b>	<b>701,908</b>	<b>727,262</b>	<b>830,606</b>



**Summary of Budget Changes**

	<b>Change</b>	<b>Balance</b>
2019 Budget		727,262
Less: 2019 One-Time Items	-	
Wage Adjustments	6,354	

**Budget Issues:**

2020-074 EIS Coordinator	3,875	
2020-101 Engineering Technologist	93,115	
<b>Subtotal</b>		<b>103,344</b>
<b>2020 Budget</b>		<b>830,606</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments *			6,354	-	Division salary and wage adjustments	6,354	-
2 Annualization	2020-074	EIS Coordinator	3,875	-	As approved at Council's June 10, 2019 meeting, an existing Administrative Assistant position was converted to the new position of EIS Coordinator to perform technical focused tasks such as maintaining of databases, tracking of budgets, projects and resources, preparation of contract documents and other project management tasks.  2020's budget request arises from the annual cost differential between an Administrative Assistant and the newly approved EIS Coordinator position.	3,875	-
3 Service Enhancement	2020-101	Additional Engineering Technologist	95,365	2,250	This person will provide increased technical support, quality control and inspection for public works and environmental services capital project works. Assist in reviewing engineering plans and completing on site inspections for new developments such as Amy Croft Secondary Plan, various phases of subdivision and ensuring compliance with the Town of Lakeshore Development Standards and the subdivision and site plan agreements. Assist with providing and collecting data for transportation/traffic related issues. Assist with various studies and master plans in the EIS department. Review and comment on external studies, proposals from external agencies like County of Essex, MTO, neighbouring municipalities.	93,115	2,250
<b>Division Totals</b>			<b><u>105,594</u></b>	<b><u>2,250</u></b>		<b><u>103,344</u></b>	<b><u>2,250</u></b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



# 2020 Budget

# Engineering and Infrastructure Services

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	750	1,050	1,000	1,000	1,000	1,000	-
Licences & Permits	39,640	40,675	35,000	35,000	35,000	35,000	-
Transfer From Reserves	-	-	-	-	-	2,250	2,250
Transfer From Reserve Funds	35,016	50,575	34,400	40,000	40,000	20,000	(20,000)
<b>Total Revenues</b>	<b>75,406</b>	<b>92,300</b>	<b>70,400</b>	<b>76,000</b>	<b>76,000</b>	<b>38,250</b>	<b>(37,750)</b>
<b>Expenses</b>							
Wages and Benefits	621,432	640,877	632,133	684,958	717,412	817,156	99,744
Office Supplies	1,899	3,255	5,000	2,500	2,500	2,500	-
Meeting Expenses	651	427	500	500	500	500	-
Courier & Postage	421	560	1,200	600	600	600	-
Travel Expense	3,154	3,889	5,000	4,000	4,000	4,000	-
Training & Conferences	2,903	8,855	8,700	8,700	8,700	10,200	1,500
Memberships & Subscriptions	1,365	1,908	2,100	2,100	1,600	1,800	200
Telecommunications	3,698	2,882	4,220	4,600	3,550	4,900	1,350
Computer Expense	2,621	2,990	-	2,800	1,200	4,000	2,800
Consulting Services	15,433	10,468	20,000	15,000	15,000	15,000	-
Health & Safety Supplies	206	318	500	500	500	500	-
Tree Services	35,616	50,575	35,000	40,000	40,000	20,000	(20,000)
Vehicle Repairs & Maintenance	-	-	-	-	3,500	3,500	-
Transfer To Reserves	-	700	-	700	4,200	4,200	-
Transfer To Capital	5,802	1,929	7,900	10,950	-	-	-
<b>Total Expenses</b>	<b>695,201</b>	<b>729,632</b>	<b>722,253</b>	<b>777,908</b>	<b>803,262</b>	<b>868,856</b>	<b>65,594</b>
<b>Net Budget</b>	<b>619,795</b>	<b>637,332</b>	<b>651,853</b>	<b>701,908</b>	<b>727,262</b>	<b>830,606</b>	<b>103,344</b>

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Drainage
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**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	2.5	2.5	2.5	1 Drainage Superintendent 1 Assistant Drainage Superintendent 0.5 Administrative Assistant
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595 hours	595 hours	595 hours	1 Student – 17 weeks
TOTAL	2.5 FT plus 595 hours	2.5 FT plus 595 hours	2.5 FT plus 595 hours	

**OBJECTIVES AND RESPONSIBILITIES**

Management of the creation, improvement and upkeep of all Municipal Drains under the Drainage Act of Ontario. Primary responsibilities include receiving and researching drainage requests, correspondence with consultants, conducting site meetings, obtaining permits, initiating drainage board processes under the act, project tendering, and site inspection.

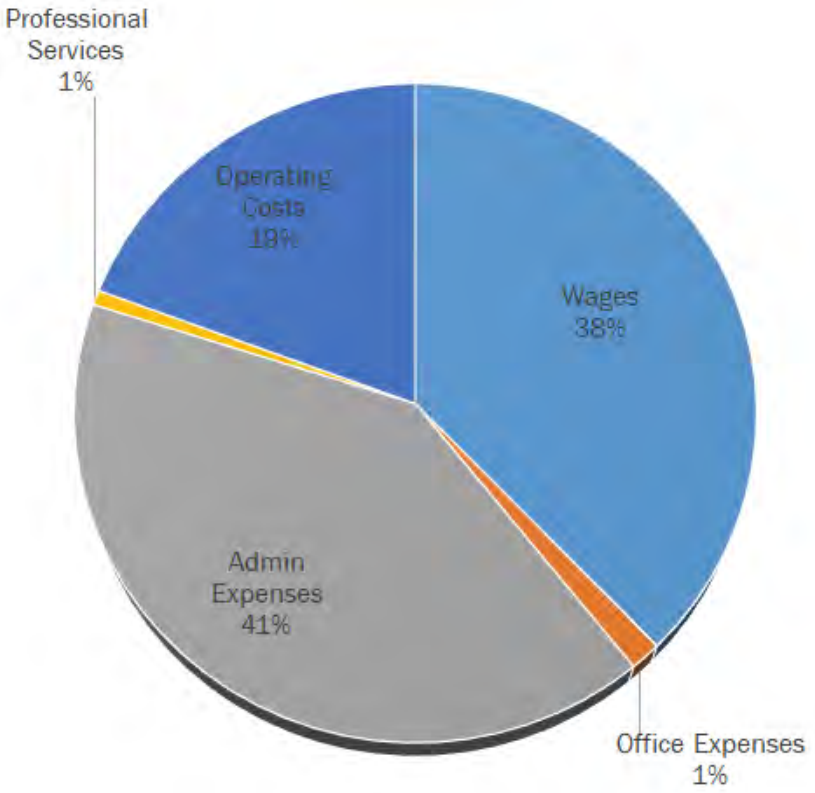
SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Drainage
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**BUDGET HIGHLIGHTS**

- Drainage activity continues to be very active with bridge replacements, bottom cleanout of municipal drains and cutting/spraying of phragmites and cattails.
- Drainage is continuing to complete as many bridge replacements under maintenance, as long as there is a mechanism in the engineers report to do so. Thus saving ratepayers engineering fees.

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	251,839	256,600	261,572
Office Expenses	12,390	9,940	9,940
Admin Expenses	281,440	281,440	281,440
Professional Services	5,000	5,000	5,000
Operating Costs	541,300	659,000	134,000
Total Expenses	1,091,969	1,211,980	691,952
Revenues	(376,280)	(376,280)	(376,280)
Transfers from Reserves		(525,000)	
<b>Net Budget</b>	<b>715,689</b>	<b>310,700</b>	<b>315,672</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2019 Budget		310,700
Less: 2019 One-Time Items	-	
Wage Adjustments	4,972	
Subtotal		4,972
<b>2020 Budget</b>		<b>315,672</b>





Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wages	*		4,972	-	Division salary and wage adjustments	4,972	-
<b>Division Totals</b>			<u><u>4,972</u></u>	<u><u>-</u></u>		<u><u>4,972</u></u>	<u><u>-</u></u>

*\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.*



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Grant Revenue	82,779	102,064	95,340	97,340	97,340	97,340	-
Miscellaneous Revenue	1,722	2,070	-	-	-	-	-
Special Charges On Taxes	318,953	280,620	389,580	278,940	278,940	278,940	-
Transfer From Reserves	-	-	-	-	525,000	-	(525,000)
<b>Total Revenues</b>	<b>403,454</b>	<b>384,754</b>	<b>484,920</b>	<b>376,280</b>	<b>901,280</b>	<b>376,280</b>	<b>(525,000)</b>
<b>Expenses</b>							
Wages and Benefits	247,871	241,872	247,039	251,839	256,600	261,572	4,972
Office Supplies	1,343	260	1,500	700	700	700	-
Courier & Postage	1,552	1,902	3,000	2,500	2,000	2,000	-
Travel Expense	259	410	350	350	350	350	-
Training & Conferences	1,720	2,130	4,900	3,600	3,600	3,600	-
Memberships & Subscriptions	912	528	1,400	1,400	1,200	1,200	-
Telecommunications	2,482	1,333	2,240	2,240	1,890	1,890	-
Computer Expense	47	-	1,000	1,600	200	200	-
Debt Payments	314,105	278,025	389,580	278,940	278,940	278,940	-
Bad Debts & Writeoffs	4	(1)	2,500	2,500	2,500	2,500	-
Consulting Services	5,530	-	5,000	5,000	5,000	5,000	-
Drain Assessments	258,925	326,011	275,000	537,000	655,000	130,000	(525,000)
Vehicle Repairs & Maintenance	3,679	2,542	4,300	4,300	4,000	4,000	-
<b>Total Expenses</b>	<b>838,428</b>	<b>855,013</b>	<b>937,809</b>	<b>1,091,969</b>	<b>1,211,980</b>	<b>691,952</b>	<b>(520,028)</b>
<b>Net Budget</b>	<b>434,974</b>	<b>470,259</b>	<b>452,889</b>	<b>715,689</b>	<b>310,700</b>	<b>315,672</b>	<b>4,972</b>

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Facilities
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**STAFFING**

CATEGORY	2018 BUDGETED	2018 ACTUAL	2019 BUDGETED	COMMENTS
FULL TIME	1.25	1.25	1.25	0.10 Manager of Public Works 0.35 Supervisor of Parks/Facilities/Fleet 0.8 Facilities Maintenance Operator
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	1.25	1.25	1.25	

**OBJECTIVES AND RESPONSIBILITIES**

This budget centre includes the preventative maintenance, repair and safety of all municipal facilities (except for the ATC).

SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Facilities

## BUDGET HIGHLIGHTS

- Included in the Facilities budget for 2020 is a line item for estimated operating costs for the new EIS operations Center of \$44,750.
- Also included is the annual lease and utility costs for additional office space on Notre Dame expected to be \$43,000 annually.
- A reduction in grass cutting line items of \$12,300 is also included to remove reductant line items that are being paid for under other budget centres.

Also included in the 2020 are various capital projects including ;

- Comber Medical Centre concrete repairs \$20,000
- Fire Hall #2 roof repairs and wall sealant \$37,000 (2 projects)
- Fire Station #1 concrete repairs \$12,000
- Fire station #3 and #4 asphalt replacement \$45,000
- Town Hall elevator modernization \$50,000
- Ergonomic office furniture requirements \$30,000
- EIS Operations Centre on Rourke Line \$1,530,700

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	127,819	133,400	134,675
Office Expenses	9,190	8,840	8,240
Professional Services	137,825	112,075	56,775
Program Supplies	15,900	15,350	18,350
Operating Costs	381,130	353,080	428,625
Transfers to Reserves	439,600	1,060,400	1,060,400
Total Expenses	1,111,464	1,683,145	1,707,065
Revenues	(28,100)	(24,100)	(24,100)
Transfers from Reserves	-	(50,000)	-
<b>Net Budget</b>	<b>1,083,364</b>	<b>1,609,045</b>	<b>1,682,965</b>

<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2019 Budget		1,609,045
Less: 2019 One-Time Items	(3,700)	
Wage Adjustments	1,275	
<b>Budget Issues:</b>		
2020-018 Waste Collection	(980)	
2020-021 Janitorial Cleaning	600	
2020-022 Janitorial Services	1,775	
2020-019 Security Services	(500)	
2020-023 Grass Cutting	(12,300)	
2020-017 Rourke Line	44,750	
2020-097 Provision for Office Space	43,000	
Subtotal		73,920
<b>2020 Budget</b>		<b>1,682,965</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		1,275	-	Division salary and wage adjustments	1,275	-
2 Contractual	2020-018	Waste Collection Services	(980)	-	Comber Community Centre is reducing service from 2 times/week to 1 time/week.	(980)	-
3 Contractual	2020-021	Janitorial Cleaning	600	-	Contractual increase in accordance with the Town's current janitorial agreement.	600	-
4 Line Item Increase	2020-022	Janitorial Services - Fire Station Headquarters	1,775	-	To establish a budget for janitorial expenses incurred at the Fire Halls. This line item has been used for a few years, however a budget has never been established to track these costs.	1,775	-
5 Line Item Decrease	2020-019	Security Services for Comber Community	(500)	-	Reduce budget line to be more reflective of historical trends.	(500)	-
6 Line Item Decrease	2020-023	Grass Cutting - to close out this budget line	(12,300)	-	These activities are paid for through other Budget centres and therefore should be removed.	(12,300)	-
7 Service Enhancement	2020-017	Rourke Line - EIS Operations Centre Operating Costs	44,750	-	The new Operations Centre for E.I.S services is scheduled to start operations in mid-spring. The Parks, Facilities and Water Distribution work force will be relocating to this facility. This is a request to set up a budget for facility	44,750	-
8 Service Enhancement	2020-097	Provision for Office Space	43,000	-	Temporary leased space to accommodate Building and Fire Services staff.	43,000	-
<b>Division Totals</b>			<u><u>77,620</u></u>	<u>-</u>		<u><u>77,620</u></u>	<u>-</u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Miscellaneous Revenue	-	-	-	4,000	-	-	-
Rental Income	23,516	23,756	26,600	24,100	24,100	24,100	-
Transfer From Reserves	-	-	-	-	50,000	-	(50,000)
<b>Total Revenues</b>	<b>23,516</b>	<b>23,756</b>	<b>26,600</b>	<b>28,100</b>	<b>74,100</b>	<b>24,100</b>	<b>(50,000)</b>
<b>Expenses</b>							
Wages and Benefits	135,679	95,834	122,019	127,819	133,400	134,675	1,275
Office Supplies	223	195	500	500	500	500	-
Advertising & Promotion	-	178	1,200	500	500	500	-
Training & Conferences	1,255	2,595	2,000	2,000	2,000	2,000	-
Telecommunications	6,378	5,433	9,220	6,190	5,840	7,840	2,000
Consulting Services	160,771	61,056	140,000	75,000	50,000	-	(50,000)
Grounds Maintenance	11,677	17,629	14,800	19,600	18,850	6,550	(12,300)
Winter Control Services	37,314	49,290	44,900	43,225	43,225	50,225	7,000
Health & Safety Supplies	446	476	500	500	500	500	-
Materials & Supplies	14,115	13,027	15,350	13,900	13,350	16,350	3,000
Small Tools & Equipment	1,477	1,167	1,500	1,500	1,500	1,500	-
Facility Maintenance	127,097	149,299	139,600	141,600	116,500	119,575	3,075
Janitorial Services	65,264	68,426	66,000	68,000	76,950	85,550	8,600
Utilities	113,931	113,066	159,300	131,000	118,800	154,800	36,000
Rent Expense	10,685	10,685	10,700	10,700	10,700	33,700	23,000
Property Taxes	1,191	2,534	2,500	2,500	2,500	2,500	-
Security Services	1,470	1,470	2,700	2,700	2,700	2,950	250
Waste Collection	8,436	8,286	9,000	9,180	9,480	8,500	(980)
Fuel & Oil	7,666	4,181	10,350	6,350	6,350	6,350	-
Insurance Premiums	9,106	9,072	8,700	9,100	9,100	12,100	3,000
Transfer To Reserves	327,502	440,558	327,700	404,600	1,060,400	1,060,400	-
Transfer To Capital	-	-	-	35,000	-	-	-
<b>Total Expenses</b>	<b>1,041,681</b>	<b>1,054,457</b>	<b>1,088,539</b>	<b>1,111,464</b>	<b>1,683,145</b>	<b>1,707,065</b>	<b>23,920</b>
<b>Net Budget</b>	<b>1,018,165</b>	<b>1,030,700</b>	<b>1,061,939</b>	<b>1,083,364</b>	<b>1,609,045</b>	<b>1,682,965</b>	<b>73,920</b>



SERVICE AREA: Finance Services	BUDGET CENTRE: Finance
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	12	12	13	1 Director of Finance 1 Manager of Accounting 1 Manager of Financial Analysis 1 Supervisor of Revenue 1 Supervisor of Accounting 1 Assistant Tax Collector 2 Accounting Clerks 3 Billing and Collection Clerks* 1 Finance Services Clerk 1 Purchasing Agent (New)
STUDENTS	0	0	0	
TOTAL	12	12	13	*Note – Billing and Collecting clerks provide water and wastewater services and 75% of wages are allocated to those budget centres.

## OBJECTIVES AND RESPONSIBILITIES

Finance Services is responsible for customer service related to the billing and collection of all property tax, accounts receivable, water and wastewater accounts. Other services include accounts payable, payroll, cash management, investments, grant claims, general ledger account reconciliations and balancing, financial statement preparation, statutory reporting and budgeting. This service area is also responsible for budget monitoring as well as asset inventory and management coordination and financial analysis support. This area is also responsible for procurement practices for the Town. This function is currently delegated to the Director of Finance.



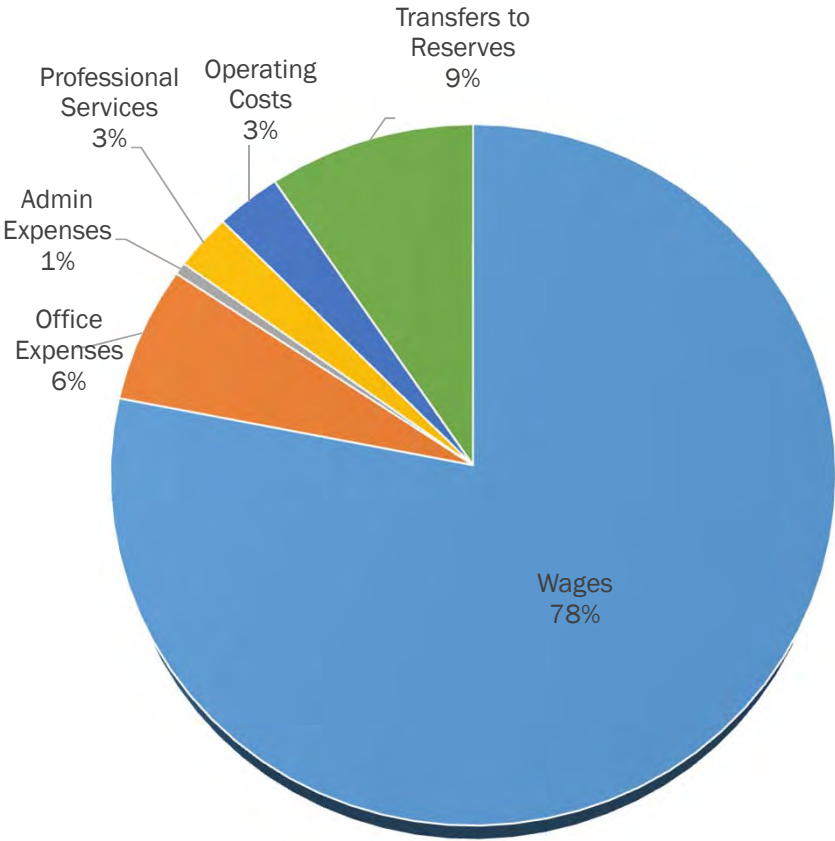
SERVICE AREA: Finance Services

BUDGET CENTRE: Finance

**BUDGET HIGHLIGHTS**

- In 2019 Council approved the conversion of an Accounting Clerk to a Supervisor of Accounting. This position is being annualized in the wage line along with other 2020 salary adjustments
- The request for a Purchasing Agent is also included in the wage line item. This position is imperative to establish a centralized purchasing function that will oversee purchasing methods for each Department. With the implementation of Bids and Tenders and to ensure consistency within the Town's procurement processes, this individual will plan, organize, maintain and oversee all buying functions of the Town. This position will follow procurement best practices to ensure best value for the Town.
- As part of the capital requests for 2020 is the purchase of a new accounting / human resources system. The current system is over 20 years old and not capable of manipulating data to provide for a better customer service experience. Residents are demanding on-line access to tax and water bills as well as electronic payment for vendors. The current system does not allow for this functionality.
- Additionally, the Town does not currently have a system to maintain employee records. Most of the data is maintained on spreadsheets and required manual manipulation to update. This is very inefficient and time consuming. It also lends itself to a higher degree of human error.

<u>Expenses</u>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Wages	974,744	978,928	1,120,679
Office Expenses	87,490	87,490	90,440
Admin Expenses	8,200	8,200	8,200
Professional Services	60,700	89,600	37,600
Operating Costs	36,000	42,800	42,800
Transfers to Reserves	135,800	135,800	135,800
<b>Total Expenses</b>	<b>1,302,934</b>	<b>1,342,818</b>	<b>1,435,519</b>
Revenues	(915,000)	(1,246,000)	(1,446,000)
Transfers from Reserves	-	(52,000)	(2,050)
<b>Net Budget</b>	<b>387,934</b>	<b>44,818</b>	<b>(12,531)</b>



<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2019 Budget		44,818
Less: 2019 One-Time Items	-	
Wage Adjustments	17,911	
<u>Budget Issues:</u>		
2020-049 Purchasing Coordinator	94,599	
2020-080 Accounting Supervisor	30,141	
2020-113 Interest Revenue	(200,000)	
Subtotal		(57,349)
<b>2020 Budget</b>		<b>(12,531)</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustment *			17,911	-	Division salary and wage adjustments	17,911	-
2 Annualization	2020-080	Accounting Supervisor Position Conversion	30,141	-	As approved at Council's June 10, 2019 meeting, an existing Accounting Clerk position was converted to the new position of Accounting Supervisor to supervise the remaining Accounting Clerks and perform complex, technical tasks such as cash flow projections, investment initiatives and various reconciliations.  2020's budget request arises from the annual cost differential between an Accounting Clerk and the newly approved Accounting Supervisor position.	30,141	-
3 Line Item Increase	2020-113	Interest Revenue	(200,000)	-	Adjustment being made to align budget with actual historical interest income.	(200,000)	-
4 Service Enhancement	2020-049	Purchasing Agent	96,649	2,050	The Purchasing Agent will be responsible for providing full cycle procurement services Town wide in a professional and efficient manner. This position will monitor risk for the Town and identify any opportunities for cooperative group buying partnerships to maximize efficiencies. Currently each department is responsible for acquiring goods and services through their our tendering process in accordance with the Purchasing By-Law. The Town is not taking advantage of any group buying opportunities with other local municipality or provincial agencies that we have access to.  The Purchasing Agent functions which include reviewing tender documents, providing assistance to departments on the appropriate tendering process and assisting with tender openings, is assigned to the Director of Finance. This is an inefficient process as the Director of Finance is not able to dedicate the required time to ensure compliance with the by-law and with current trade agreements. In 2019 the Town launched the first phase of electronic tendering. In 2020 the second phase will be launched. In order to ensure the success of this program and to ensure consistency throughout the corporation with purchasing methods and processes, it is being recommended that a Purchasing Agent position be established.	94,599	2,050
<b>Division Totals</b>			<u><b>(55,299)</b></u>	<u><b>2,050</b></u>		<u><b>(57,349)</b></u>	<u><b>2,050</b></u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	182,338	105,410	62,000	70,000	185,000	185,000	-
Recovery of Staff	634,000	717,000	634,000	622,000	737,000	737,000	-
Miscellaneous Revenue	42,784	271,541	16,000	16,000	16,000	16,000	-
Interest Revenue	346,676	625,274	191,380	202,000	303,000	503,000	200,000
Debenture Revenue	1,377	1,404	5,000	5,000	5,000	5,000	-
Transfer From Reserves	50,153	-	58,600	-	52,000	2,050	(49,950)
<b>Total Revenues</b>	<b>1,257,328</b>	<b>1,720,629</b>	<b>966,980</b>	<b>915,000</b>	<b>1,298,000</b>	<b>1,448,050</b>	<b>150,050</b>
<b>Expenses</b>							
Wages and Benefits	930,262	895,582	933,340	974,744	978,928	1,120,679	141,751
Office Supplies	13,732	23,689	14,100	15,500	15,500	15,500	-
Advertising & Promotion	132	78	500	500	500	500	-
Meeting Expenses	130	-	500	500	500	500	-
Courier & Postage	44,566	45,625	47,000	47,000	47,000	47,000	-
Travel Expense	616	1,177	2,400	2,400	2,400	2,400	-
Training & Conferences	2,626	11,077	13,070	13,070	13,070	13,070	-
Memberships & Subscriptions	4,799	4,137	5,700	5,700	5,700	5,700	-
Telecommunications	2,975	5,435	2,820	2,820	2,820	2,820	-
Computer Expense	-	-	-	-	-	2,950	2,950
Bank Charges	6,786	8,981	8,100	7,100	7,100	7,100	-
Bad Debts & Writeoffs	566	-	-	1,000	1,000	1,000	-
Cash Over/Short	(93)	34	100	100	100	100	-
Consulting Services	59,317	2,353	68,600	35,000	62,000	10,000	(52,000)
Audit Fee	19,996	20,301	20,200	20,700	22,600	22,600	-
Outside Printing	1,255	3,194	1,300	5,000	5,000	5,000	-
Security Services	-	-	-	-	6,800	6,800	-
Equipment Rental	33,315	25,581	33,032	36,000	36,000	36,000	-

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Transfer To Reserves	237,602	312,543	115,300	135,800	135,800	135,800	-
<b>Total Expenses</b>	<b>1,358,580</b>	<b>1,359,787</b>	<b>1,266,062</b>	<b>1,302,934</b>	<b>1,342,818</b>	<b>1,435,519</b>	<b>92,701</b>
<b>Net Budget</b>	<b>101,252</b>	<b>(360,843)</b>	<b>299,082</b>	<b>387,934</b>	<b>44,818</b>	<b>(12,531)</b>	<b>(57,349)</b>

SERVICE AREA: Finance Services	BUDGET CENTRE: Information Technology
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**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	5	5	5	1 Manager of Information Technology 2 GIS Technicians 2 IT Technical Analysts
STUDENTS	0	0	0	
TOTAL	5	5	5	

**OBJECTIVES AND RESPONSIBILITIES**

All information technology, GIS support and related services are supplied to all Town operating areas. This service area has traditionally been included in the budget for Finance.

**BUDGET HIGHLIGHTS**

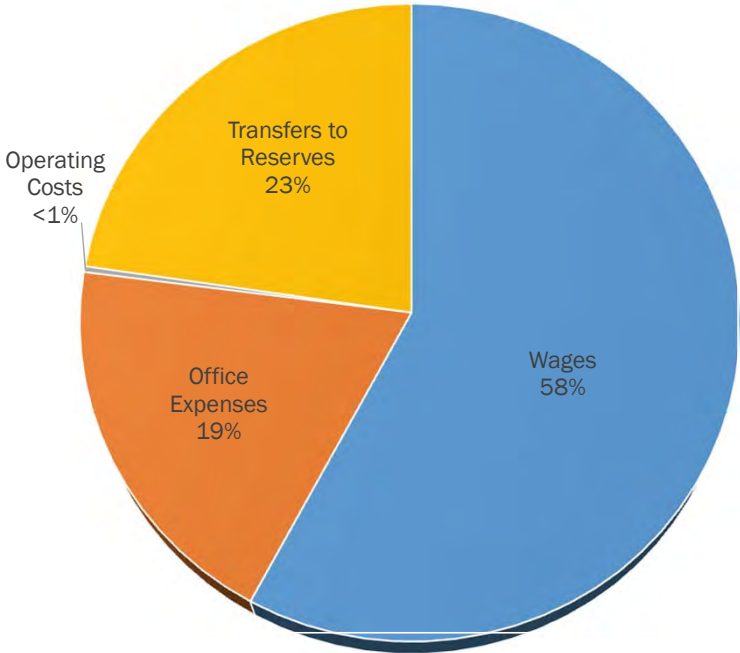
- A onetime adjustment for server upgrades in 2019 has been removed for 2020. No other changes are requested for 2020
- The annual lifecycle replacement of computers is included as part of the capital budget.

**Summary**

	2018 Budget	2019 Budget	2020 Budget
Wages	394,663	468,872	488,254
Office Expenses	219,600	232,200	162,200
Operating Costs	2,500	2,500	2,500
Transfers to Reserves	99,400	191,300	191,300
Total Expenses	716,163	894,872	844,254
Transfers from Reserves	(65,000)	(70,000)	-
<b>Net Budget</b>	<b>651,163</b>	<b>824,872</b>	<b>844,254</b>

**Summary of Budget Changes**

	Change	Balance
2019 Budget		824,872
Less: 2019 One-Time Items	22,300	
Wage Adjustments	(2,918)	
Subtotal		19,382
<b>2020 Budget</b>		<b>844,254</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wages	*		(2,918)	-	Division salary and wage adjustments	(2,918)	-
<b>Division Totals</b>			<u><u>(2,918)</u></u>	<u><u>-</u></u>		<u><u>(2,918)</u></u>	<u><u>-</u></u>

*\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.*



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Transfer From Reserves	-	22,100	18,000	65,000	70,000	-	(70,000)
<b>Total Revenues</b>	<b>-</b>	<b>22,100</b>	<b>18,000</b>	<b>65,000</b>	<b>70,000</b>	<b>-</b>	<b>(70,000)</b>
<b>Expenses</b>							
Wages and Benefits	375,074	387,815	373,367	394,663	468,872	488,254	19,382
Training & Conferences	260	2,036	5,000	5,000	5,000	5,000	-
Telecommunications	32,205	32,167	29,520	33,000	33,000	33,000	-
Computer Expense	115,808	119,129	132,840	181,600	194,200	124,200	(70,000)
Equipment Repairs & Maintenance	1,655	2,274	2,500	2,500	2,500	2,500	-
Transfer To Reserves	175,900	99,400	175,900	99,400	191,300	191,300	-
Transfer To Capital	4,962	-	18,000	-	-	-	-
<b>Total Expenses</b>	<b>705,864</b>	<b>642,822</b>	<b>737,127</b>	<b>716,163</b>	<b>894,872</b>	<b>844,254</b>	<b>(50,618)</b>
<b>Net Budget</b>	<b>705,864</b>	<b>620,722</b>	<b>719,127</b>	<b>651,163</b>	<b>824,872</b>	<b>844,254</b>	<b>19,382</b>

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Solid Waste
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**STAFFING**

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	0.05	0.05	0.05	Management of contracted services for garbage collection and disposal.
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0.05	0.05	0.05	

**OBJECTIVES AND RESPONSIBILITIES**

This budget centre includes management of the collection and disposal of waste generated by households and businesses.

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Solid Waste
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**BUDGET HIGHLIGHTS**

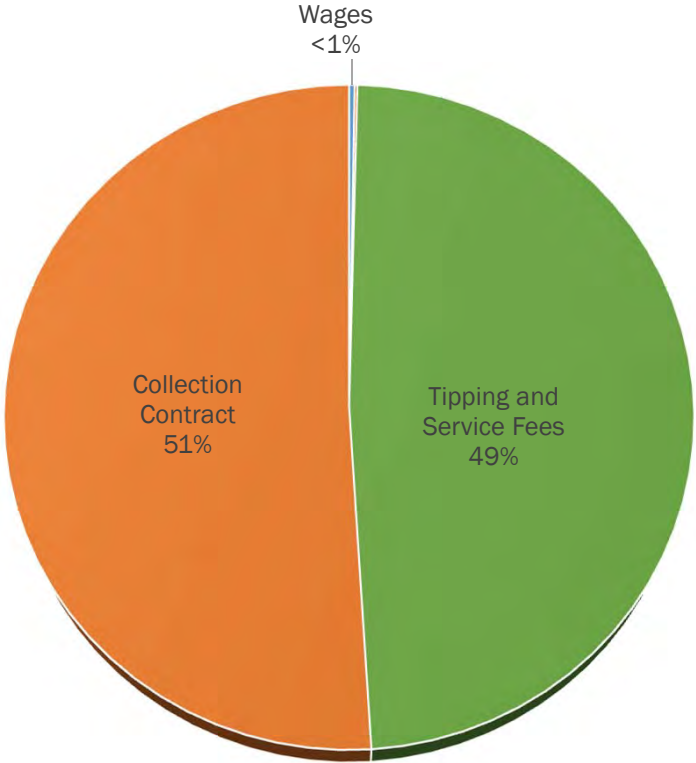
- There is an increase of \$80,500 in the cost for garbage collection in anticipation of the new contract with the current provider and the new accounts that have been added in 2019. Of this amount, \$26,000 in user fee revenue will be collected through a separate charge on the tax bill resulting in a net tax payer cost of \$54,500 in 2020.

**Summary**

	2018 Budget	2019 Budget	2020 Budget
Wages	7,274	6,700	6,817
Office Expenses	3,000	3,000	3,500
Tipping and Service Fees	1,186,400	1,208,000	1,262,000
Collection Contract	1,207,200	1,298,100	1,324,100
Total Expenses	2,403,874	2,515,800	2,596,417
Revenues	(1,202,200)	(1,293,100)	(1,319,100)
<b>Net Budget</b>	<b>1,201,674</b>	<b>1,222,700</b>	<b>1,277,317</b>

**Summary of Budget Changes**

	Change	Balance
2019 Budget		1,222,700
Less: 2019 One-Time Items	-	
Wage Adjustments	117	
<u>Budget Issues:</u>		
2020-053 Garbage Contract Increase	54,500	
Subtotal		54,617
<b>2020 Budget</b>		<b>1,277,317</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments *			117	-	Division salary and wage adjustments	117	-
2 Contractual	2020-053	Estimated garbage collection contract increase	54,500	-	Estimated net cost increase based on the 2019 Essex Windsor Solid Waste Authority Budget. The Town's garbage collection contract requires extension or re-tendering.	54,500	-
<b>Division Totals</b>			<b><u>54,617</u></b>	<b>-</b>		<b><u>54,617</u></b>	<b>-</b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Waste Collection	1,183,642	1,273,780	1,149,098	1,202,200	1,293,100	1,319,100	26,000
<b>Total Revenues</b>	<b>1,183,642</b>	<b>1,273,780</b>	<b>1,149,098</b>	<b>1,202,200</b>	<b>1,293,100</b>	<b>1,319,100</b>	<b>26,000</b>
<b>Expenses</b>							
Wages and Benefits	7,150	7,257	7,174	7,274	6,700	6,817	117
Advertising & Promotion	2,738	3,398	-	3,000	3,000	3,500	500
Service Fees	36,428	36,963	37,000	37,000	37,000	40,000	3,000
Tipping Fees	1,143,239	1,176,120	1,129,000	1,149,400	1,171,000	1,222,000	51,000
Consulting Services	18,906	-	14,000	-	-	-	-
Waste Collection Contract	1,204,666	1,268,428	1,154,098	1,207,200	1,298,100	1,324,100	26,000
<b>Total Expenses</b>	<b>2,413,126</b>	<b>2,492,165</b>	<b>2,341,272</b>	<b>2,403,874</b>	<b>2,515,800</b>	<b>2,596,417</b>	<b>80,617</b>
<b>Net Budget</b>	<b>1,229,484</b>	<b>1,218,386</b>	<b>1,192,174</b>	<b>1,201,674</b>	<b>1,222,700</b>	<b>1,277,317</b>	<b>54,617</b>

SERVICE AREA: Finance Services	BUDGET CENTRE: Corporate Accounts
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	0	0	0	
STUDENTS	0	0	0	
TOTAL	0	0	0	

## OBJECTIVES AND RESPONSIBILITIES

This budget centre captures accounts that are of a corporate nature and not part of any one service area. Included in corporate accounts is the annual tax levy and all tax related revenue accounts. OMPF Funding and Provincial Offences are also included in this budget centre

From an expense perspective, tax related expense accounts such as taxes payable to the County and the School Boards, grants and conservation authority costs are included in this budget centre.

SERVICE AREA: Finance Services

BUDGET CENTRE: Corporate Accounts

**BUDGET HIGHLIGHTS**

- Assessment growth is estimated to provide an additional \$989,000 in taxation revenue. Given the decline in building permit activity for 2019 no changes are being made to other taxation revenue line items. Adjustments were made in 2019 to capture the sustainable revenue trends in these line items.
- Federal Gas Tax Funding and OCIF Funding are being budgeted at 2019 levels as the Town has not received any correspondence to suggest otherwise.
- The Ontario Municipal Partnership Fund (OMPF) annual grant is based on assessment equalization, rural communities and fiscal circumstances. The Ontario base funding for this grant continues to be stepped down and the amount eligible varies annually and is calculated by the Province. A reduction of \$21,900 is anticipated for 2020.
- A line item has been included in the 2020 budget to account for potential wage adjustments resulting from outstanding pay equity reviews, contract negotiations and other unforeseen wage related costs that may materialize in the year. A provision of \$200,000 has been set up for these items.
- Although Final levy demands for ERCA and LTCVA are not yet established preliminary discussions with ERCA suggest an increase in the Town's levy of \$18,255 for 2020. This will bring the annual contribution to \$320,775.
- The projected increase for LTCVA is \$4,435. This will bring the annual contribution to \$131,935.
- Based on information provided by the City of Windsor, Provincial Offences revenue is expected to increase for 2020. Based on the Town's weighted average assessment share in net fines revenue, and an additional \$10,000 is being budgeted for 2020.
- Also included in Corporate Accounts along with the annual grants approved by Council, is the Lakeshore Community Benefit Fund Grant of \$25,500. A budget has been established for 2020 to fund this annual program.
- With the increased emphasis on capital projects over the last few years, to ensure financial sustainability for current and future infrastructure needs, an additional annual transfer to reserves of \$1,979,300 is required. This transfer is included in the transfer to reserve funds line item in corporate accounts.
- Council directive to increase financial support to the Maidstone and Comber Historical Museums.

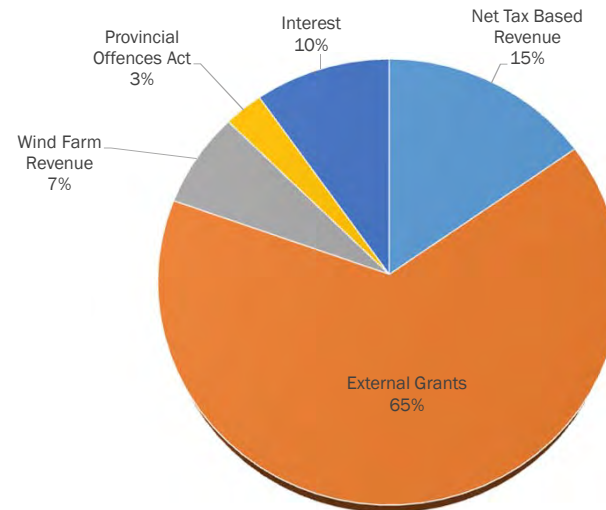
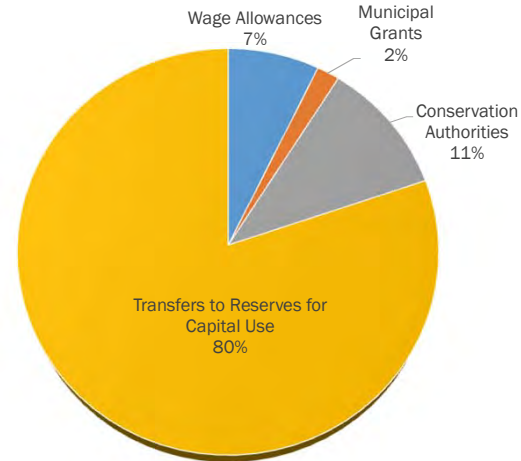


**Summary**

	2018 Budget	2019 Budget	2020 Budget
<b>Tax Levy</b>			
Municipal Tax Levy	28,308,976	30,663,024	33,425,246
County Levy	22,920,758	24,797,195	24,797,195
Education Levy	12,709,452	12,891,209	12,891,209
Less: Remittances	(35,630,210)	(37,688,404)	(37,688,404)
Municipal Portion of Tax Levy	28,308,976	30,663,024	33,425,246
<b>Expenses</b>			
Wage Allowances	103,400	103,400	303,400
Municipal Grants	46,500	46,500	75,000
Conservation Authorities	421,020	430,020	452,710
Transfers to Reserves for Capital Use	2,888,697	3,415,214	3,366,390
	3,459,617	3,995,134	4,197,500
2020 Infrastructure Funding	-	-	1,979,300
Total Expenses	3,459,617	3,995,134	6,176,800
<b>Revenues</b>			
Net Tax Based Revenue	650,000	800,000	865,000
External Grants	3,213,157	3,739,674	3,694,450
Wind Farm Revenue	394,640	394,640	394,640
Provincial Offences Act	150,000	150,000	160,000
Interest	505,000	555,000	555,000
Total Revenue	4,912,797	5,639,314	5,669,090
<b>Net Budget</b>	<b>(29,762,156)</b>	<b>(32,307,204)</b>	<b>(32,917,536)</b>

**Summary of Budget Changes**

	Change	Balance
2019 Budget		(32,307,204)
2020 Non-Growth Related Tax Revenue	(2,762,222)	
Less: 2019 One-Time Items	3,152,250	
<b>Budget Issues:</b>		
2020-015 Provincial Offences	(10,000)	
2020-032 Capital Grants	(3,152,250)	
2020-041 OMPF	21,900	
2020-046 Infrastructure Funding	1,979,300	
2020-064 Wage Adjustment	200,000	
2020-078 Community Benefit Grants	-	
2020-099 Grants In Lieu	(65,000)	
2020-108 ERCA & LTVCA	22,690	
2020-115 Historical Museums	3,000	
Subtotal		(610,332)
<b>2020 Budget</b>		<b>(32,917,536)</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Legislated	2020-041	OMPF Funding	21,900	-	To adjust the budget to reflect the actual payment from the Ministry that will be received in 2020.	21,900	-
2 Legislated	2020-107	ERCA & LTVCA Levies	22,690	-	To reflect estimated increases in the Essex Regional Conservation Authority and Lower Thames Valley Conservation Authority 2020 levies.	22,690	-
3 Contractual	2020-064	Provision for Wage Adjustments	200,000	-	To provide an allowance for estimated costs from contract renewals.	200,000	-
4 Line Item Increase	2020-078	Community Benefit Fund Grant	25,500	-	To establish a budget for the Community Benefit Fund Grant, to be offset from the Wind Turbine Revenue transferred to the Community Benefit Reserve fund.	-	25,500
5 Line Item Increase	2020-115	Historical Museums	3,000	-	Council directive to increase financial support provided to Maidstone and Comber historical museums by \$1,500 each.	3,000	-
6 Revenue Increase	2020-015	Provincial Offences Revenue	(10,000)	-	Based on a mutual agreement with the City of Windsor, all enforcement fines under the Provincial Offences Act are collected through the Courts and the Provincial Offences office of the City of Windsor. Net Fines revenue collected is distributed to the lower tier municipalities based on the weighted average assessment of each municipality.	(10,000)	-
7 Revenue Increase	2020-099	Grants in Lieu	(65,000)	-	To adjust the grants in lieu account for the actual taxes to be collected on the Denis St. Pierre Wastewater treatment facility and the Lakeview Dr. Water Treatment facility.	(65,000)	-
8 Revenue Increase	2020-032	Federal and Provincial Capital Funding	(3,152,250)	(3,152,250)	To record the Town's expected Federal Gas Tax and Ontario Community Infrastructure Funding (OCIF) contributions for 2020. In accordance with the Town's funding agreements, grant proceeds are transferred to Reserve Funds which can be subsequently drawn upon to fund eligible projects.	-	(3,152,250)

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves																		
8 Service Enhancement	2020-046	Capital Program Funding Enhancements	1,979,300	-	<p>The Town uses Reserves and Reserve Funds to fund its annual capital budget as well as set aside funds for future projects. Each year administration reviews the Town's long-term financial strategy and makes recommendations to increase contributions to reserves in areas which have significant draws in the current or future capital budgets. In aligning with Council's strategic plan, the 2020 Budget is proposing a significant injection of annual capital funding to the Town's roads capital program. In addition, the phased-in financial strategies employed in the 2019 are recommended to be continued to address funding gaps for facilities, storm water, parks and recreation, vehicles and equipment, bridges and culverts and Fire Services.</p> <p>Recommended increases to capital reserve contributions include:</p> <table border="0"> <tr> <td>Roads Lifecycle Reserve</td> <td>500,000</td> </tr> <tr> <td>Gravel Road Conversion Reserve</td> <td>500,000</td> </tr> <tr> <td>Facilities - New Reserve</td> <td>300,000</td> </tr> <tr> <td>Storm Water Reserve</td> <td>325,000</td> </tr> <tr> <td>Fire Services Reserve</td> <td>100,000</td> </tr> <tr> <td>Parks Furniture and Fixtures Reserve</td> <td>100,000</td> </tr> <tr> <td>Playground Equipment Reserve</td> <td>81,000</td> </tr> <tr> <td>Bridges and Culverts Reserve</td> <td>73,300</td> </tr> <tr> <td></td> <td><u>1,979,300</u></td> </tr> </table>	Roads Lifecycle Reserve	500,000	Gravel Road Conversion Reserve	500,000	Facilities - New Reserve	300,000	Storm Water Reserve	325,000	Fire Services Reserve	100,000	Parks Furniture and Fixtures Reserve	100,000	Playground Equipment Reserve	81,000	Bridges and Culverts Reserve	73,300		<u>1,979,300</u>	1,979,300	-
Roads Lifecycle Reserve	500,000																								
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Bridges and Culverts Reserve	73,300																								
	<u>1,979,300</u>																								
<b>Division Totals</b>			<u>(977,860)</u>	<u>(3,152,250)</u>		<u>2,148,890</u>	<u>(3,126,750)</u>																		



	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Municipal Levy	26,715,685	28,309,051	26,715,685	28,308,976	30,663,024	33,425,246	2,762,222
Education Levy	12,680,855	12,709,452	12,680,855	12,709,452	12,891,209	12,891,209	-
Education Levy Remittance	(12,680,855)	(12,709,452)	(12,680,855)	(12,709,452)	(12,891,209)	(12,891,209)	-
County Levy	21,300,358	22,920,758	21,300,358	22,920,758	24,797,195	24,797,195	-
County Levy Remittance	(21,300,358)	(22,920,758)	(21,300,358)	(22,920,758)	(24,797,195)	(24,797,195)	-
	<b>26,715,685</b>	<b>28,309,051</b>	<b>26,715,685</b>	<b>28,308,976</b>	<b>30,663,024</b>	<b>33,425,246</b>	<b>2,762,222</b>
Interest Revenue	546,240	604,105	505,000	505,000	555,000	555,000	-
Payments in Lieu	331,383	335,308	300,000	300,000	300,000	365,000	65,000
Provincial Offences	153,808	147,796	201,000	150,000	150,000	160,000	10,000
Supplementary Tax	695,703	1,133,261	400,000	550,000	700,000	700,000	-
	<b>1,727,133</b>	<b>2,220,470</b>	<b>1,406,000</b>	<b>1,505,000</b>	<b>1,705,000</b>	<b>1,780,000</b>	<b>75,000</b>
Wind Farm Revenue	2,258,321	395,255	195,000	394,640	394,640	394,640	-
Transfer To Community Benefit Reserve	(1,853,129)	(237,490)	(40,000)	(239,640)	(239,640)	(214,140)	25,500
	<b>405,192</b>	<b>157,765</b>	<b>155,000</b>	<b>155,000</b>	<b>155,000</b>	<b>180,500</b>	<b>25,500</b>
Cannabis Implementation	-	-	-	-	23,300	-	(23,300)
Federal Gas Tax	1,680,493	1,762,667	1,680,493	1,760,517	1,777,024	1,777,000	(24)
OCIF Grant	895,243	1,168,785	626,421	888,540	1,375,250	1,375,250	-
OMPF	600,300	564,100	600,300	564,100	564,100	542,200	(21,900)
Transfer To Reserve Funds	(2,575,736)	(2,931,452)	(2,306,914)	(2,649,057)	(3,175,574)	(3,152,250)	23,324
	<b>600,300</b>	<b>564,100</b>	<b>600,300</b>	<b>564,100</b>	<b>564,100</b>	<b>542,200</b>	<b>(21,900)</b>
<b>Total Revenues</b>	<b>29,448,311</b>	<b>31,251,386</b>	<b>28,876,985</b>	<b>30,533,076</b>	<b>33,087,124</b>	<b>35,927,946</b>	<b>2,840,822</b>

# 2020 Budget

# Corporate Accounts

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Expenses</b>							
Allowance for Wage Increases	-	-	-	-	-	200,000	200,000
Retiree Benefits	70,706	74,427	63,200	103,400	103,400	103,400	-
Municipal Tax Write Offs	102,121	74,509	200,000	200,000	200,000	200,000	-
Bad Debts & Other Writeoffs	-	-	2,000	-	-	-	-
Conservation Authorities Levies	396,250	416,834	402,814	421,020	430,020	452,710	22,690
	<b>569,077</b>	<b>565,770</b>	<b>668,014</b>	<b>724,420</b>	<b>733,420</b>	<b>956,110</b>	<b>222,690</b>
DC Discounts and Exemptions	35,335	(19,392)	50,000	-	-	-	-
Grants & Subsidies	2,000	2,000	2,000	2,000	2,000	27,500	25,500
Comber Historical Museum Grant	10,000	10,000	10,000	10,000	10,000	11,500	1,500
Maidstone Historical Museum Grant	10,000	10,000	10,000	10,000	10,000	11,500	1,500
Club De L'Age Grant	11,320	11,320	11,320	11,320	11,320	11,320	-
Good Neighbour Grant	12,677	12,677	13,180	13,180	13,180	13,180	-
	<b>81,332</b>	<b>26,605</b>	<b>96,500</b>	<b>46,500</b>	<b>46,500</b>	<b>75,000</b>	<b>28,500</b>
2020 Infrastructure Funding	-	-	-	-	-	1,979,300	1,979,300
<b>Total Expenses</b>	<b>650,409</b>	<b>592,374</b>	<b>764,514</b>	<b>770,920</b>	<b>779,920</b>	<b>3,010,410</b>	<b>2,230,490</b>
<b>Net Budget</b>	<b>(28,797,902)</b>	<b>(30,659,012)</b>	<b>(28,112,471)</b>	<b>(29,762,156)</b>	<b>(32,307,204)</b>	<b>(32,917,536)</b>	<b>(610,332)</b>

SERVICE AREA: Engineering and Infrastructure Services	BUDGET CENTRE: Water
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## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	21.05	21.05	24.05	0.65 Manager of Environmental Services 1 Supervisor of Water Operations 2 Working Foremen 16 Water Operators (3 new) 1 Water Quality Compliance Operator 1 Locate Technician 2.4 Billing & Collecting Clerks
PART-TIME/SEASONAL/TEMPORARY	1248 hours	1248 hours	1248 hours	1 Administrative Assistant
STUDENTS	1440 hours	1440 hours	2160 hours	2 Students - 18 weeks (1 New)
TOTAL	21.05 FT plus 2668 hours	21.05 FT plus 2668 hours	24.05FTplus 3408 hours	

## OBJECTIVES AND RESPONSIBILITIES

The overall responsibility of the Water Division is to ensure the treatment, storage and distribution of safe, reliable drinking water which meets or exceeds Provincial quality standards. The division oversees responsibility of the Town's Drinking Water Quality Management System (DWQMS) in addition to the operation and maintenance of two water treatment plants, four water distribution systems, two water towers and two reservoir and pumping stations.

SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Water

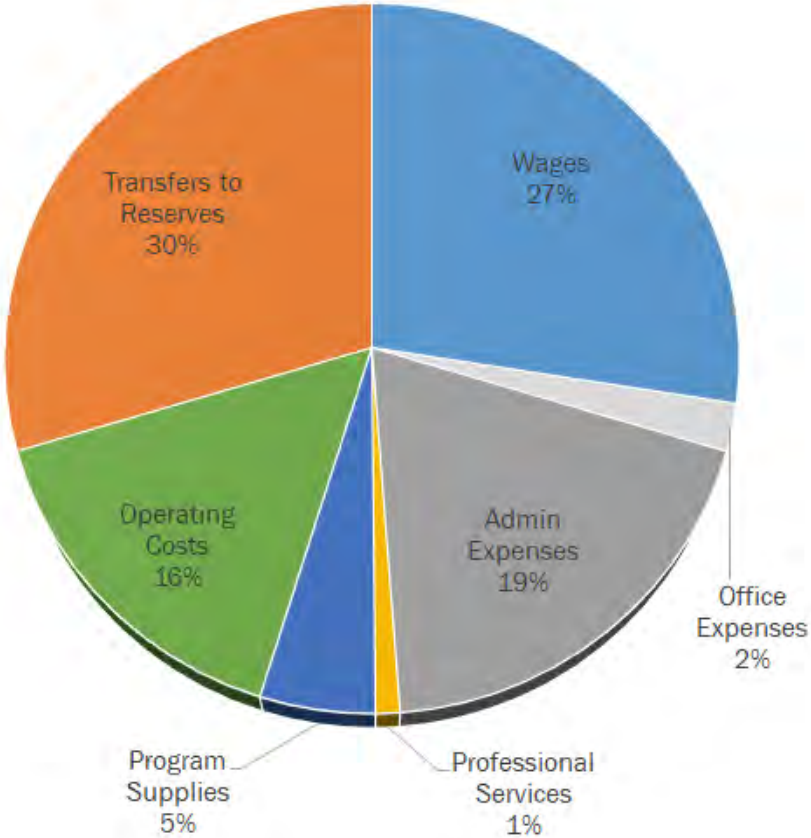
**BUDGET HIGHLIGHTS**

- In accordance with the 2018 Rate Study, a consumption rate increase from \$1.50 to \$1.52 per cubic metre and a basic charge rate increase from \$20.21 to \$20.41 per month is recommended. This would result in an annual increase of \$7.00 to the average household.
- A slight Increases in consumption revenue of \$41,000 and basic charges of \$39,000 are also included in the 2020 budget to account for consumption trends and new accounts added in the year. This is inclusive of the proposed rate increase.
- Also included in the 2020 budget is a request for 3 Water Operators and a student to address the on-going staffing issues that have been challenging this department for the last few years. The Water Department is supplementing Water Distribution Operators to complete locates, this is harmful to water operations as it is leaving the water distribution operations short-handed.

Proposed major capital projects for 2020 include;

- Stoney point Water clarifier rehab \$400,000
- Mill Street Watermain \$300,000
- An enhanced water meter replacement program \$580,000
- Railway Ave. Watermain Improvements \$200,000
- Strong Rd. Watermain replacement \$150,000

	2018 Budget	2019 Budget	2020 Budget
<b>Summary</b>			
Wages	2,270,155	2,329,055	2,633,845
Office Expenses	198,800	203,100	208,300
Admin Expenses	1,822,686	1,830,686	1,830,686
Professional Services	149,000	134,200	99,200
Program Supplies	480,900.00	472,900	472,900
Operating Costs	1,450,300	1,464,000	1,488,300
Transfers to Reserves	2,212,154	3,112,355	2,840,664
Total Expenses	8,583,995	9,546,296	9,573,895
Revenues	(8,583,995)	(9,493,895)	(9,573,895)
Transfers from Reserves	-	(52,401)	-
<b>Net Budget</b>	-	-	-



Summary of Budget Changes	Change	Balance
2019 Budget		-
Less: 2019 One-Time Items	-	
Net Reserve Adjustment	(252,890)	
Wage Adjustments	(23,692)	
<b>Budget Issues:</b>		
2020-054 Distribution Staffing	220,538	
2020-055 Meter Reading Contract	(5,000)	
2020-056 Treatment Staffing	112,744	
2020-057 Purification	(20,700)	
2020-079 Tablets	4,000	
2020-099 Grants in Lieu	45,000	
2020-105 Rate Increases	(80,000)	
Subtotal	-	
<b>2020 Budget</b>	-	



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		(23,692)	-	Division salary and wage adjustments	(23,692)	-
2 Service Enhancement	2020-054	Increase in Water Distribution Staffing	220,538	-	<p>Increase in Water Distribution Staffing</p> <p>The Water Department is supplementing Water Distribution Operators to complete locates, this is harmful to water operations as it is leaving the water distribution operations short-handed. This causes delays in service to residents and neglect of legislated maintenance to water infrastructure such as water valves and fire hydrants. The lack of staffing in the water distribution department not only has negative impacts to legislative requirements but also contributes to staff burnout, poor morale and potential costs incurred from injuries, disability and WSIB claims.</p>	220,538	-
3 Line Item Decrease	2020-055	Meter Reading Contract	(5,000)	(5,000)	As water meters are replaced with AMR style, less meters are required to be manually read.	(5,000)	-
4 Service Enhancement	2020-056	Increase in Water Treatment Staffing	112,744	-	<p>Water compliance is an important role in the Water Division that helps the Town to remain compliant with provincial legislation and regulations. When combined with Ministry of Environment, Conservation and Parks (MECP) inspections, DWQMS requirements, staff training requirements, and internal/external audits there is a considerable need to make Water Compliance a full-time position.</p> <p>The implications of creating a full time position in Water Compliance is that it creates a gap in staffing Water Treatment Operations. To fill this gap, Environmental Services is recommending that a full-time Water Treatment Operator be added to the Environmental Services Department. An additional Treatment Operator will also improve the Operator's on-call schedule rotation from every three weeks to every four. This change to the on-call rotation will drastically improve staff morale and assist in keeping a full staffing compliment during peak vacation season.</p>	112,744	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
5 Line Item Decrease	2020-057	Purification for water treatment	(20,700)		Reviewed historical averages	(20,700)	-
6 Service Enhancement	2020-079	Tablets for Electronic Logbooks	4,000	4,000	Carry Forward unspent expense from 2019	4,000	-
7 Revenue Increase	2020-099	Grants in Lieu	45,000	-	To adjust the grants in lieu account for the actual taxes to be collectd on the Denis St. Pierre Wastewater Treatment facility and the Lakeview Dr. Water Treatment Facility.	45,000	
8 Revenue Increase	2020-105	Water consumption and basic charge rate increases	(80,000)	-	Water consumption and basic charge rate increases Increase in water volume rate from \$1.50 per cubic metre to \$1.52 per cubic metre and increase in water fixed charge rate from \$20.21 per month to \$20.41 per month. These rate changes form part of the long-term, phased-in financial strategy devised in the 2018 Rate Study. These rate increases are primarily driven by future capital needs. It is estimated approximately \$46 million in capital costs are expected to be incurred from 2020 to 2028 and while a substantial component of these costs can be funded through development charges, a significant cost will still be incurred by existing rate payers. It is recommended that Council continue to support Administration's phased-in financial strategy to avoid large, single-year rate increases, delayed capital projects and potentially inordinate future debt.	(80,000)	-
<b>Division Totals</b>			<u><b>276,582</b></u>	<u><b>(1,000)</b></u>		<u><b>276,582</b></u>	<u><b>-</b></u>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
User Fee Revenue	148,601	123,877	75,150	95,950	95,950	95,950	-
Recovery of Staff	160,000	141,000	100,000	141,000	156,000	156,000	-
Grant Revenue	3,842	580	-	-	-	-	-
Miscellaneous Revenue	46,303	165,889	35,000	41,000	41,000	41,000	-
Interest Revenue	101,524	110,842	89,000	95,000	95,000	95,000	-
Watermain Revenue	23,723	23,723	23,723	23,723	23,723	23,723	-
Meter Sales	94,438	80,482	50,000	65,000	95,000	95,000	-
Consumption Charge	5,120,484	5,315,879	4,593,150	4,622,750	5,308,950	5,349,950	41,000
Basic Charge	3,293,239	3,366,663	3,246,372	3,265,572	3,444,272	3,483,272	39,000
Recovery Of Expense	387,984	204,006	125,000	234,000	234,000	234,000	-
Transfer From Reserve Funds	-	-	-	-	52,401	-	(52,401)
<b>Total Revenues</b>	<b>9,380,138</b>	<b>9,532,941</b>	<b>8,337,395</b>	<b>8,583,995</b>	<b>9,546,296</b>	<b>9,573,895</b>	<b>27,599</b>
<b>Expenses</b>							
Wages and Benefits	2,008,574	2,058,408	2,216,764	2,270,155	2,329,055	2,633,845	304,790
Office Supplies	4,888	3,290	6,000	5,000	5,000	5,000	-
Advertising & Promotion	3,696	2,162	1,000	1,000	1,000	1,000	-
Meeting Expenses	-	16	-	500	500	500	-
Courier & Postage	74,973	80,121	72,700	75,000	75,000	75,000	-
Travel Expense	-	722	2,000	600	600	600	-
Training & Conferences	32,766	30,472	35,000	35,000	35,000	39,500	4,500
Memberships & Subscriptions	6,929	8,079	6,000	7,600	7,600	7,900	300
Telecommunications	46,005	48,484	34,220	48,200	48,200	49,800	1,600
Computer Expense	34,336	34,966	25,900	25,900	30,200	29,000	(1,200)
Administration Fee	385,586	427,411	325,100	435,700	445,700	445,700	-
Bank Charges	3,571	3,173	3,500	3,500	3,500	3,500	-
Debt Payments	1,375,163	1,372,987	1,372,986	1,372,986	1,372,986	1,372,986	-
Bad Debts & Writeoffs	-	470	500	500	500	500	-

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
Development Charges	21,720	(11,260)	-	-	-	-	-
Discounts and Exemptions							
Service Fees	1,080	4,938	10,000	10,000	8,000	8,000	-
Consulting Services	101,016	64,845	115,000	75,000	60,200	30,200	(30,000)
Legal Services	-	-	2,000	2,000	2,000	2,000	-
Winter Control Services	24,118	23,809	27,000	27,000	27,000	27,000	-
Locate Services	2,831	2,616	-	10,000	10,000	10,000	-
Water Meter Reading	29,217	27,742	45,000	35,000	35,000	30,000	(5,000)
Health & Safety Supplies	9,044	7,776	13,000	13,000	13,000	13,000	-
Materials & Supplies	110,743	180,975	129,400	136,900	121,900	121,900	-
Water Purchases Tecumseh	24,591	26,007	20,450	26,000	26,000	26,000	-
Water Purchases	297,874	292,666	299,000	305,000	312,000	312,000	-
Facility Maintenance	33,194	37,429	20,000	23,000	23,000	23,000	-
Janitorial Services	7,424	7,783	9,772	9,200	11,800	11,800	-
Utilities	416,686	387,176	436,500	410,000	385,900	385,900	-
Property Taxes	31,737	32,706	45,000	45,000	45,000	90,000	45,000
Security Services	7,170	2,888	3,200	3,200	3,200	3,200	-
Fuel & Oil	56,855	64,160	61,000	61,000	61,000	61,000	-
Equipment Rental	11,958	2,810	5,000	2,400	2,400	2,400	-
Insurance Premiums	89,865	89,105	110,500	85,500	85,500	85,500	-
Water Purification Chemicals	204,808	195,957	165,000	200,000	233,200	212,500	(20,700)
Water Sample Testing	38,968	33,584	25,000	53,000	53,000	53,000	-
Water Meters	219,233	31,566	290,000	10,000	10,000	10,000	-
Installations	55,173	63,882	37,500	37,500	37,500	37,500	-
System Repairs & Maintenance	435,660	347,000	461,500	475,000	477,000	477,000	-
Vehicle Repairs & Maintenance	35,401	8,235	35,500	35,500	35,500	35,500	-
Transfer To Reserve Funds	246,705	2,230,612	(126,597)	2,212,154	3,112,355	2,840,664	(271,691)
Transfer To Capital	1,586,573	19,854	1,996,000	-	-	-	-
<b>Total Expenses</b>	<b>8,076,131</b>	<b>8,245,624</b>	<b>8,337,395</b>	<b>8,583,995</b>	<b>9,546,296</b>	<b>9,573,895</b>	<b>27,599</b>
<b>Net Budget</b>	<b>(1,304,007)</b>	<b>(1,287,317)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Wastewater

## STAFFING

CATEGORY	2019 BUDGETED	2019 ACTUAL	2020 BUDGETED	COMMENTS
FULL TIME	0.3	0.3	0.3	Operated by OCWA under contract. Town staff provide administrative support and the Environmental Services division administers the contract
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0.3FT	0.3 FT	0.3 FT	

## OBJECTIVES AND RESPONSIBILITIES

The Town is responsible to ensure that wastewater is properly treated before it is released into the environment. The Town's wastewater treatment and pumping systems are operated by the Ontario Clean Water Agency (OCWA) on behalf of the municipality. Currently the Town is serviced by five wastewater treatment and collection systems.

SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Wastewater

**BUDGET HIGHLIGHTS**

- In accordance with the Town's rate study, a consumption rate increase from \$1.45 to \$1.52 per cubic metre and a basic charge rate increase from \$16.45 to \$18.71 per month to generate an additional annual revenue of \$109,900 and \$279,600 respectively is recommended. This would result in an annual increase of \$36.00 to the average household. The sharp increase in the basic charge is to make up for the shortfall from the rate reduction in 2019.
- OCWA fees are increasing in 2020 as per the contract. A budget adjustment for \$207,700 is included in the 2020 budget for this increase.
- System maintenance and repairs are also increasing given the aging infrastructure. A total of \$311,200 is proposed for 2020 to reflect actual costs.
- Additional property tax costs (grants in lieu) of \$20,000 annually resulting for an assessment increase in both the Belle River Water Treatment plant and the Denis St. Pierre plant is also included in the budget for 2020

Proposed capital projects for 2020 include;

- Denis St. Pierre Expansion and Design \$2,200,000
- Septic Tank Replacements in the South Woodslee collection system  
\$24,000
- An additional \$990,000 capital repair and maintenance needs

**Summary**

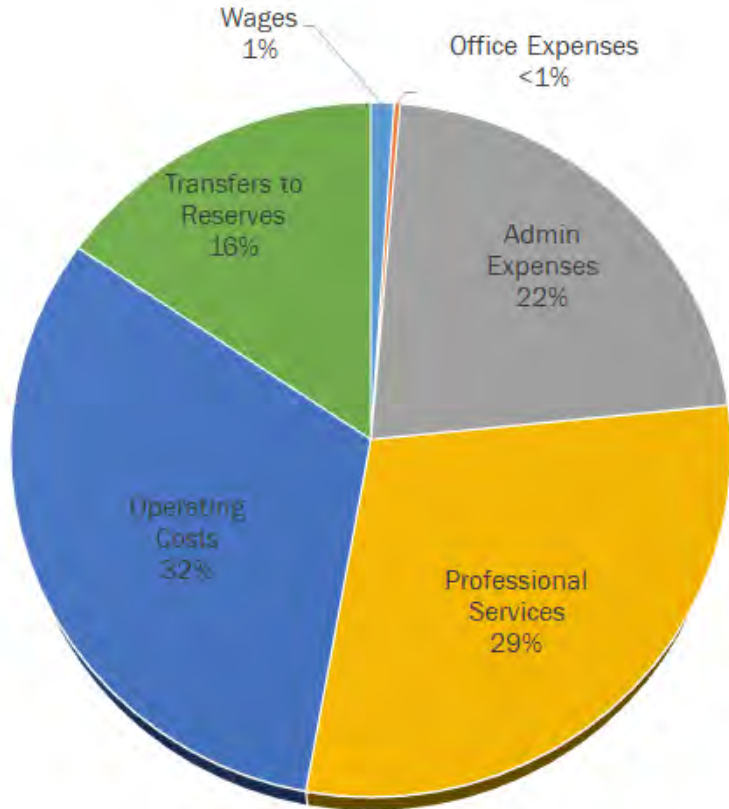
	2018 Budget	2019 Budget	2020 Budget
Wages	109,502	64,002	64,986
Office Expenses	17,150	17,150	17,150
Admin Expenses	1,682,800	1,348,526	1,348,526
Professional Services	1,515,000	1,841,600	1,795,900
Operating Costs	1,867,800	1,805,600	1,936,800
Transfers to Reserves	1,946,942	1,097,716	947,332
<b>Total Expenses</b>	<b>7,139,194</b>	<b>6,174,594</b>	<b>6,110,694</b>
Revenues	(5,034,294)	(5,721,194)	(6,110,694)
Transfers from Reserves	(2,104,900)	(453,400)	-
<b>Net Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of Budget Changes**

	Change	Balance
2019 Budget		-
Less: 2019 One-Time Items	-	
Net Reserve Adjustment	(150,384)	
Wage Adjustments	984	

Budget Issues:

2020-059 OCWA Contract	207,700	
2020-098 System Repairs	311,200	
2020-099 Grants in Lieu	20,000	
2020-106 Rate Increases	(389,500)	
Subtotal		-
<b>2020 Budget</b>		<b>-</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Salary and Wage Adjustments	*		984	-	Division salary and wage adjustments	984	-
2 Contractual	2020-059	OCWA Contract	207,700	-	New OCWA Agreement **Agreement still needs to go to Council	207,700	-
3 Line Item Increase	2020-098	System Repairs and Maintenance	311,200	300,000	Changes to adjust the out-of-scope work from system repairs and maintenance to OCWA budget. Also to adjust for Lagoon treatment costs and I&I.	311,200	-
4 Revenue Increase	2020-099	Grants in Lieu	20,000	-	To adjust the grants in lieu account for the actual taxes to be collectd on the Denis St. Pierre Wastewater Treatment facility and the Lakeview Dr. Water Treatment Facility.	20,000	-
5 Revenue Increase	2020-106	Wastewater Rate Changes	(389,500)	-	Wastewater consumption and basic charge rate increases The 2018 Rate Study made it apparent that there is a large mismatch between the funding generated from Wastewater rates and future financial requirements. Approximately \$52 million in capital funding was recommended between 2019 and 2028 of which about half is expected to be funded from through development charges. The Town is outgrowing its facilities on multiple fronts and there is limited flexibility on how to proceed without stifling growth. The number of residents which pay Wastewater fees to the Town is relatively smaller than the Town's tax or water rate paying base therefore percentage increases make less of a financial impact. In recognition of this financial threat, the 2019 Budget requested a 6% increase to Wastewater rates. With a 5% increase approved and a subsequent low performing year, it is recommended a 8% increase is approved in the 2020 Budget to bring the Town back on track with its funding strategy.	(389,500)	-
<b>Division Totals</b>			<u><b>150,384</b></u>	<u><b>300,000</b></u>		<u><b>150,384</b></u>	<b>-</b>

\* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.





# 2020 Budget

# Wastewater

	2017 Actual	2018 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	\$ Budget Change
<b>Revenues</b>							
Grant Revenue	-	1,695,660	-	-	-	-	-
Miscellaneous Revenue	8,400	10,400	8,725	8,725	8,725	8,725	-
Consumption Charge	3,336,624	3,568,460	3,041,427	3,190,627	3,666,827	3,776,727	109,900
Basic Charge	1,699,501	1,790,207	1,643,072	1,692,172	1,902,872	2,182,472	279,600
Local Improvements	200,633	183,744	144,822	142,770	142,770	142,770	-
Transfer From Reserve Funds	-	2,376,500	387,826	2,104,900	453,400	-	(453,400)
<b>Total Revenues</b>	<b>5,245,158</b>	<b>9,624,971</b>	<b>5,225,872</b>	<b>7,139,194</b>	<b>6,174,594</b>	<b>6,110,694</b>	<b>(63,900)</b>
<b>Expenses</b>							
Wages and Benefits	42,903	68,283	66,002	109,502	64,002	64,986	984
Office Supplies	107	4	-	-	-	-	-
Advertising & Promotion	1,307	2,635	-	500	500	500	-
Telecommunications	15,569	17,374	15,500	16,650	16,650	16,650	-
Administration Fee	416,000	437,000	416,000	437,000	462,000	462,000	-
Debt Payments	1,069,640	1,075,799	1,077,850	1,075,800	866,526	866,526	-
Grants & Subsidies	17,140	137,035	-	165,000	15,000	15,000	-
Development Charges Discounts and Exemptions	20,385	(10,322)	50,000	-	-	-	-
Service Fees	537	3,037	5,000	5,000	5,000	5,000	-
Consulting Services	78,055	65,021	135,000	100,000	303,400	50,000	(253,400)
Winter Control Services	29,616	39,831	35,000	35,000	38,000	38,000	-
Locate Services	135,873	73,300	47,000	97,000	97,000	97,000	-
OCWA Contract	1,302,086	1,347,175	1,335,900	1,283,000	1,403,200	1,610,900	207,700
Utilities	896,582	890,739	949,200	969,200	893,900	893,900	-
Property Taxes	54,916	56,998	60,000	60,000	60,000	80,000	20,000
Insurance Premiums	84,596	56,204	50,000	30,100	30,100	30,100	-
System Repairs & Maintenance	812,836	579,627	500,500	800,500	813,600	924,800	111,200
Vehicle Repairs & Maintenance	9,897	6,993	14,000	8,000	8,000	8,000	-
Transfer To Reserve Funds	711,944	2,259,703	468,920	292,442	1,097,716	947,332	(150,384)
Transfer To Capital	-	1,074,428	-	1,654,500	-	-	-
<b>Total Expenses</b>	<b>5,699,990</b>	<b>8,180,864</b>	<b>5,225,872</b>	<b>7,139,194</b>	<b>6,174,594</b>	<b>6,110,694</b>	<b>(63,900)</b>
<b>Net Budget</b>	<b>454,831</b>	<b>(1,444,107)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**CAO**

1 Service Delivery and Organizational Review	200,000
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**Fire**

2 Self-Contained Breathing Apparatus (SCBA) Fleet - Replacements	150,000
3 Portable Radio Replacement	24,000
4 Bunker Gear	32,500
5 FD Records Management System (RMS) Project	32,000
6 FD Radio System Replacement	110,000

**Atlas Tube Centre**

7 Heat Exchange Rebuild	70,000
8 ATC - Security System - Camera Additions	15,000
9 4 Additional TV Monitors at the ATC	8,000
10 Upgrades for ATC Reception Desk	20,000
11 Aquatic Board Room	8,000
12 Relocating CO2 tanks in the ATC Pool area	11,000
13 Replacement of Hot Tub Circulation Pump	15,000

**Marina**

14 Electrical Towers at the Marina	50,000
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**Development Services**

15 County Official Plan	50,000
16 Planning Official Plan and Emeryville Secondary Plan	115,000
17 Regional Energy Plan	15,000
18 Shoreline Management Plan Phase 2	113,000
19 Lighthouse Cove CIP	45,000

**Building**

20 Vehicle for By-law Officer	35,000
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**Public Works**

21 Amy Croft Drive Road and Intersection Improvements	3,000,000
22 Hawthorne Gravel Rd Conversion - Bissonnette to 401	900,000
23 Amy Croft Secondary Development	2,976,000
24 Stormwater Master Plan Improvements	300,000
25 Decorative Streetlight Pole Replacement	25,000
26 Bridge Rehabilitations	790,000
27 County Road 31 Sidewalk	150,000
28 Old Tecumseh Rd (CR2) Trail Phase 3 - CWATS	1,050,000
29 Tandem Trailer for Skid Steer	15,000
30 Melody Drive Reconstruction	1,000,000
31 Lifecycle Asphalt Road Resurfacing Program	700,000
32 Mill Street Road Reconstruction	1,000,000
33 Backhoe Lifecycle Replacement	140,000
34 One Ton Truck & Autocrane	105,000
35 Vehicle Lifecycle Replacement - Half Ton PickUp	35,000
36 Roads Lifecycle Surface Treatment Program	1,242,000
37 Sidewalk Lifecycle Replacement	100,000
38 County Rd 22 Corridor Study	75,000

**Parks**

39 River Ridge Redevelopment	900,000
40 Spectator Bleachers Replacement Program	12,000
41 Asphalt pathways for accessibility in Parks	15,000
42 External Light Pole Review of Parks Facilities	14,000
43 St. Clair Shores Park Plan	30,000

## Parks (continued)

44 Belle River Minor Baseball Assoc. Improvements	27,000
45 Drainage Work in Parks	30,000
46 Shade Structure for Carolinian Garden- Earthwalk Trail	40,000
47 Surface Conversion - Playgrounds	55,000
48 Lifecycle Renewal - Park Furniture	15,000
49 Playground Equipment Lifecycle Replacements	120,000
50 Stoney Point Skate Park Concrete Pad	35,000
51 Replacement Tractor for Diamond Grooming	38,000
52 Water Bottle Fill Station at Lefler Park	7,000
53 West Beach / Lakeview Park Upgrades	600,000

## Engineering

54 Engineering Field Data Capture Devices	9,000
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## Drainage

55 Tremblay Creek Drain	10,000
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## Facilities

56 Former Rourke Line Area - EIS Operations Centre	1,530,700
57 Comber Medical Centre Concrete Repairs	20,000
58 Fire Hall #2 Roof Repairs	10,000
59 Fire Station #5 Concrete	12,000
60 Fire Station Asphalt Replacement	45,000
61 Town Hall Elevator Modernization	40,000
62 Comber and Fire Hall #2 - Wall Sealant	17,000
63 Ergonomics Office Furniture	30,000
64 Showcase at Libro Centre	3,000

## Finance

65 Accounting/HRIS System Upgrade	650,000
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## Information Technology

66 HD Upgrade for Webcasting Council Meetings	5,000
67 Server Lifecycle Replacement	39,600
68 IT Backup Enhancement	70,000
69 Computer Lifecycle Replacement	35,600

## Water

70 Stoney Point WTP Clarifier Rehab	400,000
71 Strong Road Watermain	150,000
72 New Vehicle - Replace 2005 Ford Escape	30,000
73 New Vehicle - Replace 2009 Ford F150	36,000
74 Meter Replacement Contract	580,000
75 Mill Street Watermain	300,000
76 Turbidity Meter Replacement PH2	40,000
77 West Puce Road Watermain	300,000
78 Railway Ave Watermain Improvements	200,000

## Wastewater

79 Capital Repairs	990,000
80 Denis St Pierre Expansion Design	2,200,000
81 Septic Tank Replacements	24,000

Project Name / Funding	Project Description	2020 Budget
<p><b>1 CAO-20-6415</b> Service Delivery and Organizational Review</p> <p><b>Funding Source:</b> Modernization Grant</p>	<p>In accordance with Council's strategic priority of Organizational Excellence, the Town will be undertaking a service delivery review in 2020 which will include an overall organizational review.</p> <p>In 2019, the Ontario government announced a one-time funding allocation to municipalities for the purposes to improving service delivery and efficiencies within the Municipality. This allocation was called the Modernization grant. The Town of Lakeshore received \$620,201 for this purpose. This project along with the org. review will be funded from this grant. The plan would be to also fund any recommendations from these studies to also be funded from this grant.</p>	200,000
<p><b>2 FIRE-20-6409</b> Self-Contained Breathing Apparatus (SCBA) Fleet - Life Cycle Replacement</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>Replacement of the 15 year old SCBA fleet is required. The historical department use and needs has again been analyzed and the replacement fleet will be reduced in size. Back in 2003 the fleet consisted of 100 SCBA, 265 air bottles and a small inventory of face masks per station. In 2006 the fleet was reviewed and reduced to the current inventory of 70 SCBA, 165 air bottles and each firefighter assigned their own mask. The 2020 fleet will be further reduced to 50 SCBA, 100 air bottles and each firefighter assigned their own mask. These levels will meet the needs of the service as it exists today.</p> <p>The fleet age, limited repair part availability, increasing equipment downtime and significant technology advances are driving this request. The service provider has noted that repair parts are no longer being manufactured. This is the key component for firefighter respiratory protection in hazardous environments while providing auditory and visual indicators for remaining breathing air levels in their tanks with automatic and manually activated firefighter down (motionless) audible alarms. Technological advances include light-weight ergonomic back packs and light-weight composite air bottles that reduce firefighter fatigue and increase productivity. 2019 vendor pricing options were considered which included outright purchase at \$415,000 or monthly lease to own payments over 3, 4 and 5 year terms. Based on the current Firefighting Vehicle and Equipment Reserves and the immediate future life cycle equipment replacement projections, it is recommended that the SCBA fleet be financed with the 3 year lease to own plan of \$150,000 per year. Prices shown do not include taxes.</p> <p>Note: The next SCBA fleet replacement should be based on an approximate 10 to 12 year cycle depending on the timing of the revised National Fire Protection Association (NFPA) standard releases and the manufacturer ability to meet and be certified against the standard.</p>	150,000
<p><b>3 FIRE-20-6410</b> Portable Radio Replacement</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>In 2006 Lakeshore fire purchased and replaced all radio equipment when they moved onto the county network radio system along with Essex, Amherstburg and Tecumseh fire services. In 2013 that radio system went digital and all but 20 Lakeshore portable radios were replaced in order to communicate on the digital system. Those 20 radios were kept as non-network radios (no monthly network air time fee) and used as short distance, radio to radio communications for interior structural firefighting and other specialty communications.</p> <p>The 20 non-network radios are now 13 years old. The radio speaker condition has diminished enough that the radio volume is not loud enough to overcome the ambient conditions experienced on the fire ground. Noise from diesel engines, electric ventilation fans, water streams and self-contained breathing apparatus operation over-power the low radio audio. This can impact firefighter safety through the inability to hear building fire condition updates, work instructions and potential evacuation orders from the incident commander. These portable radios with external microphones and new charging stations will need to be installed in each of the 11 firefighting trucks.</p> <p>These radios (like the rest of the radio inventory) are only commercial grade (not public safety grade). The new radios would be programmed as network radios to replace existing officer radios and the officer radios would be removed from the network and used for talk-around communications ("radio to radio" instead of "radio to tower to radio").</p>	24,000

Project Name / Funding	Project Description	2020 Budget
<p><b>4 FIRE-20-6411</b> Bunker Gear</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>Bunker Gear Ensemble Replacement Program. Firefighting protective gear (pants, coat, balaclava, helmet, boots and gloves) have a legislated life span of 10 years. Each piece has a unique in-service date that is tracked and replaced within the 10 year cycle. Annual Firefighter 10 Year Bunker Gear Ensemble Replacement Program under the Occupational Health &amp; Safety Act (OHSA) Section 21 Firefighter Guidance Notes Section 4-8 Care, maintenance, inspection and replacement of structural firefighting personal protective equipment. Life Expectancy of PPE "consider the NFPA 1851 Standard on selection, care and maintenance of protective ensembles for structural firefighting and proximity firefighting which indicates no longer than a 10 - year life cycle" OHSA clause 25 (1) (b) for maintaining equipment in good condition OHSA clause 25 (2) (h) for taking every precaution reasonable in the circumstances for the protection of the worker.</p>	32,500
<p><b>5 FIRE-20-6442</b> FD Records Management System (RMS) Project</p> <p><b>Funding Source:</b> Technology Software Reserve</p>	<p>Windsor Fire &amp; Rescue Service (WFRS) recently replaced their RMS after reviewing several software providers through the RFP process. Through their new provider they have offered the opportunity for other municipal fire service partners to have restricted individual municipal access to the RMS. WFRS has commissioned the system over the past year and has the experience to assist other partners. A cost has been determined based on municipal assessment. It makes sense to connect with this "big brother" opportunity which comes with access to an RMS that has been vetted, cost qualified, regular software updates and the operational support experience to assist with our initial implementation and ongoing operational inquiries. The RMS includes access to modules for: personnel records, emergency response, department training, fire inspections, with future planned access and additional costing for fleet/ equipment inventories and maintenance. We currently use a mix of 3 different softwares which includes a multitude of spreadsheets to manage our records. Our current emergency response and fire inspection software is 3 years outdated and does not have in-vehicle capability.</p> <p>A budget was previously approved in 2018 however the work was not completed and the budget was left in the reserve. This is to re-establish a budget from the existing funding source as the original request. During the 2011 Fire Department Master Plan it was identified on page 10 that "the department is seeking a flexible and reliable records management software program that would best serve all divisions of Lakeshore Fire Department".</p>	32,000
<p><b>6 FIRE-20-6443</b> FD Radio System Replacement</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>In February 2021 the county fire radio system lease agreement supported by Kelcom and shared by 4 county fire departments will expire. Cost projections shown are based on City of Windsor equipment pricing considering existing Lakeshore radio hardware requirements. This does not include radio tower infrastructure or monthly airtime fees.</p> <p>The current shared radio system was implemented in 2006 and upgraded to digital in 2013 that included new radio hardware. The system consists of 8 tower sites across Essex-Windsor providing street level radio coverage for the 4 user departments (Lakeshore, Tecumseh, Essex and Amherstburg) connecting them with the dispatch center in Windsor and each other. The system also includes separate channels for public works department radios from most of these municipalities including the Essex County Roads Department.</p> <p>The departments are collectively reviewing current and future needs and technologies that tie into firefighter safety, industry best practices, NG911connectivity and cost. All department radio hardware will require replacement including the potential addition of tower sites and all related repeater equipment. The exact implementation date is not known as system design, supplier, cost etc. is yet to be determined. The opportunity exists to extend our current system lease another defined term but only for a short duration as that technology will soon no longer be supported. This request provides additional Firefighting Vehicle and Equipment reserves to support this radio system modernization. Note: There are no formal cost estimates available at this time.</p>	110,000

Project Name / Funding	Project Description	2020 Budget
<p>7 <b>ATC-20-6412</b> Heat Exchange Rebuild</p>	<p>Recommendation from Black and Macdonald to rebuild and add more capacity to the ice plant condenser water/glycol heat exchanger in the ice plant. The current unit is near the end of its expected service.</p>	70,000
<p><b>Funding Source:</b> Facilities Reserve</p>		
<p>8 <b>ATC-20-6425</b> ATC - Security System - Camera Additions</p>	<p>With an increase in traffic at the ATC, from a security standpoint, there is a need to increase the number of cameras located around the Atlas Tube Centre. This budget request is to add cameras specifically to the pool area and entrances to enhance security and recording of activity around the ATC to ensure adequate security of Town's assets.</p>	15,000
<p><b>Funding Source:</b> Technology and Office Equipment Reserve</p>		
<p>9 <b>ATC-20-6426</b> 4 Additional TV Monitors at the ATC</p>	<p>This project is to increase the number of monitors at the ATC to enhance the customer service aspect by providing patrons with better access points to receive information. With the potential for a future advertising program, revenue may be generated to offset some of the operational costs to maintain these.</p>	8,000
<p><b>Funding Source:</b> Technology &amp; Office Equipment Reserve</p>		
<p>10 <b>ATC-20-6461</b> Upgrades for ATC Reception Desk</p>	<p>Upgrades are required to the ATC Front Reception Desk based upon two Ergonomics reviews, one completed by our HR Department and the second study completed by a private company. Reception Desk upgrades to deconstruct and reconstruct desk to solve numerous ergonomic, human comfort, functional deficiencies.</p>	20,000
<p><b>Funding Source:</b> Facilities Reserve</p>		
<p>11 <b>ATC-20-6463</b> Aquatic Board Room</p>	<p>The Aquatic Board room has very poor acoustics. To ensure that a successful meeting or training session can be hosted in this room we must address the acoustics. A recommendation from MJMA directed staff to Sound Solution Architectural Products. The product being recommended is Akustus Panel, at a cost of \$520.00 per four by eight panel or \$16.25 per square foot. The cost to address the acoustics is approximately \$8,000 with HST.</p>	8,000
<p><b>Funding Source:</b> Furniture &amp; Fixtures Reserve</p>		
<p>12 <b>ATC-20-6464</b> Relocating CO2 tanks in the ATC Pool area</p>	<p>The present location to deliver CO2 to the Aquatic Centre involves taking the tanks down the stairs to the pool mechanical room. The supplier of CO2 has indicated that this is a dangerous route and their drivers do not have to complete this task. The other issue is that we have one 450 lb tank and three 50 lb tanks to supply CO2 to the pool, that have to be switched on once the 450 is empty. The plan is to build a cement pad 4 feet by 10 feet to house the new tank outdoor where it can be more readily accessed and upgrade to a larger tank to reduce the number of times the tank needs to be replaced.</p>	11,000
<p><b>Funding Source:</b> Facilities Reserve</p> <p>The purchase of the 750lb tank from Praxair is approximately \$8,000. The cost to relocate the tank is \$600; Outdoor Cage to enclose the unit is \$1500; Miscellaneous Parts \$900. Locating CO2 tanks from the lower level of the Aquatic Centre's mechanical room to the outside. Adding a 750 lb CO2 and moving the 450 lb CO2 tank to the outside. This addresses our safety issues. Total Cost \$11,000</p>		

Project Name / Funding	Project Description	2020 Budget
<p><b>13 ATC-20-6466</b> Replacement of Hot Tub Circulation Pump</p>	<p>Existing hot tub circulating pump has insufficient flow for the chemical sensor to operate accurately. This is to upgrade the hot tub circulation pump to a larger model. This includes the installation of the pump, supply and install of new fuses in the existing MCC, supply and install new feeds to the drive, supply and install of new drive, ESA permit and inspection, commissioning of the variable frequency drive, and startup. HST included</p>	15,000
<p><b>Funding Source:</b> Building Repairs &amp; Maintenance Reserve</p>		
<p><b>14 MARINA-20-6467</b> Electrical Towers at the Marina</p>	<p>The electrical towers have not been cleaned nor inspected to ensure all connections are safe since the date of opening of July 1, 1985. With three to four Towers failing this season and the cost associated with bringing in an Electrician to correct the situation, the preventative strategy is required to address our service level at the Marina. The electrical Towers at the Belle River Marina require preventative maintenance. The maintenance will include an inspection of all connections and cleaning by a professional Electrician. The need for this action step has two clear purposes, in the 2019 season we have experienced power failure linked to rusted wires, loose connections, contacts filled with spiders, fish flies and general dirt and second reason is to address the service level of providing a safe source of power to our boaters at the Marina.</p>	50,000
<p>The Town received a quotation of \$48,800 for inspection of each tower and inspection of all cables beneath the dock for wear, damage or loose straps, junction boxes and connection points for submerged components. The budget request for \$50,000 include non-refundable HST.</p>		
<p><b>15 PLANNING-20-6470</b> County Official Plan</p>	<p>To participate fully in the upcoming County Official Plan review process (i.e. peer reviews of growth projections coming out of the County's review by our consultants. Employment Land Study absorbed the 100,000 2019 Budget. This is a new request for this project for 2020. (Strategic Plan: 1.1 Promote Lakeshore and 1.2 Area Plans)</p>	50,000
<p><b>Funding Source:</b> Plans &amp; Studies Reserve</p>		
<p><b>16 PLANNING-20-6493</b> Planning Official Plan and Emeryville Secondary Plan</p>	<p>Projects: 5 Year Official Plan Review Emeryville Secondary Plan Carry over the 2019 (\$115,000) budget into 2020 to complete the Official Plan Review and Emeryville Secondary Plan</p>	115,000
<p><b>Funding Source:</b> Plans &amp; Studies Reserve Strategic Plan: 1.2 Area Specific Plans</p>		
<p><b>17 PLANNING-20-6494</b> Regional Energy Plan</p>	<p>ERCA is the lead and each lower tier is contributing \$15,000 and the upper tier (County of Essex) is putting in \$75,000. Town's contribution to the regional energy plan (Strategic Plan: 1.2 Area Specific Plans).</p>	15,000
<p><b>Funding Source:</b> Plans &amp; Studies Reserve</p>		





Project Name / Funding	Project Description	2020 Budget
<p><b>18 PLANNING-20-6495</b> Shoreline Management Plan Phase 1 (continuing 40,000) and Phase 2 (new)</p> <p><b>Funding Source:</b> Plans &amp; Studies Reserve</p>	<p>To complete the Shoreline Management Plan. Shoreline Management Plan Phase 1 (40,000 budgeted in 2019 to be carried over) and Phase 2. Phase 1 Background \$43,165.00 Labour Fee and \$4,327.33 Disbursements 2019 Phase 2 Technical Analysis \$54,358.96 and \$2,223.33 Disbursements 2020 Phase 3 Plan \$47,919.52 and \$1,811.33 Disbursements 2020 Total Fees including Disbursements (excluding HST) \$153,805.48</p> <p>Strategic Plan: 3.1 &amp; 1.3 Ensure the long term resiliency of Lakeshore communities. Improved access to the lake.</p>	113,000
<p><b>19 PLANNING-2020-6505</b> Lighthouse Cove Community Improvement Plan</p> <p><b>Funding Source:</b> Plans &amp; Studies Reserve</p>	<p>Council direction to undertake a community improvement plan for Lighthouse Cove.</p>	45,000
<p><b>20 BUILDING-20-6469</b> Vehicle for By-law Officer</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>Additional vehicle for second By-law Officer position being requested in the 2020 budget.</p>	35,000
<p><b>21 PUBLIC WORKS-19-6260</b> Amy Croft Drive Road and Intersection Improvements</p> <p><b>Funding Source:</b> Roads Lifecycle Reserve</p>	<p>Project consists of road widening improvements to provide 5 lanes as well improvements at the Manning Rd Intersection. The project is being completed in conjunction with Essex County completing improvements to County infrastructure.</p>	3,000,000
<p><b>22 PUBLIC WORKS-19-6271</b> Hawthorne Gravel Rd Conversion - Bissonnette to 401</p> <p><b>Funding Source:</b> Gravel Road Conversion Reserve</p>	<p>Hawthorne Drive Upgrade Conversion - Bissonnette to Hwy 401 Gravel conversion program priority</p>	900,000

Project Name / Funding	Project Description	2020 Budget
<p><b>23 PUBLIC WORKS-19-6281</b> Amy Croft Secondary Development</p> <p><b>Funding Source:</b> Working Funds - \$1,150,000 &amp; \$1,826,000 from future development</p>	<p>To establish a budget for the Amy Croft Cost Sharing agreements. Council approved \$150,000 in 2019 for design and planning work. The funding is Town's share towards infrastructure as well as carrying costs of properties north of proposed Lanoue Road extension.</p>	2,976,000
<p><b>24 PUBLIC WORKS-19-6287</b> Stormwater Master Plan Improvements</p> <p><b>Funding Source:</b> Stormwater Reserve</p>	<p>Storm infrastructure pump improvements identified from the Storm Water Master Plan. Funding to be combined with \$450,000 that will be carried forward and combined with new funding to complete various improvements in Master Plan.</p> <ul style="list-style-type: none"> <li>- Country walk</li> <li>- River Ridge Pumps</li> <li>- Browns Creek Continuation from 2019</li> </ul>	300,000
<p><b>25 PUBLIC WORKS-20-6407</b> Decorative Streetlight Pole Replacement</p> <p><b>Funding Source:</b> Streetlights - New Reserve</p>	<p>There are 5 streetlight poles (installed in 2005) in the area of Huntington Blvd that have deteriorated to a point that they need to be replaced as a lifecycle replacement.</p>	25,000
<p><b>26 PUBLIC WORKS-20-6408</b> Bridge Rehabilitations</p> <p><b>Funding Source:</b> Bridges &amp; Culverts Reserve</p>	<p>Bridge needs are identified through provincially mandated biennial bridge inspections. Inspection reports are inventoried in the Keystone Bridge Management database. List of priorities for 2020:</p> <ul style="list-style-type: none"> <li>Baptiste Creek PW-BC-02030 (severely overloaded half meter of fill / adjust profile)</li> <li>Ruscom River PW-BC-01018 (replace new concrete overlay / install deck drains)</li> <li>Duck Creek PW-BC-01500 (replace guide rail post)</li> <li>Browns Creek PW-BC-00016 (replace structure)</li> <li>North Branch Browns Creek PW-BC-00001 (replace railings / repair steel struts)</li> </ul>	790,000
<p><b>27 PUBLIC WORKS-20-6438</b> County Road 31 Sidewalk</p> <p><b>Funding Source:</b> Trails - New Reserve</p>	<p>The Town received a petition in November of 2016 from residents on County Rd 31 requesting for a sidewalk to be constructed from the GERALYN TELLIER-PERDU MEMORIAL Park entrance (St Joachim) south approximately 600 meters in length. The petition followed Town's sidewalk petition policy EN-365 and determined to meet warrant criteria and approved by Council. The new sidewalk will provide service to the frontage of approximately 24 properties.</p>	150,000
<p><b>28 PUBLIC WORKS-20-6471</b> Old Tecumseh Rd (CR2) Trail Phase 3 - CWATS</p> <p><b>Funding Source:</b> Federal Gas Tax</p>	<p>Phase 3 is a continuation from phase 2 CWATS program on Tecumseh Rd to complete the last section of trail from Patillo to East Pike Creek that was approved by Council on October 8th, 2019. The \$1,050,000 is the Town's 60% share under CWATS funding program.</p>	1,050,000

Project Name / Funding	Project Description	2020 Budget
<p><b>29 PUBLIC WORKS-20-6472</b> Tandem Trailer for Skid Steer</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>Tandem Trailer - 4000 lbs. This is a new piece of equipment, which will be used to transport the Kubota Skid Steer which was acquired in 2019. Unit trailer will further be used to haul material such as sand, stone, etc. to smaller scale projects.</p>	15,000
<p><b>30 PUBLIC WORKS-20-6477</b> Melody Drive Reconstruction</p> <p><b>Funding Source:</b> Ontario Community Infrastructure Fund (OCIF)</p>	<p>Council Initiative - Complete design for road and drainage improvements. All engineering has been completed within the approved 2019 budget. The estimated budget is for complete road structure construction along with roadside drainage improvements to support conversion to asphalt pavement from the existing surface treatment. Project to be completed over two years with first phase to be completed from Lefaive Drive to the cul-de-sac end of Melody Drive.</p>	1,000,000
<p><b>31 PUBLIC WORKS-20-6478</b> Lifecycle Asphalt Road Resurfacing Program</p> <p><b>Funding Source:</b> Roads Lifecycle Reserve</p>	<p>Below is a list of the proposed mill and pave road work for 2020 based on conditions in the roads needs study and field assessment.</p> <ul style="list-style-type: none"> <li>- Frank Court From William street to the dead end</li> <li>- Oriole Park From County Road 46 to 1679 Oriole Park Drive</li> <li>- Chambers Drive complete</li> <li>- Faith Drive From St. Marys to Emery Drive</li> <li>- Emery Drive From Faith Drive to County road 22</li> <li>- Beachwood Drive From County Road 22 to Birchwood Crescent</li> <li>- Birchwood Crescent From Beachwood Drive to Ashwood Crescent</li> </ul>	700,000
<p><b>32 PUBLIC WORKS-20-6479</b> Mill Street Road Reconstruction</p> <p><b>Funding Source:</b> Federal Gas Tax</p>	<p>Residents on Mill Street have petitioned under the Drainage Act for improvements to the existing municipal drain. In addition, the Town has an existing cast iron watermain that has experienced a history of water breaks and has been identified to be replaced. Funding for the watermain is included in the Water Budget to fund watermain replacement. The municipal drainage improvements are anticipated to be approved under Drainage Act early in 2020. With both watermain and municipal drainage works being completed the road will be reconstructed in conjunction with underground infrastructure improvements. With full municipal services being present the road construction will upgrade the road to complete urban cross section standard.</p>	1,000,000
<p><b>33 PUBLIC WORKS-20-6480</b> Backhoe Lifecycle Replacement</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>This is for the lifecycle replacement of existing Backhoe with an equivalent John Deere 310 extendahoe to replace unit #615, a 2012 John Deere Backhoe. Repair costs are escalating and the unit has experienced accelerated deterioration from use loading salt for winter control.</p>	140,000
<p><b>34 PUBLIC WORKS-20-6482</b> One Ton Truck &amp; Autocrane</p> <p><b>Funding Source:</b> Vehicle &amp; Equipment Reserve</p>	<p>Replacing unit 330, F450 one ton truck with auto crane. This is the last of the 2006 F450's with the bad international motor to be replaced in the Public works Fleet. The Town is experiencing extensive repair bills on this vehicle. Auto Crane has been moved already to another truck so it also needs to be replaced.</p>	105,000

Project Name / Funding	Project Description	2020 Budget
<p><b>35 PUBLIC WORKS-20-6483</b> Vehicle Lifecycle Replacement - Half Ton PickUp</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>Vehicle Lifecycle Replacement of Unit #608 for a New 2020 1/2 ton Crew Cab. Current unit mileage is more than 350,000 km as well it was in an incident with a deer resulting in some body damage. The vehicle unit has been experiencing maintenance history with the motor.</p>	35,000
<p><b>36 PUBLIC WORKS-20-6486</b> Roads Lifecycle Surface Treatment Program</p> <p><b>Funding Source:</b> Roads Lifecycle Reserve</p>	<p>Roads lifecycle resurfacing on the following road segments:</p> <ul style="list-style-type: none"> <li>-West Puce from MN#357 West Puce to County Road 42 (\$240,000)</li> <li>-Lakeshore Road 211: South Middle Road to County Road 8 (\$428,000)</li> <li>-S Middle Road: Lakeshore Road 229 to County Road 31 (\$140,000)</li> <li>-Gracey Sideroad: County Road 37 to CN Rail (\$200,000)</li> <li>-King Street: County Road 27 to End (\$32,000)</li> <li>-O'Brien Sideroad: County Road 46 to North Rear Road (\$200,000)</li> </ul>	1,230,000
<p><b>37 PUBLIC WORKS-20-6489</b> Sidewalk Lifecycle Replacement</p> <p><b>Funding Source:</b> Trails - Existing Reserve</p>	<p>Sidewalk conditions are identified through minimum maintenance standards inspections completed annually and further updated during the 2018 road need study. The lifecycle funding will target major sidewalk replacements in various areas to address trip hazards and deteriorated sections. New sidewalks shall be constructed at a minimum 1.5m width sidewalks and include accessible ramps in accordance AODA standards.</p>	100,000
<p><b>38 PUBLIC WORKS-20-6500</b> County Rd 22 Corridor Study</p> <p><b>Funding Source:</b> Plans &amp; Studies Reserve</p>	<p>This project is a joint project with the County of Essex to undertake and traffic study of the County Rd 22 corridor. The total project cost is \$150,000 to be split between 2019 and 2020. Council approved \$75,000 as part of the 2019 budget and the additional \$75,000 is being requested in 2020.</p> <p>The 2019 costs were charged to 01.31.1431.3101 in operating. For 2020 the funding is being transferred to capital to be funded out of the plans and studies reserve account.</p>	75,000
<p><b>39 PARKS-19-6242</b> River Ridge Redevelopment</p> <p><b>Funding Source:</b> Park Development Reserve Fund</p>	<p>Complete park redevelopment of River Ridge Park as part of the Parks Master Plan (PMP). To include a new trail network, trees, year round washroom/ change room complex, pickel ball courts, increased parking area as well as a splash pad. The 2019 budget of \$800,000 was deferred until 2020 due to grant possibilities and late starting issues.</p> <p>Below is a summary of the costs to carry out. Should the grant not be approved, the Town will phase this project over multiple years:</p> <ul style="list-style-type: none"> <li>2019 - Trail development and electrical work (\$800,000)</li> <li>2020 - Washroom and Splash pad complex (\$900,000)</li> <li>2021 - Phase 3 - Pickle ball courts, playground movement and parking lot upgrade (\$700,000)</li> </ul>	900,000

Project Name / Funding	Project Description	2020 Budget
<p><b>40 PARKS-20-6417</b> Spectator Bleachers Replacement Program</p> <p><b>Funding Source:</b> Parks Furniture &amp; Fixtures Reserve</p>	<p>This project is to establish an annual asset replacement program of parks bleachers that need replacing. The current bleachers are decaying due to rust and age. The new bleachers would be aluminum which would provide a longer life expectancy. These new benches would require no maintenance, unlike the current bleachers that require board changes from time-to-time due to weathering, breakage and splinters. For 2020 the budget is to replace 3 in Comber. For 2021 the budget is to replace 4 in GERALYN TELLIER PERDU PARK.</p>	12,000
<p><b>41 PARKS-20-6418</b> Asphalt pathways for accessibility in Parks</p> <p><b>Funding Source:</b> Trails - Existing Reserve</p>	<p>Installation of new AODA asphalt pathway to accommodate residents with a hard surface to get to the playgrounds.</p> <p>Based on the follow specifications Excavation 300mm X 2.75m Granular A - 250mm X 2.75m Asphalt (HL-4) 50mm X 2.4m \$100/m2</p> <p>The following is a list of parks and when they will be completed; 2020 - Oakwood, River Downs and Terra Lou; 2021 - Comber, Girard, Leffler, Millen; 2022 - Shanahan, Staples, Stoney Point</p>	15,000
<p><b>42 PARKS-20-6420</b> External Light Pole Review of Parks Facilities</p> <p><b>Funding Source:</b> Plans &amp; Studies Reserve</p>	<p>A baseball light pole investigation was done in 2010 to assess the longevity of the light standards at Lions and Comber Parks respectively. The report indicated that another assessment should be completed again in 10 years to determine if any repair work is required. This study is intended to cover a review of park washroom buildings (Stoney Point, Comber, GERALYN TELLIER PERDU, Lakeview, West Beach, Maidstone, Centennial, Leffler and Lions) and light poles at Comber and Lions.</p>	14,000
<p><b>43 PARKS-20-6504</b> St. Clair Shores Park Plan</p> <p><b>Funding Source:</b> Taxation</p>	<p>Council direction to undertake a park development plan for St. Clair Shores Park.</p>	30,000
<p><b>44 PARKS-20-6421</b> Belle River Minor Baseball Assoc. Improvements</p> <p><b>Funding Source:</b> Community Benefit Reserve</p>	<p>Belle River Minor Baseball Association (BRMBA) is requesting some sports fields upgrades at some of the parks. Their enrollment has continued to increase over the years and now they are sharing some diamonds with our adult leagues.</p> <p>Minor baseball requires extra fencing, dugout and protection as there are more spectators and kids than an adult game. Centennial Park North baseball diamond currently has no dugouts for its players. The request is to provide fencing, shade, concrete flooring and benches for the participants at a cost of \$15,000.</p> <p>Optimist Park fields are too close to the neighbour's property and the association is losing 100+ balls per year. They would like netting put up to help keep the balls out of the residences yards at a cost of \$8,000.</p> <p>Optimist dugouts to be extended at both diamonds to accommodate the teams for an additional \$4,000.</p>	27,000

Project Name / Funding	Project Description	2020 Budget
<p><b>45 PARKS-20-6422</b> Drainage Work in Parks</p> <p><b>Funding Source:</b> Park Development Reserve Fund</p>	<p>Maidstone park has drainage lines that were installed many years ago. The drain lines have been inspected and are in working order. The issue is that the lines are 28" to 34" below the surface level. The diamond takes days to drain and many cancellations are happening. Additional drainage around the outside edges of each ball diamonds would alleviate the problem and allow for proper drainage of the sports field.</p> <p>Drainage works in the north end of Stoney Point Park will also be completed in 2020.</p>	30,000
<p><b>46 PARKS-20-6433</b> Shade Structure for Carolinian Garden- Earthwalk Trail</p> <p><b>Funding Source:</b> Trails - New Reserve</p>	<p>Funding is to install 2 independent shade structures at the Carolinian garden complex on the Earth Walk trail as part of the original Stantec drawing. All other work for the Carolinian garden complex was completed in the fall of 2019.</p>	40,000
<p><b>47 PARKS-20-6435</b> Surface Conversion - Playgrounds</p> <p><b>Funding Source:</b> Playground Equipment Reserve</p>	<p>The Parks Department has been steadily converting the fall protection surfacing at the playgrounds and swings from pea stone to Engineered Wood Fiber (EWF). EWF meets the AODA standards for playgrounds and is preferred from a costing and longevity standpoint.</p> <p>The current park plan is as follows: 2020 - Oakwood, Leffler and Helena park playgrounds 2021 - Lions, Centennial and Memorial swings</p> <p>Balance of playground surfacing conversions to be completed during Life Cycle Replacement in the next few years.</p>	55,000
<p><b>48 PARKS-20-6436</b> Lifecycle Renewal - Park Furniture</p> <p><b>Funding Source:</b> Parks Furniture &amp; Fixtures</p>	<p>Lifecycle funding used for replacement of park furniture (benches, picnic tables and other tables) as part of life cycle replacement.</p>	15,000
<p><b>49 PARKS-20-6437</b> Playground Equipment Lifecycle Replacements</p> <p><b>Funding Source:</b> Playground Equipment Reserve</p>	<p>Remove and replace playgrounds structures as part of lifecycle replacement. Replacement of playground structures that are 20+ years old as part of the PMP (2017) and asset management. Below is the proposed order of replacement. The fall safe surface will be EWF unless otherwise noted.</p> <p>2020 - GERALYN TELLIER PERDU PARK (includes swing surfacing in North/East corner) and Tot Lot at Lakeside Estates subdivision 2021 - Centennial and Shanahan Parks 2022 - Stoney Point Park - reduce to one structure due to proposed splash pad planned in PMP</p>	120,000

Project Name / Funding	Project Description	2020 Budget
<p><b>50 PARKS-20-6441</b> Stoney Point Skate Park Concrete Pad</p> <p><b>Funding Source:</b> Park Development Reserve Fund</p>	<p>The asphalt skate park base has deteriorated to the point of replacement. The current age of asphalt is between 15-20 years. The surface was repaired in 2019 to reduce trip hazards but will fail again in 2020. This project will replace the asphalt pad with a concrete pad. Concrete will allow for less chance of movement, easier repair and a longer life expectancy. Area is 435m2.</p>	35,000
<p><b>51 PARKS-20-6445</b> Replacement Tractor for Diamond Grooming</p> <p><b>Funding Source:</b> Vehciles &amp; Equipment Reserve</p>	<p>Replacement tractor for diamond grooming (Current unit is 2010). The unit has had over 25% down time in 2019 and is beyond its useful life expectancy. The replacement unit would have a cab to reduce the operator's exposure to dust and the outdoor weather elements.</p>	38,000
<p><b>52 PARKS-20-6447</b> Water Bottle Fill Station at Lefler Park</p> <p><b>Funding Source:</b> Parks Furniture &amp; Fixtures</p>	<p>Supply and install of a water bottle fill station that is attached to the exterior of the building with existing plumbing and infrastructure (water supply, sewer, backflow, etc.) at Leffler Park.</p> <p>In 2018, 2 units were installed, one at Lakeview Park and one at West Beach to accommodate the pedestrian traffic using the trail systems. In 2019 a third unit was installed at Libro Community Centre to allow water bottle filling for the bicycle traffic that frequents the park.</p> <p>With the completion of the multi-use trail along Old Tecumseh Road in 2020, the continued heavy usage of the current path and existing infrastructure at Leffler Park, this installation would be a welcomed addition.</p>	7,000
<p><b>53 PARKS-20-6474</b> West Beach / Lakeview Park Upgrades</p> <p><b>Funding Source:</b> Community Benefit Reserve / Future Grants</p>	<p>Council Initiative: As part of the overall upgrades to this Park, a phase in approach of the costs is being proposed. Grant opportunities under ICIP are also being explored. The total project cost is estimated at \$11.2 million, with \$600,000 in 2020 and \$1.5 million each year thereafter until 2027.</p>	600,000
<p><b>54 ENGINEERING-20-6428</b> Engineering Field Data Capture Devices</p> <p><b>Funding Source:</b> Technology &amp; Office Equipment Reserve</p>	<p>Currently data for GIS purposes is not being captured in the field due to the lack of technology available. This project will require the Town to invest in (2) submeter accurate Bluetooth-enabled GPS devices for all of EIS to use in the field.</p>	9,000

Project Name / Funding	Project Description	2020 Budget
<p><b>55 DRAINAGE-20-6416</b> Tremblay Creek Drain</p> <p><b>Funding Source:</b> Road Share of Drainage Reserve</p>	<p>Under Section 78 of the Drainage Act a request was received to improve bank stabilization (due to major bank failure), rock protection, and establish buffer stripes on the Tremblay Creek. These costs comprise of the road authority share of the Tremblay Creek drainage project that is currently being completed through the Drainage Act by Peralta Engineering Limited. The total overall cost of this project is estimated to be approximately One (1) million dollars which will be recovered through the Drainage Act process. The Road Authority will have an estimated cost of \$10,000. Road share component on the above noted drainage project that is currently being completed by N.J Peralta Engineering Limited.</p>	10,000
<p><b>56 FACILITIES-19-6220</b> Former Rourke Line Area - EIS Operations Centre</p> <p><b>Funding Source:</b> Facility / Property New Reserve</p>	<p>In 2019, Council approved the relocation of the EIS staff including Water Distribution staff to the former Rourke Line Area. Planning and design work was completed in 2019 and the tender for all works was procured in 2019. The lowest tender for this project was received at \$3,110,910 not including HST. Below is a summary of the project budget ; Construction \$3,165,700 Engineering and Project Admin \$245,000 Fit Up Costs \$320,000 Total Estimated Project Budget \$3,730,700</p> <p>In 2019, Council approved a budget of \$2,200,000. Therefore and additional \$1,530,700 is needed to complete this project.</p>	1,530,700
<p><b>57 FACILITIES-20-6419</b> Comber Medical Centre Concrete Repairs</p> <p><b>Funding Source:</b> Facilities Reserve</p>	<p>Concrete repairs at Comber Medical Centre. This budget is to complete the concrete and repair work that was noted in the Strategic Facility Plan at the Comber Medical Centre. The work includes re-pointing of the building's exterior as well as sidewalk replacements to meet AODA standards.</p>	20,000
<p><b>58 FACILITIES-20-6434</b> Fire Hall #2 Roof Repairs</p> <p><b>Funding Source:</b> Facilities Reserve</p>	<p>Funding is to complete preventative roof repairs at Fire Station #2 to the existing metal roof which is intended to prolong the life of the roof. The work was recommended for budgeting in the 2020 as part of the Strategic Facility Plan.</p>	10,000
<p><b>59 FACILITIES-20-6439</b> Fire Station #5 Concrete</p> <p><b>Funding Source:</b> Facilities Reserve</p>	<p>The exterior concrete pad in front of the fire truck bay doors is cracking and starting to become a trip and safety hazard. The catch basin has deteriorated as well and will be addressed in this replacement. The entire pad on the North facing wall needs to be replaced to achieve proper positive drainage towards the road.</p>	12,000



Project Name / Funding	Project Description	2020 Budget
<b>60 FACILITIES-20-6440</b> Fire Station Asphalt Replacement	The exterior asphalt of the building is deteriorating and needs to be replaced. The SFP advised that a portion of the area at station #3 and #4 should be replaced in 2019 and was budgeted for (\$8,000 and \$10,500).	45,000
<b>Funding Source:</b> Facilities Reserve	Unfortunately due to economies of scale, the pricing was too high and the project was deferred until 2020 with the funds being carried forward. Due to last year's results, the SFP recommending more asphalt to be replaced and economy of scale knowledge, it is recommended that all 750 m2 be replaced at station #3 in 2020.	
	A budget plan of \$65,000 would be requested in 2021 for to replace the asphalt at Station #4.	
<b>61 FACILITIES-20-6444</b> Town Hall Elevator Modernization	Funding is to complete the modernization and repair work required that was identified in the Strategic Facility Plan for the Town Hall elevator. The current contracted TSSA company that repairs the lift has advised that most repair items in the current elevator are obsolete and needs upgrading.	40,000
<b>Funding Source:</b> Facilities Reserve		
<b>62 FACILITIES-20-6446</b> Comber and Fire Hall #2 - Wall Sealant	Wall seal replacement as per Strategic Facility Plan (SFP) at Comber Community Centre and Fire Station #2. The exterior building seals are deteriorating and need to be replaced. The SFP recommended that both sites should be replaced in 2020.	17,000
<b>Funding Source:</b> Facilities Reserve	Comber Community Centre project is valued at \$10,000 and Fire Station #2 project is estimated at \$7,000.  These preventive maintenance repairs would help on energy savings and building longevity.	
<b>63 FACILITIES-20-6473</b> Ergonomics Office Furniture	The average cost for a sit stand desk is approximately \$750. - Sit stand desks - Desk top Lifts - Chairs	30,000
<b>Funding Source:</b> Facilities Reserve		
<b>64 FACILITIES-20-6502</b> Showcase at Libro Centre	Council direction to construct a showcase display at Libro Centre.	3,000
<b>Funding Source:</b> Facilities Reserve		

Project Name / Funding	Project Description	2020 Budget
<p><b>65 FINANCE-20-6424</b> Accounting/HRIS System Upgrade</p> <p><b>Funding Source:</b> Technology Software Reserve</p>	<p>To upgrade the current accounting system to a more modern efficient system that allows for citizen engagement and improved customer services. The goal is to reduce paperwork and automate work-flows and reporting to improve efficiencies and increase the productivity of the accounting department. The current system was implemented in 1999 and lags behind the more robust systems that exist today. Vendors and customers are asking for online access to payments and tax/water billings. The current system does not allow for this functionality. With a modern more robust system, the Town can begin to address the current needs of our residents while making financial reporting more accurate and timely. A licensing system will also form part of this project.</p> <p>We currently do not have an electronic system to maintain employee files. The Human Resource Information System (HRIS) is a software or on line solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. Currently this information is stored and managed in excel spreadsheets. Using excel to manage employee data is outdated and limited in what outcomes are available.</p>	650,000
<p><b>66 IT-20-6427</b> HD Upgrade for Webcasting Council Meetings</p> <p><b>Funding Source:</b> Technology &amp; Office Equipment Reserve</p>	<p>This capital request is to improve the current webcasting program by implementing a High Definition upgrade. This will allow for a clearer crisper view to residence webcasting Council meetings on various devices.</p>	5,000
<p><b>67 IT-20-6429</b> Server Lifecycle Replacement</p> <p><b>Funding Source:</b> Technology &amp; Office Equipment Reserve</p>	<p>The servers used to run all of the Town's software systems are over 5 years old. Typically these servers are lifecycled every 5 years to ensure optimal performance and minimal downtime. This budget is to replace a total of 5 servers through the municipality at a total cost of \$66,000. Three will be replaced in 2020 and the other two will be replaced in 2021.</p> <p>Delaying the replacement of these servers beyond the two year mark can potentially lead to malfunction systems and major down time for staff and service delivery.</p>	39,600
<p><b>68 IT-20-6430</b> IT Backup Enhancement</p> <p><b>Funding Source:</b> Technology &amp; Office Equipment Reserve</p>	<p>To Invest in equipment providing a more robust secure backup solution with the focus on off-site disaster recovery.</p>	70,000
<p><b>69 IT-20-6448</b> Computer Lifecycle Replacement</p> <p><b>Funding Source:</b> Technology &amp; Office Equipment Reserve</p>	<p>This is the annual lifecycle replacement program of computer hardware that has reached its useful life and in need of replacement or upgrading. That annual allocation for 2020 is \$35,600.</p>	35,600

Project Name / Funding	Project Description	2020 Budget
<p><b>70 WATER-19-6295</b> Stoney Point WTP Clarifier Rehab</p> <p><b>Funding Source:</b> Water Reserve Fund</p>	<p>In 2019 Council approved a budget of \$600,000 for 2020 an additional budget of \$400,000 is required to complete the works.</p>	<p>400,000</p>
<p><b>71 WATER-20-6413</b> Strong Road Watermain</p> <p><b>Funding Source:</b> Water Reserve Fund</p>	<p>This is a cast iron watermain that requires replacement. Water Distribution has had multiple watermain breaks occur on this stretch that is well past its useful life.</p>	<p>150,000</p>
<p><b>72 WATER-20-6449</b> New Vehicle - Replace 2005 Ford Escape</p> <p><b>Funding Source:</b> Water Reserve Fund</p>	<p>The current vehicle is well past it's service life and requires replacement. The vehicle is intended to replace 2005 Ford Escape that is used by the Supervisor of Water Operations. Kilometers: 175,000 km.</p>	<p>30,000</p>
<p><b>73 WATER-20-6450</b> New Vehicle - Replace 2009 Ford F150</p> <p><b>Funding Source:</b> Water Reserve Fund</p>	<p>Current vehicle is past its service life and requires replacement. The vehicle is intended to replace the 2009 Ford F150 that is currently used by Water Distribution. Kilometers: 310,000 km.</p>	<p>36,000</p>
<p><b>74 WATER-20-6451</b> Meter Replacement Contract</p> <p><b>Funding Source:</b> Water Reserve Fund</p>	<p>Environmental Services is requesting that Meter Replacements be completed annually by a third party contractor. This will allow Water Distribution staff that currently assist this program to complete Distribution staffing duties in order to keep up with provincial legislation and regulations.</p> <p>In addition, in order to eliminate the manually read meters more quickly and keep a more sustainable inventory of active meters, the number of meters being replaced annually will need to be increased. This cost is included in this budget. The Town in planning stages of working on implementing a fully automated meter read program. This is a costly undertaking that will take several years to accomplish. This project is the first step is getting the Town positioned to apply for any future grants that may become available for this initiative.</p>	<p>580,000</p>
<p><b>75 WATER-20-6452</b> Mill Street Watermain</p> <p><b>Funding Source:</b> Water Reserve Fund</p>	<p>This work will be completed in conjunction with scheduled work that is planned through the drainage process. Multiple water-main breaks have occurred over the last few years. **Contingent on Drainage Project</p>	<p>300,000</p>

Project Name / Funding	Project Description	2020 Budget
<b>76 WATER-20-6453</b> Turbidity Meter Replacement PH2  <b>Funding Source:</b> Water Reserve Fund	This is the continuation of Phase 1 completed in 2019 as approved by Council. Work has been tendered and is subject to Council approval. Administration requests that the project be awarded to HACH as tendered in 2019 Turbidity Meter Replacement Contract.	40,000
<b>77 WATER-20-6454</b> West Puce Road Watermain  <b>Funding Source:</b> Water Reserve Fund	As identified in the Town's Water & Wastewater Master Plan the watermain from the West Puce River crossing south of County Road 22 to County Road 22 is required for replacement in order to sustain growth in the western corridor of Lakeshore. This watermain will supply water to the Wallace Woods development and support initiative to increase fire flow targets in the Patillo Road industrial area.	300,000
<b>78 WATER-20-6455</b> Railway Ave Watermain Improvements  <b>Funding Source:</b> Water Reserve Fund	As identified in the Town's Water & Wastewater Master Plan the watermain crossing the VIA property behind the Belle River Water Treatment Plant to Railway Avenue is scheduled to be replaced. This replacement will improve the Lakeshore water system performance and replace the two existing cast iron watermains that have reached their useful life. Also, in 2019 there were two watermain breaks along Railway Avenue where it was identified that the existing watermain has deteriorated rapidly which requires immediate replacement.  This project is being phased in over two years with the design and engineering taking place in 2010 and the full construction occurring in 2021.	200,000
<b>79 WASTEWATER-20-6496</b> Capital Repairs  <b>Funding Source:</b> Wastewater Reserve Fund	Annual capital repairs and maintenance. These costs are per the OCWA agreement and based on works identified in the agreement both from a preventative maintenance and reactive maintenance standpoint.	990,000
<b>80 WASTEWATER-20-6497</b> Denis St Pierre Expansion Design  <b>Funding Source:</b> Wastewater Reserve Fund / Federal Gas Tax	Denis St. Pierre Expansion Design  As identified in the Town's Water & Wastewater Master Plan and Municipal Class Environmental Assessment the Denis St. Pierre requires a plant expansion to accommodate growth within the Belle River - Maidstone Service Area. The design and EA are scheduled for 2020 and the full construction is planned for 2021.	2,200,000
<b>81 WASTEWATER-20-6498</b> Septic Tank Replacements  <b>Funding Source:</b> Wastewater Reserve Fund	The tanks in the South Woodslee collection system have been failing due to plastic material used during construction. There are currently a total of 89 tanks in the system and seven have been replaced to the end of 2019.  As per the Town's Water and Wastewater Masterplan, the intention is to replace two per year until they are all replaced.	24,000