



Municipality
of Lakeshore

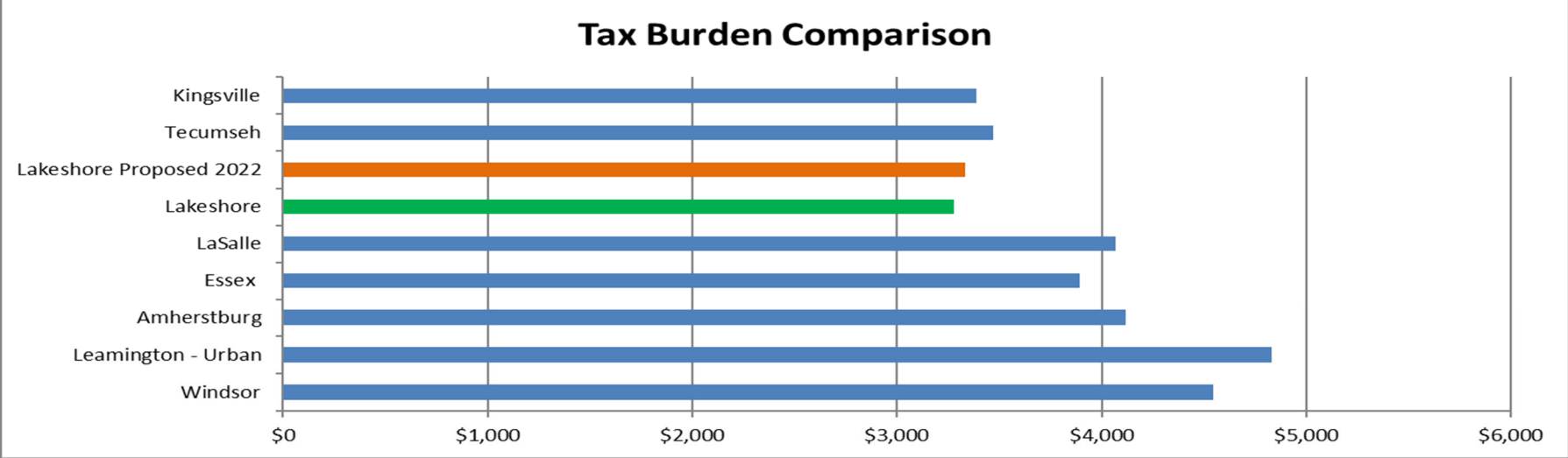
Budget 2022

The 2022 Budget represents the 2022 Operating Budget, Capital Budget and Reserve Fund transfers for the Municipality of Lakeshore. The Budget reflects the strategic priorities of Council, focusing primarily on enhanced service delivery, roads and infrastructure, parks development and financial sustainability as it relates to service delivery and asset management while simultaneously preparing to meet the challenges of the future.

Recently, due to the COVID pandemic, MPAC announced a delay in releasing the updated assessment values. This means that property taxes for the 2022 and 2023 taxation years will continue to be based on the January 1, 2016 valuation date. Property assessments will remain the same as they were for the 2021 tax year unless there have been changes to a property. This has had an impact on assessment growth as we are experiencing approximately two per cent growth in assessment even with more new homes coming online. These homes are being valued at 2016 construction prices for the region.

Assessment growth figures however have remained consistent from 2021 for Lakeshore, with an anticipated increase of approximately \$630,000 for 2022.

Total expenditures for 2022 are budgeted to be \$53.58 million (\$48.98 million in 2021) with approximately \$17.13 million (\$14 million in 2021) in recoveries (provincial grants, user fees, investment income etc.) resulting in a total levy requirement of \$36.44 million (34.98 million in 2021) for 2022. This represents an additional levy requirement of \$1.46 million (4.20%) from the prior year. When factoring in anticipated assessment growth, the municipal levy will result in a 2.40% net levy increase for 2022. The following increase is well below the 2021 inflation rate of 4.4%. Lakeshore residents will continue to enjoy the lowest tax rate in Essex County as illustrated below:



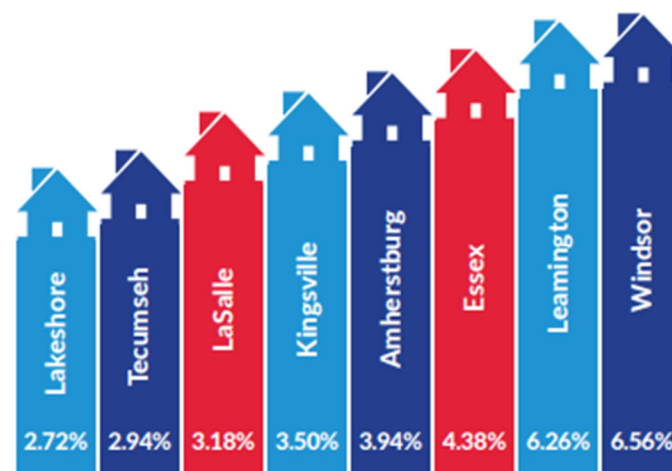
* 2021 Property Tax values calculated based on assessed value of \$250,000 including County and Education levies.

In 2022 the average home in Lakeshore had an assessed value of \$270,000 based on data provided by MPAC. Factoring in a 1.56 % increase for the County levy and a projected 1% decrease in the school board levy the annual increase on the overall tax bill of the average home will be \$52 or an increase of 1.52%. As both the County Levy and Education Levy are projections at the time of writing this report, the final levies may vary.

Currently when comparing Lakeshore property taxation rates to average household income, Lakeshore is the most affordable Municipality in Essex County. On average residents pay 2.72% of their total household income towards municipal property taxes.

Affordability

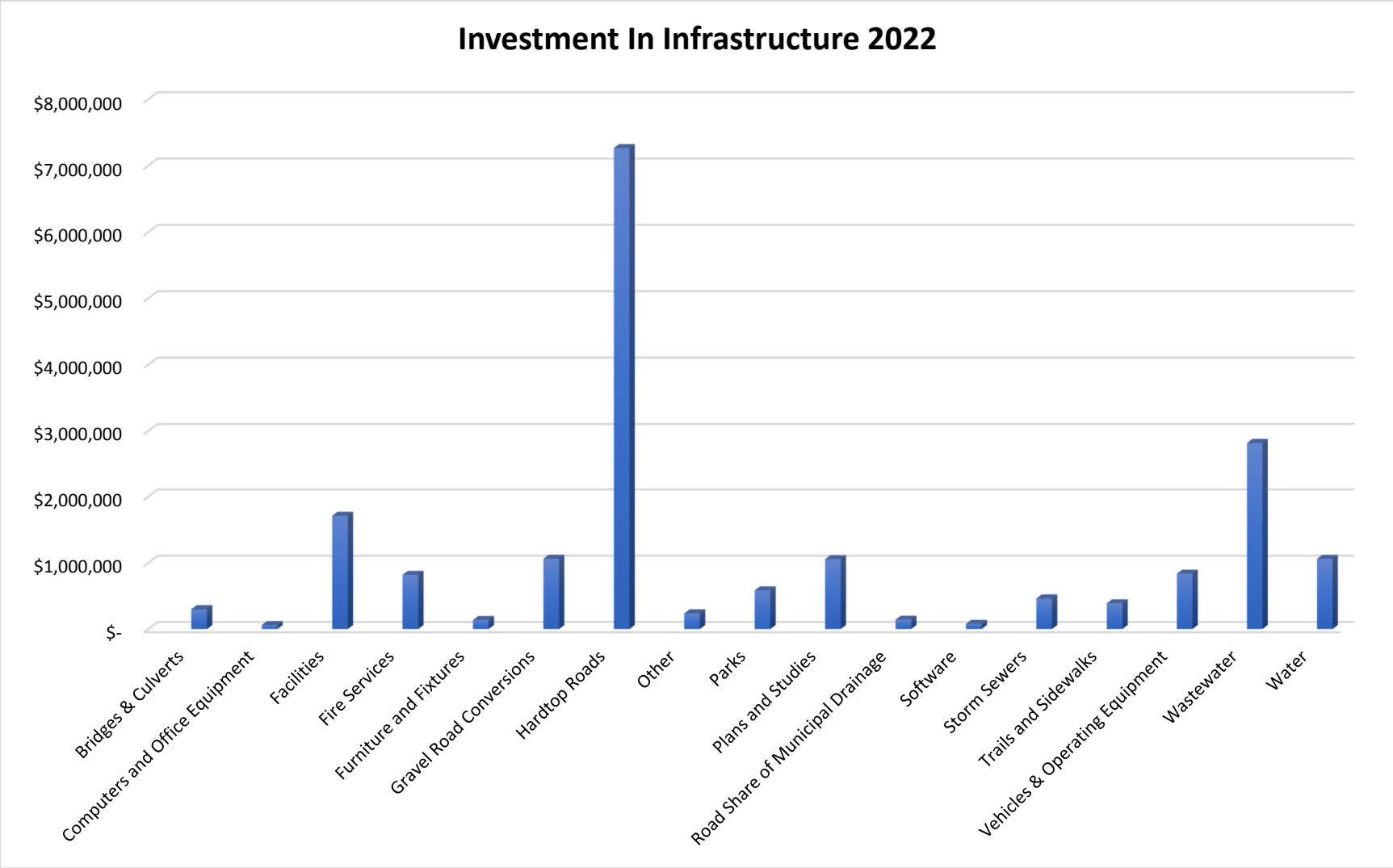
Municipal Property Taxes as a % of household Income.



This means Lakeshore is well-positioned regionally for growth and investment, and also has the financial capability to build in additional financial planning for future infrastructure investments that come with growth. Long term strategic planning in the coming years will be critical to achieve stability in taxation and user rates.

The 2022 Capital budget is focused on Council's strategic priority to maintain roads, infrastructure, and parks development, as well as wastewater and storm water management. The total investment for 2022 is \$19.01 million. The 2022 Capital Budget was developed with a focus on sustainability for capital programs including funding for the expansion of the Denis St. Pierre Water Pollution Control Plant. The pandemic has also contributed to a significant backlog of capital projects which have been encumbered from a funding source perspective, however, still require many resources to deliver the projects. These projects, along with the projects identified in the 2022 capital budget are planned for 2022. Reducing the scope of the 2022 capital budget will allow administration to focus on the finalization of many capital projects from 2020 and 2021.

The following is a breakdown of new capital projects for 2022:



Funding for these projects is achievable through financial planning in accordance with the Municipality's Asset Management Plan and prudent financial planning for the future needs of the Municipality. However, it should be noted that the asset management plan requires updating for current construction values and service levels as set out in the 5-year capital plan. This update is provincially mandated, and finance will continue work on the asset management plan in 2022.

Administration is also in the starting phase of a Long Term Strategic Financial Plan to help combine strategic documents and build the required funding models to achieve those goals.

The 2022 budget provides for:

- Assessment growth translating into \$630,000 of additional tax revenue.
- \$19.01 million in additional capital expenditures (including water and wastewater)
- Continued work on the previously approved \$58 million for the Dennis St Pierre Water Pollution Control Plant expansion

The goal of the municipal budget process is to produce a balanced budget while maintaining the following fiscal principles:

- The use of reserves to fund one-time expenditures
- An enhanced long-term capital budget program
- Debt issuance for long-term projects as needed

The 2022 budget is focused on the Municipality Strategic Priorities adopted by Council in 2019 which include:

- Sustainable Development
- Roads and Infrastructure
- Financial Sustainability
- Organizational Excellence
- Shoreline Protection and Community Resiliency

The 2022 budget also includes new appendices, to allow Council and the public to review both operating and capital items that have been considered but removed during budget review. This also allows Council the opportunity to review the priorities that were discussed as part of the budget process.

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2021 Municipal Levy	34,980,140
<u>Adjustments:</u>	
Net One-Time Costs Carrying To 2022	766,517
Annualized Wages	786,600

2022 CHANGE REQUESTS

	<u>Gross Cost</u>	<u>Reserves</u>	<u>Levy</u>
<u>Non-Discretionary</u>			
Legislative Impacts	(470,612)	(161,586)	(309,026)
Council Initiatives	625,937	-	625,937
Adjustments to Meet Contractual Requirements	26,514	(543,393)	569,907
	<u>181,839</u>	<u>(704,979)</u>	<u>886,818</u>
<u>Discretionary</u>			
Net Budget Maintenance (Line Increases & Decreases)	(2,370,218)	(945,000)	(1,425,218)
Service Enhancements – New Staffing	103,653		103,653
Infrastructure Funding	350,000		350,000
	<u>(1,916,565)</u>	<u>(945,000)</u>	<u>(971,565)</u>
Total Changes	<u>(1,734,726)</u>	<u>(1,649,979)</u>	<u>1,468,370</u>
Adjusted 2022 Levy			<u>36,448,510</u>



HISTORICAL SUMMARY

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<u>Municipal Levy</u>					
Lakeshore Municipal Levy	28,308,976	30,663,024	33,425,246	34,980,140	36,448,510
Levy Change (\$) before growth	1,058,691	2,354,048	2,762,222	1,554,894	1,468,370
Levy Change (%) before growth	3.96%	8.32%	9.00%	4.65%	4.20%
Projected Assessment Growth	534,600	989,000	697,500	650,000	630,000
Levy Change After Growth	2.03%	4.82%	6.73%	2.71%	2.40%
<u>Tax Rate</u>					
Residential Rate Change	-0.08%	1.50%	2.51%	2.38%	2.05%
<u>Water Rates</u>					
Consumption (per cubic metre)	1.48	1.5	1.52	1.54	1.56
Basic Charges	20.01	20.21	20.41	20.61	20.82
Consolidated Change (%)	0%	1%	1%	1%	1%
<u>Wastewater Rates</u>					
Consumption (per cubic metre)	1.38	1.45	1.52	1.60	1.68
Basic Charges	15.68	16.45	18.71	19.74	21.32
Consolidated Change (%)	3%	5%	8%	5%	6%
Capital Budget	11,082,700	20,619,900	24,436,400	22,939,450	19,012,378

	2019 Actual	2020 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget
1 Taxation Revenue	30,662,842	33,433,556	30,663,024	33,425,246	34,980,140	34,980,140
Operating Revenue						
2 Chief Administrative Office	-	-	-	-	-	-
3 Digital Transformations & Cloud Services	-	-	-	-	-	30,590
4 Council Services	-	-	-	-	-	16,728
5 Committees of Council	73,012	55,018	60,000	60,000	60,000	60,000
6 Legal Services	-	-	-	-	1,000	1,000
7 Civic Affairs	55,945	25,730	68,300	44,860	46,225	46,225
8 Workforce Development	1,293	-	-	-	-	-
9 Animal Control	41,050	36,419	32,400	51,400	40,900	40,965
10 Fire	42,553	41,441	36,000	36,000	81,000	116,979
11 Police	93,451	190,587	138,500	274,279	187,137	138,500
12 ATRC Facilities & Fields	2,611,436	1,321,632	2,463,815	2,162,116	1,832,015	2,574,635
13 Recreation	528,447	92,394	472,500	486,405	273,605	486,405
14 Marina	699,058	683,880	619,865	626,365	619,865	628,545
15 Community Planning	162,036	61,961	404,600	79,900	79,900	79,900
16 Building	942,318	1,286,514	1,111,300	1,058,300	1,120,837	1,211,588
17 By Law	9,368	11,913	-	2,750	-	878
18 Roads & Fleet	227,679	191,454	329,200	138,800	138,800	364,310
19 Parks & Trails	188,461	61,104	104,100	27,300	38,200	57,568
20 Engineering & Infrastructure	68,675	116,636	76,000	57,550	206,000	191,000
21 Drainage	712,729	248,459	901,280	376,280	376,280	378,036
22 Facilities (non ATC) & Properties	80,638	8,522	74,100	24,100	24,100	30,467
23 Accounting & Revenue Services	1,911,699	1,631,879	1,246,000	1,446,000	1,446,000	1,448,240
24 Financial Planning & Analysis	79,358	19,600	18,700	2,050	-	-
25 Solid Waste	1,320,842	1,372,208	1,293,100	1,319,100	1,453,100	1,518,899
26 Corporate Accounts	9,819,335	8,254,687	5,672,287	5,833,450	5,979,994	7,715,076
	19,669,382	15,712,036	15,122,047	14,107,005	14,004,958	17,136,534
Operating Expenses						
27 Chief Administrative Office	540,093	353,010	381,780	370,196	424,156	407,381
28 Digital Transformations & Cloud Services	681,967	658,713	630,837	651,018	660,125	1,055,305
29 Council Services	305,560	279,358	351,240	347,345	332,171	343,251
30 Committees of Council	34,013	15,805	37,625	37,625	48,775	48,775
31 Strategic & Legal Affairs Admin	176,947	184,993	193,897	199,297	203,790	223,116
32 Legal Services	315,792	493,555	585,842	648,878	843,588	857,333
33 Civic Affairs	558,633	579,374	568,871	589,917	615,718	662,731

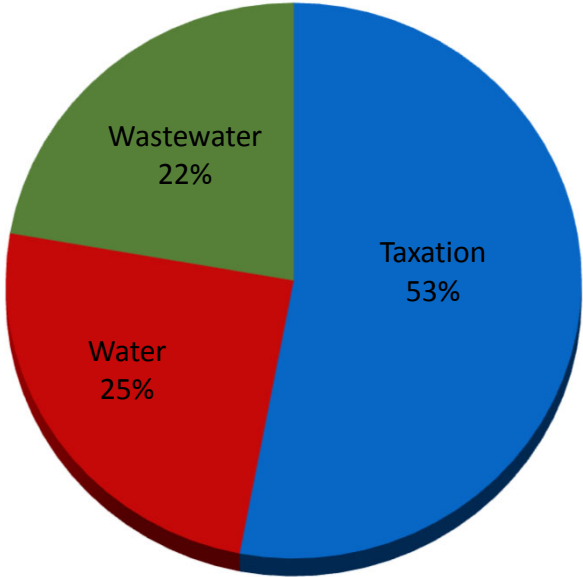
	2019 Actual	2020 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget
34 Workforce Development	396,583	345,120	303,408	358,008	390,418	414,962
35 Animal Control	61,553	80,824	70,750	81,050	71,050	71,115
36 Fire	1,859,873	1,990,655	1,968,150	2,111,571	2,313,668	2,390,318
37 Police	4,958,995	5,087,268	4,972,907	5,108,686	5,137,324	5,088,687
38 Growth & Sustainability Admin	157,713	171,087	190,532	186,414	185,745	210,793
39 Economic Development & Mobility	-	26,347	-	43,750	155,168	193,925
40 ATRC Facilities & Fields	5,280,324	4,068,557	4,937,384	4,848,704	4,302,962	4,899,444
41 Recreation	1,498,234	920,546	1,476,331	1,489,224	1,365,711	1,064,639
42 Marina	786,086	790,589	701,800	712,131	705,934	709,695
43 Community Planning	705,821	561,496	972,500	728,178	802,119	830,625
44 GIS	191,624	196,158	194,035	193,236	200,330	210,058
45 Building	1,065,548	1,317,099	1,111,300	1,058,300	1,120,837	1,211,588
46 By Law	109,824	185,357	97,673	191,850	213,105	353,743
47 Public Service	-	-	-	-	-	616,822
48 Operations Admin	186,300	191,748	190,798	193,595	182,555	207,593
49 Roads & Fleet	12,682,946	13,773,605	12,725,900	13,858,141	14,357,265	15,142,602
50 Parks & Trails	1,798,470	1,486,431	1,712,570	1,815,069	1,860,694	1,896,755
51 Engineering & Infrastructure	536,146	725,809	644,464	737,479	696,562	937,769
52 Capital Projects	-	-	-	-	292,158	351,036
53 Drainage	1,023,174	601,194	1,211,280	679,492	726,856	603,253
54 Facilities (non ATC) & Properties	1,710,150	1,554,506	1,682,645	1,706,565	1,805,059	1,786,791
55 Crossing Guards	54,090	39,120	50,100	57,096	63,139	67,966
56 Finance Admin	207,587	198,810	203,696	205,054	205,344	224,652
57 Accounting & Revenue Services	941,856	1,194,392	444,449	879,463	906,595	992,324
58 Financial Planning & Analysis	243,606	277,167	661,373	351,002	360,155	364,704
59 Solid Waste	2,588,797	2,730,032	2,515,800	2,596,417	2,889,669	2,997,974
60 Corporate Accounts	7,444,531	6,488,558	3,995,134	4,497,500	4,546,353	6,147,319
	49,102,838	47,567,284	45,785,071	47,532,251	48,985,098	53,585,044
61 Tax Revenue Required Before Assessment Growth						1,468,370
62 Assessment Growth						(630,000)
63 Total Own Purpose Levy Requirement						838,370
64 % Own Purpose Levy Requirement						2.40%



2022 BUDGET - SUMMARY OF IMPACT - TAX, WATER, WASTEWATER

	2021	2022	Change
Taxation	1,693	1,728	35
Water	571	577	6
Wastewater	573	609	36
	<u>\$2,837</u>	<u>\$2,914</u>	<u>\$77</u>
Taxation	59.7%	59.3%	
Water	20.1%	19.8%	
Wastewater	20.2%	20.9%	
	<u>100.0%</u>	<u>100.0%</u>	

2022 Budget

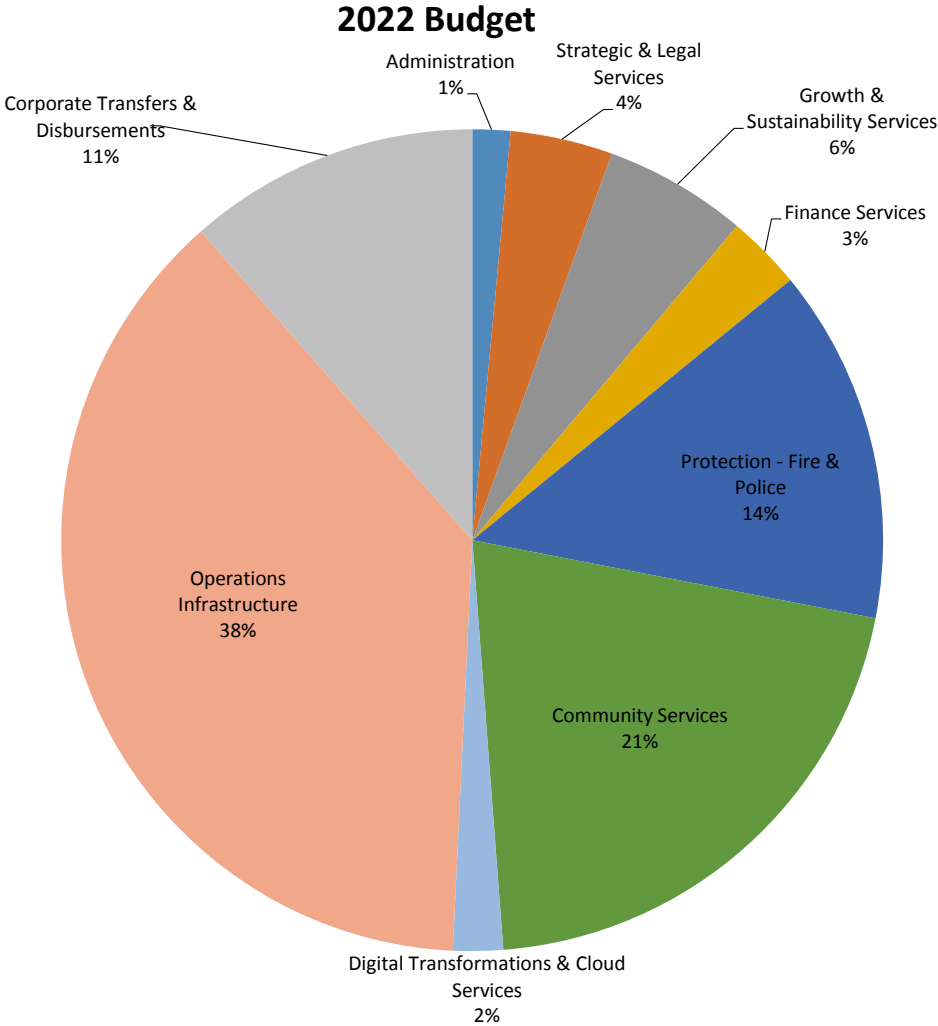


Note: Calculation based on an average home assessed at \$270,000 using on average 210 cubic meter of water per year.

2022 BUDGET - SUMMARY OF TOTAL EXPENDITURES

Administration	799,407
Strategic & Legal Services	2,158,142
Growth & Sustainability Services	3,010,732
Finance Services	1,581,680
Protection - Fire & Police	7,479,005
Community Services	11,113,227
Digital Transformations & Cloud Services	1,055,305
Operations Infrastructure	20,240,227
Corporate Transfers & Disbursements	6,147,319
	<u>53,585,044</u>

Administration	1.49%
Strategic & Legal Services	4.03%
Growth & Sustainability Services	5.62%
Finance Services	2.95%
Protection - Fire & Police	13.96%
Community Services	20.74%
Digital Transformations & Cloud Services	1.97%
Operations Infrastructure	37.77%
Corporate Transfers & Disbursements	11.47%
	<u>100.00%</u>



	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
<u>Obligatory Reserve Funds</u>							
Parkland Dedication	508,251	-	-	(100,000)	209,001	-	617,252
Development Charges	12,860,072	-	(780,000)	(242,708)	5,253,177	(89,794)	17,000,747
Federal Gas Tax	1,440,223	1,857,797	-	-	-	(350,000)	2,948,020
Building Services – Operating	1,541,951	-	(161,836)	-	-	-	1,380,115
Building Services – Capital	167,228	-	-	-	-	-	167,228
Tree Planting – Subdivisions	165,969	-	(20,000)	(25,000)	-	-	120,969
Parking Lot Development	714	-	-	-	-	-	714
Ontario Community Infrastructure Fund (OCIF)	224	2,903,166	-	-	-	(1,476,255)	1,427,135
OCILF Cannabis Legalization	35,421	-	-	-	-	-	35,421
Swim Drink Fish	19,029	-	-	-	-	-	19,029
Efficiency Grant	8,478	-	-	-	-	-	8,478
Modernization Program Grant	10,121	-	-	-	-	-	10,121
Invest Windsor Essex - Economic Development	192,586	-	-	-	-	-	192,586
Safe Restart	931,708	-	-	(16,000)	-	-	915,708
	17,881,975	4,760,963	(961,836)	(383,708)	5,462,178	(1,916,049)	24,843,523
<u>Discretionary Reserve Funds</u>							
Future Employee Benefits	713,308	-	-	-	-	-	713,308
Debt Reduction	1,437,639	-	-	-	-	-	1,437,639
	2,150,947	-	-	-	-	-	2,150,947
<u>Discretionary Reserve Funds – Wastewater</u>							
Wastewater	(1,761,601)	1,186,008	-	(2,820,375)	-	3,027,117	(368,851)
Wastewater – Capital	1,279,262	271,600	-	-	-	(1,550,862)	-
	(482,339)	1,457,608	-	(2,820,375)	-	1,476,255	(368,851)
<u>Discretionary Reserve Funds – Water</u>							
Water	10,592,714	2,776,679	-	(1,401,889)	-	-	11,967,504
Water – Filters	1,092,162	103,000	-	-	-	-	1,195,162
	11,684,876	2,879,679	-	(1,401,889)	-	-	13,162,666

	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
Reserves							
Working Funds	4,141,713	-	-	-	-	-	4,141,713
Contingency	402,369	-	(165,000)	-	-	-	237,369
Encumbrance	14,020,034	-	-	(14,020,034)	-	-	-
Community Improvement Plan	49,561	-	-	-	-	-	49,561
Assessment Stabilization	1,566,300	-	-	-	-	-	1,566,300
Accumulated Sick Leave	55,000	-	-	-	-	-	55,000
Employee Related	195,714	13,100	-	(50,000)	-	-	158,814
Self-insuring	714,498	218,110	(543,393)	-	-	-	389,215
Community Benefit	638,227	239,640	(25,500)	(250,000)	-	-	602,367
Police Operating	135,484	78,656	-	-	-	-	214,140
Winter Control	471,281	-	-	-	-	-	471,281
Water Working Funds	1,061,541	-	-	-	-	-	1,061,541
Water - Contingency	319,172	-	-	-	-	-	319,172
Facilities - New	2,423,889	1,249,500	-	(580,000)	-	-	3,093,389
Facilities	2,636,746	972,800	-	(851,000)	-	-	2,758,546
Furniture and Fixtures	54,729	24,600	-	(1,000)	-	-	78,329
Vehicles & Equipment	660,935	603,500	-	(497,000)	-	-	767,435
Technology & Office Equipment	129,138	70,600	-	(61,000)	-	-	138,738
Technology Software	8,439	131,900	-	(78,000)	-	-	62,339
Fire Vehicles & Equipment	1,126,474	452,200	-	(967,000)	-	8,000	619,674
Roads	13,320,879	5,696,000	-	(7,904,257)	-	-	11,112,622
Railway Crossings	49,433	-	-	-	-	-	49,433
Bridges & Culverts	(224,091)	498,300	-	(300,000)	-	350,000	324,209
Storm water	379,083	834,600	-	(635,000)	-	-	578,683
Road Share of Drainage	1,310,809	378,700	-	(215,500)	-	-	1,474,009
Gravel Road Conversion	1,356,227	845,200	-	(1,062,000)	-	-	1,139,427
Street Lights - New	1,263,735	239,000	-	-	-	-	1,502,735
Playground Equipment	124,102	164,500	-	(115,000)	-	-	173,602
Trails - New	657,761	361,900	-	(268,857)	-	-	750,804
Trails - Existing	275,129	99,600	-	(120,000)	-	-	254,729
Parks Signage	41,200	10,300	-	-	-	-	51,500
Parks Furniture & Fixtures	205,627	225,000	-	(63,000)	-	-	367,627
Building Repairs & Maintenance	732,793	57,700	-	-	-	-	790,493
Election	88,856	35,000	-	(221,500)	-	-	(97,644)
Tree Replacement	38,130	-	-	(10,000)	-	-	28,130
Plans & Studies	902,848	319,500	-	(399,000)	-	81,794	905,142
Legal Reserve	225,916	-	-	-	-	-	225,916
Heritage Committee	5,000	5,000	-	-	-	-	10,000
Economic Development	-	25,000	-	-	-	-	25,000
	51,564,679	13,849,906	(733,893)	(28,669,148)	-	439,794	36,451,338
Total Reserves & Reserve Funds	82,800,139	22,948,156	(1,695,729)	(33,275,120)	5,462,178	-	76,239,624

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Digital Transformations & Cloud Services	Technology & Office Equipment	Discretionary Reserve: Capital	24,400	59,400	59,400	59,400
	Technology Software	Discretionary Reserve: Capital	96,900	131,900	131,900	131,900
			<u>121,300</u>	<u>191,300</u>	<u>191,300</u>	<u>191,300</u>
Committees of Council	Heritage Committee	Discretionary Reserve: Operating	-	-	5,000	5,000
Legal Services	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	202,110
Civic Affairs	Self Insuring	Discretionary Reserve: Non-Lifecycle	16,000	16,000	16,000	16,000
	Election	Discretionary Reserve: Operating	35,000	35,000	35,000	35,000
			<u>51,000</u>	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>
Workplace Development	Employee Related	Discretionary Reserve: Non-Lifecycle	13,100	13,100	13,100	13,100
Fire	Technology & Office Equipment	Discretionary Reserve: Capital	10,500	10,500	10,500	10,500
	Fire Vehicles & Equipment	Discretionary Reserve: Capital	252,200	352,200	452,200	452,200
			<u>262,700</u>	<u>362,700</u>	<u>462,700</u>	<u>462,700</u>
Police	Police Operating	Discretionary Reserve: Non-Lifecycle	54,300	54,300	54,300	78,656
Economic Development & Mobility	Economic Development Reserve	Discretionary Reserve: Operating	-	-	-	25,000
Atlas Tube Centre	Facilities	Discretionary Reserve: Capital	582,500	582,500	582,500	582,500
Marina	Facility/Property - New	Discretionary Reserve: Capital	162,000	162,000	162,000	162,000
Community Planning	Plans & Studies	Discretionary Reserve: Operating	126,300	126,300	126,300	126,300
Building	Vehicles & Equipment	Discretionary Reserve: Capital	-	3,500	3,500	3,500
Roads & Fleet	Vehicles & Equipment	Discretionary Reserve: Capital	536,700	536,700	586,700	586,700
	Roads Lifecycle	Discretionary Reserve: Capital	4,846,000	5,346,000	5,346,000	5,696,000
	Bridges & Culverts	Discretionary Reserve: Capital	425,000	498,300	498,300	498,300
	Storm Water	Discretionary Reserve: Capital	509,600	834,600	834,600	834,600
	Road Share Drainage Works	Discretionary Reserve: Capital	378,700	378,700	378,700	378,700
	Gravel Road Conversion	Discretionary Reserve: Capital	345,200	845,200	845,200	845,200
	Street Lights - New	Discretionary Reserve: Capital	239,000	239,000	239,000	239,000
	Trails - New	Discretionary Reserve: Capital	201,600	201,600	201,600	201,600

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget
	Trails - Existing	Discretionary Reserve: Capital	79,600	79,600	79,600	79,600
	Plans & Studies	Discretionary Reserve: Operating	142,700	142,700	142,700	142,700
			<u>7,704,100</u>	<u>9,102,400</u>	<u>9,152,400</u>	<u>9,502,400</u>
Parks & Trails	Playground Equipment	Discretionary Reserve: Capital	83,500	164,500	164,500	164,500
	Trails - New	Discretionary Reserve: Capital	160,300	160,300	160,300	160,300
	Trails - Existing	Discretionary Reserve: Capital	20,000	20,000	20,000	20,000
	Parks Signage - New	Discretionary Reserve: Capital	10,300	10,300	10,300	10,300
	Parks Furniture & Fixtures	Discretionary Reserve: Capital	25,000	125,000	225,000	225,000
	Plans & Studies	Discretionary Reserve: Operating	17,200	17,200	17,200	17,200
	Vehicles & Equipment	Discretionary Reserve: Capital	7,000	7,000	7,000	7,000
			<u>323,300</u>	<u>504,300</u>	<u>604,300</u>	<u>604,300</u>
Engineering & Infrastructure	Vehicles & Equipment	Discretionary Reserve: Capital	3,500	3,500	3,500	3,500
	Technology & Office Equipment	Discretionary Reserve: Capital	700	700	700	700
			<u>4,200</u>	<u>4,200</u>	<u>4,200</u>	<u>4,200</u>
Facilities (non ATC) & Properties	Vehicles & Equipment	Discretionary Reserve: Capital	2,800	2,800	2,800	2,800
	Facility/Property - New	Discretionary Reserve: Capital	650,000	585,000	685,000	685,000
	Building Repairs & Maintenance	Discretionary Reserve: Operating	57,700	57,700	57,700	57,700
	Facilities	Discretionary Reserve: Capital	325,300	390,300	390,300	390,300
	Furniture & Fixtures	Discretionary Reserve: Capital	24,600	24,600	24,600	24,600
			<u>1,060,400</u>	<u>1,060,400</u>	<u>1,160,400</u>	<u>1,160,400</u>
Accounting & Revenue Services	Facility/Property - New	Discretionary Reserve: Capital	102,500	102,500	102,500	102,500
Financial Planning & Analysis	Plans & Studies	Discretionary Reserve: Operating	33,000	33,300	33,300	33,300
Corporate	Federal Gas Tax	Obligatory Reserve Funds	1,777,024	1,777,000	1,777,000	1,857,797
	Provincial Funding	Obligatory Reserve Funds	1,398,550	1,375,250	-	2,903,166
	Community Benefit	Discretionary Reserve: Non-Lifecycle	239,640	239,640	239,640	239,640
	Facility/Property - New	Discretionary Reserve: Capital	-	300,000	300,000	300,000
			<u>3,415,214</u>	<u>3,691,890</u>	<u>2,316,640</u>	<u>5,300,603</u>

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Water	Water	Discretionary Reserve Funds	2,762,650	2,488,744	2,773,611	2,776,679
	Water Plant Filter	Discretionary Reserve Funds	103,000	103,000	103,000	103,000
	Debt Reduction	Discretionary Reserve Funds	246,705	248,920	248,920	-
			<u>3,112,355</u>	<u>2,840,664</u>	<u>3,125,531</u>	<u>2,879,679</u>
Wastewater	Debt Reduction	Discretionary Reserve Funds	248,920	-	-	-
	Wastewater	Discretionary Reserve Funds	577,196	675,732	1,340,416	1,186,008
	Wastewater - Capital	Discretionary Reserve Funds	271,600	271,600	271,600	271,600
			<u>1,097,716</u>	<u>947,332</u>	<u>1,612,016</u>	<u>1,457,608</u>
Total Transfers to Reserve			18,225,985	19,833,686	19,762,987	22,948,156

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Chief Administrative Office	Provincial Funding - OCIF	Obligatory Reserve Funds	-	(200,000)	-	-
Digital Transformations & Cloud Services	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(30,590)
	Technology & Office Equipment	Discretionary Reserve: Capital	(66,300)	(150,200)	(45,100)	(50,000)
	Technology Software	Discretionary Reserve: Capital	(35,000)	-	-	-
			(101,300)	(150,200)	(45,100)	(80,590)
Council Services	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(16,728)
Civic Affairs	Technology Software	Discretionary Reserve: Capital	(25,000)	-	-	-
	Election	Discretionary Reserve: Operating	-	-	(17,500)	(221,500)
			(25,000)	-	(17,500)	(221,500)
Workforce Development	Employee Related	Discretionary Reserve: Non-Lifecycle	-	-	(35,000)	(50,000)
Animal Control	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(65)
Fire	Fire Vehicles & Equipment	Discretionary Reserve: Capital	(49,600)	(316,500)	(150,000)	(967,000)
	Technology & Office Equipment	Discretionary Reserve: Capital	(9,000)	-	-	-
	Furniture & Fixtures	Discretionary Reserve: Capital	(2,000)	-	-	-
	Technology Software	Discretionary Reserve: Capital	-	(32,000)	(6,500)	-
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(35,979)
	Plans & Studies	Discretionary Reserve: Operating	-	-	(100,000)	-
			(60,600)	(348,500)	(256,500)	(1,002,979)
Police	Police Operating	Discretionary Reserve: Non-Lifecycle	-	(135,779)	(48,637)	-
Economic Development Office	Furniture & Fixtures	Discretionary Reserve: Capital	-	-	-	(1,000)
ATRC Facilities & Fields	Facilities	Discretionary Reserve: Capital	-	(101,000)	(260,000)	(23,000)
	Technology & Office Equipment	Discretionary Reserve: Capital	-	(23,000)	-	-
	Furniture & Fixtures	Discretionary Reserve: Capital	-	(8,000)	-	-
	Vehicles & Equipment	Discretionary Reserve: Capital	(140,000)	-	-	-
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(5,000)	(15,000)	(65,000)	-
	Development Charges - Recreation (Arena)	Obligatory Reserve Funds	(666,000)	(332,600)	(780,000)	(780,000)
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(16,820)
	Employee Related	Discretionary Reserve: Non-Lifecycle	-	(51,701)	-	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	(20,000)	-	-	-
			(831,000)	(531,301)	(1,105,000)	(819,820)
Recreation	Community Benefit	Discretionary Reserve: Non-Lifecycle	(30,000)	-	-	-

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget	
Marina	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(8,680)	
	Facilities	Discretionary Reserve: Capital	-	(6,500)	-	-	
	Parks Furniture & Fixtures	Discretionary Reserve: Capital	-	(50,000)	-	-	
			-	(56,500)	-	(8,680)	
Growth and Sustainability Admin	Plans & Studies	Discretionary Reserve: Operating	-	-	-	(15,000)	
Community Planning	Plans & Studies	Discretionary Reserve: Operating	(455,000)	(338,000)	-	(64,000)	
GIS	Plans & Studies	Discretionary Reserve: Operating	-	-	-	(40,000)	
Building	Building Services - Operating	Obligatory Reserve Funds	(218,000)	(240,000)	(302,537)	(161,836)	
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(31,452)	
	Vehicles & Equipment	Discretionary Reserve: Capital	-	(35,000)	-	(39,000)	
	Technology & Office Equipment	Discretionary Reserve: Capital	-	(2,750)	-	-	
			(218,000)	(277,750)	(302,537)	(232,288)	
By Law	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(878)	
	Vehicles & Equipment	Discretionary Reserve: Capital	-	-	-	(38,000)	
			-	-	-	(38,878)	
Roads & Fleet	Federal Gas Tax	Obligatory Reserve Funds	(2,926,000)	(2,050,000)	-	-	
	Provincial Funding - OCIF	Obligatory Reserve Funds	(1,747,000)	(1,000,000)	-	-	
	Bridges & Culverts	Discretionary Reserve: Capital	(600,000)	(790,000)	(45,000)	-	
	Roads	Discretionary Reserve: Capital	(5,108,000)	(4,930,000)	(2,930,000)	(1,917,559)	
	Gravel Road Conversion	Discretionary Reserve: Capital	(200,000)	(900,000)	(40,000)	(1,062,000)	
	Street lights	Discretionary Reserve: Capital	(20,000)	(25,000)	-	-	
	Vehicles & Equipment	Discretionary Reserve: Capital	(456,000)	(295,000)	(681,333)	(255,000)	
	Trails - Existing	Discretionary Reserve: Capital	-	(100,000)	-	(100,000)	
	Trails - New	Discretionary Reserve: Capital	(810,000)	(150,000)	-	(268,857)	
	Technology & Office Equipment	Discretionary Reserve: Capital	-	-	(50,000)	-	
	Water	Discretionary Reserve Funds	-	-	(26,667)	-	
	Tree Replacement	Discretionary Reserve: Operating	-	-	(20,000)	-	
	Plans & Studies	Discretionary Reserve: Operating	-	(75,000)	(6,000)	-	
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(225,510)	
	Community Benefit	Discretionary Reserve: Non-Lifecycle	(35,000)	-	-	-	
	Working Funds	Discretionary Reserve: Non-Lifecycle	(350,000)	(2,976,000)	-	-	
	Storm Water	Discretionary Reserve: Capital	(1,100,000)	(300,000)	(1,910,000)	(542,029)	
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(27,000)	-	-	-	
				(13,379,000)	(13,591,000)	(5,709,000)	(4,370,955)

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget	
Parks & Trails	Community Benefit	Discretionary Reserve: Non-Lifecycle	(800,000)	(627,000)	(700,000)	-	
	Parks Furniture & Fixtures	Discretionary Reserve: Capital	(25,000)	(34,000)	(60,000)	(63,000)	
	Playground Equipment	Discretionary Reserve: Capital	(226,000)	(175,000)	(157,000)	(115,000)	
	Trails - Existing	Discretionary Reserve: Capital	(80,000)	(15,000)	(20,000)	(20,000)	
	Trails - New	Discretionary Reserve: Capital	-	(40,000)	(75,000)	-	
	Vehicles & Equipment	Discretionary Reserve: Capital	(170,500)	(38,000)	(40,000)	(120,000)	
	Park Development	Obligatory Reserve Funds	(91,000)	(965,000)	(240,000)	(100,000)	
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(19,368)	
	Tree Replacement	Discretionary Reserve: Operating	-	-	-	(10,000)	
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(40,000)	-	-	-	
	Plans & Studies	Discretionary Reserve: Operating	(80,000)	(14,000)	-	-	
				(1,512,500)	(1,908,000)	(1,292,000)	(447,368)
	Engineering & Infrastructure	Roads	Discretionary Reserve: Capital	-	-	-	(640,000)
Technology & Office Equipment		Discretionary Reserve: Capital	-	(11,250)	-	(11,000)	
Technology Software		Discretionary Reserve: Capital	-	-	-	(38,000)	
Vehicles & Equipment		Discretionary Reserve: Capital	(30,000)	-	(38,000)	(45,000)	
Storm Water		Discretionary Reserve: Capital	-	-	-	(25,000)	
Plans & Studies		Discretionary Reserve: Operating	-	-	-	(205,000)	
Tree Planting - Subdivisions		Obligatory Reserve Funds	(40,000)	(20,000)	(20,000)	(45,000)	
Contingency		Discretionary Reserve: Non-Lifecycle	-	-	(150,000)	-	
			(70,000)	(31,250)	(208,000)	(1,009,000)	
Capital Projects	Water	Discretionary Reserve Funds	-	-	-	(937,860)	
	Community Benefit	Discretionary Reserve: Non-Lifecycle	-	-	-	(250,000)	
	Bridges & Culverts	Discretionary Reserve: Capital	-	-	-	(300,000)	
	Storm Water	Discretionary Reserve: Capital	-	-	-	(310,000)	
	Roads	Discretionary Reserve: Capital	-	-	-	(5,346,698)	
	Plans & Studies	Discretionary Reserve: Operating	-	-	-	(60,000)	
			-	-	-	(7,204,558)	
Drainage	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(1,756)	
	Road Share Drainage	Discretionary Reserve: Capital	(525,000)	(10,000)	-	(215,500)	
	Vehicles & Equipment	Discretionary Reserve: Capital	(40,000)	-	-	-	
			(565,000)	(10,000)	-	(217,256)	

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Facilities (non ATC) & Properties	Plans & Studies	Discretionary Reserve: Operating	(50,000)	-	-	-
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(376,500)	-	-	-
	Safe Restart	Obligatory Reserve Funds	-	-	-	(16,000)
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(6,367)
	Facility/Property - New	Discretionary Reserve: Capital	(2,200,000)	(1,530,700)	-	(580,000)
	Furniture & Fixtures	Discretionary Reserve: Capital	(20,000)	-	-	-
	Facilities	Discretionary Reserve: Capital	-	(177,000)	(273,000)	(828,000)
			<u>(2,646,500)</u>	<u>(1,707,700)</u>	<u>(273,000)</u>	<u>(1,430,367)</u>
Accounting & Revenue Services	Technology Software	Discretionary Reserve: Capital	(12,000)	(650,000)	(100,000)	(40,000)
Financial Planning & Analysis	Technology & Office Equipment	Discretionary Reserve: Capital	-	(2,050)	-	-
	Plans & Studies	Discretionary Reserve: Operating	(40,000)	-	(142,500)	-
			<u>(40,000)</u>	<u>(2,050)</u>	<u>(142,500)</u>	<u>-</u>
Corporate	Community Benefit	Discretionary Reserve: Non-Lifecycle	-	(25,500)	(25,500)	(25,500)
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(15,451)
	Contingency	Discretionary Reserve: Non-Lifecycle	-	-	-	(165,000)
	Facility/Property - New	Discretionary Reserve: Capital	-	-	(1,400,000)	-
			<u>-</u>	<u>(25,500)</u>	<u>(1,425,500)</u>	<u>(205,951)</u>
Water	Water	Discretionary Reserve Funds	(2,745,401)	(2,036,000)	(3,918,700)	(222,000)
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(96,288)
			<u>(2,745,401)</u>	<u>(2,036,000)</u>	<u>(3,918,700)</u>	<u>(318,288)</u>
Wastewater	Wastewater	Discretionary Reserve Funds	(1,283,400)	(2,214,000)	(9,387,150)	(2,820,375)
	Self Insuring	Discretionary Reserve: Non-Lifecycle	-	-	-	(37,461)
	Plans & Studies	Discretionary Reserve: Operating	-	-	-	(15,000)
	Federal Gas Tax	Obligatory Reserve Funds	-	-	-	-
	Provincial Funding - OCIF	Obligatory Reserve Funds	-	(1,000,000)	-	-
			<u>(1,283,400)</u>	<u>(3,214,000)</u>	<u>(9,387,150)</u>	<u>(2,872,836)</u>
Total Transfers to Operating			(3,509,801)	(819,130)	(1,326,674)	(1,695,729)
Total Transfers to Capital			(20,464,900)	(24,394,400)	(22,939,450)	(19,012,378)
Total Transfers from Reserves			(23,974,701)	(25,213,530)	(24,266,124)	(20,708,107)

CAO		
1	Annualized Salary and Wages	33,225
2	Annualized for One-Time adjustments from prior year	(50,000)

Digital Transformation & Cloud Services		
3	Annualized Salary and Wages	27,063
4	2022-008 Insurance Premium Increase	-
5	2022-067 Service Fees for Unit 4	140,787
6	2022-020 Disaster Recovery and Mitigation Service	30,000
7	2022-021 Migration to Office 365	95,000
8	2022-078 SIEMS Monitoring	71,740

Council		
9	Annualized Salary and Wages	9,352
10	Annualized for One-Time adjustments from prior year	17,000
11	2022-008 Insurance Premium Increase	-
12	2022-096 One-Time Reduction of Training & Conferences	(32,000)

Strategic & Legal Affairs Admin		
13	Annualized Salary and Wages	19,326

Legal Services		
14	Annualized Salary and Wages	11,948
15	2022-008 Insurance Premium Increase	-
16	2022-012 Property Acquisition & Disposition Program - Appraisal costs	1,800

Civic Affairs		
17	Annualized Salary and Wages	25,821
18	Annualized for One-Time adjustments from prior year	(6,000)
19	2022-054 Accessibility Software	15,000
20	2022-051 Internship for Civic Affairs	12,192

Workforce Development		
21	Annualized Salary and Wages	14,545
22	2022-009 Employee Wellness Initiative - Recreation for Employees	5,000
23	2022-011 CUPE Pay Equity Review	5,000

Fire		
24	Annualized Salary and Wages	48,571
25	Annualized for One-Time adjustments from prior year	(14,600)
26	2022-008 Insurance Premium Increase	-
27	2022-001 Dispatching Services Fee Increase	6,700

Police		
28	2022-002 OPP Contract Decrease & 2020 Reconciliation	-

Growth & Sustainability Admin		
29	Annualized Salary and Wages	25,048

Economic Development & Mobility		
30	Annualized Salary and Wages	757
31	2022-090 Increase to CSC Transportation Agreement	5,000
32	2022-028 Hospitality, events, and business development	3,000
33	2022-029 Hubspot Membership	1,000
34	2022-030 Travel Expense	4,000
35	2022-034 Economic Development Marketing & Investment Attraction	25,000

Atlas Tube Recreation Centre		
36	Annualized Salary and Wages	82,652
37	Annualized for One-Time adjustments from prior year	551,200
38	2022-008 Insurance Premium Increase	-
39	2022-081 DC Repayment Transfer for the ATC	(780,000)

Recreation		
40	Annualized Salary and Wages	(450,372)
41	Annualized for One-Time adjustments from prior year	(63,500)

Marina

42	Annualized Salary and Wages	(10,919)
43	2022-008 Insurance Premium Increase	-
44	2022-013 Addition of Porta Johns and Waste Collection for Marina	6,000

Community Planning

45	Annualized Salary and Wages	21,641
46	2022-006 City View Maintenance fees	1,560
47	2022-076 Photocopier lease - OPS Centre	4,305
48	2022-007 Travel (Mileage)	1,000

GIS

49	Annualized Salary and Wages	4,728
50	2022-018 GIS ESRI Licensing Increase	5,000

Building

51	Annualized Salary and Wages	19,986
52	Annualized for One-Time adjustments from prior year	302,287
53	2022-084 Building Fund Operations Transfer	(161,586)
54	2022-005 City View Maintenance Fees	3,490
55	2022-008 Insurance Premium Increase	-
56	2022-082 Increase to building permint revenue	(200,000)
57	2022-083 Overhead allocation for Building	-

By Law

58	Annualized Salary and Wages	1,277
59	Annualized for One-Time adjustments from prior year	(2,000)
60	2022-008 Insurance Premium Increase	-
61	2022-016 Support Costs for New Division Leader	140,483

Public Service

62	Annualized Salary and Wages	503,385
63	2022-048 Team Leader - Public Service	113,437

Operations Services Admin

64	Annualized Salary and Wages	25,038
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Roads & Fleet

65	Annualized Salary and Wages	87,443
66	2022-008 Insurance Premium Increase	-
67	2022-027 Geotechnical consulting	25,000
68	2022-035 Community Signs, Life Cycle Replacements	12,054
69	2022-037 Hardtop Roads Maintenance	50,000
70	2022-038 Contractor Snow Clearing	23,000
71	2022-040 Operations Training Budget Increase	5,000
72	2022-045 Fence Maintenance	32,500
73	2022-055 Grants & Subsidies- Flood Mitigation Programs	(10,000)
74	2022-056 Sidewalk Maintenance	5,000
75	2022-062 Remote Monitoring Subscription for the 10 storm pumping station system	24,830
76	2022-077 Operating of Winter Lights	5,000
77	2022-087 Decrease of Locate Services Budget	(50,000)
78	2022-088 2022 Capital Program Funding Enhancement	350,000

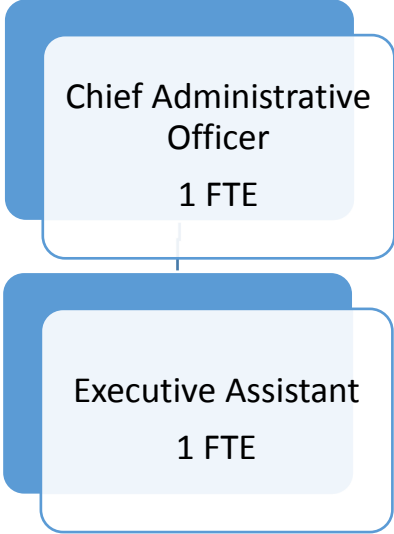
Parks & Trails

79	Annualized Salary and Wages	14,493
80	2022-008 Insurance Premium Increase	-
81	2022-041 New Waste Collection Signs	2,200

Engineering & Infrastructure

82	Annualized Salary and Wages	(151,880)
83	Annualized for One-Time adjustments from prior year	141,275
84	2022-042 Team Leader - Flood Mitigation & Protection - New Full Time Position	122,418
85	2022-043 Sanitary/Stormwater Engineering Technologist - New Full Time Position	101,594
86	2022-025 Training & Conferences Increase	2,300
87	2022-055 Grants & Subsidies - Flood Mitigation Programs	40,500
88	2022-059 Inflow & Infiltration Consulting	-
89	2022-092 Consolidation of Consulting Expense to Engineering from	-
90	2022-093 Consolidation of Consulting Expense to Engineering from	-

Capital Projects			Corporate Accounts		
91	Annualized Salary and Wages	62,903	110	Annualized for One-Time adjustments from prior year	(108,477)
92	Annualized for One-Time adjustments from prior year	(8,725)	111	2022-060 OMPF Allocation	(11,100)
93	2022-044 Training & Conferences	4,700	112	2022-008 Insurance Premium Increase	-
Drainage			113	2022-085 Increase to Lower Thames Conservation Authority Lev	9,784
94	Annualized Salary and Wages	6,314	114	2022-046 John Freeman Walls Historic Site & Underground Rail	11,500
95	2022-008 Insurance Premium Increase	-	115	2022-079 Adjust FGT Revenue and Transfer	-
96	2022-069 Reduction in tile and drainage loan payments	(131,673)	116	2022-094 Salary Continuance	-
Facilities			117	2022-095 2022 OCIF Allocation	-
97	Annualized Salary and Wages	6,865	Water		
98	2022-008 Insurance Premium Increase	-	118	Annualized Salary and Wages	236,706
99	2022-026 Facilities - Generator Maintenance	2,200	119	2022-074 Annual Adjustment to Water Reserve	3,068
100	2022-064 Removal of Rent Expense for EIS Operations	(23,000)	120	2022-008 Insurance Premium Increase	-
101	2022-086 Elimination of rental expense for the Stoney Point Library	(10,700)	121	2022-023 Water Memberships & Subscriptions	1,000
Crossing Guards			122	2022-063 Office Supplies	1,000
102	Annualized Salary and Wages	5,247	123	2022-071 DWQMS Consulting Fees	5,000
103	Annualized for One-Time adjustments from prior year	(420)	124	2022-070 Removal of Transfer to Debt Reduction Fund	(248,920)
Finance Admin			125	2022-073 Water Rate Increases	(89,314)
104	Annualized Salary and Wages	19,308	126	2022-024 Water Coordinator - New Full Time Position	91,461
Accounting & Revenue Services			Wastewater		
105	Annualized Salary and Wages	85,729	127	Annualized Salary and Wages	4,054
106	2022-065 Increase in Farm Lease Rate - Columbus Drive	(2,240)	128	2022-008 Insurance Premium Increase	-
Financial Planning & Analysis			129	2022-075 Annual Adjustment to Wastewater Reserve	(154,408)
107	Annualized Salary and Wages	4,548	130	2022-022 OCWA Operational Maintenance Contract	446,383
Solid Waste			131	2022-066 Increase in Farm Lease Rate - Lakeshore Road 115	(20,260)
108	Annualized Salary and Wages	269	132	2022-068 Reduction of Debt Payment for Wastewater	(63,534)
109	2022-061 Solid Waste Contract Increase and Tipping Fee Increase	42,237	133	2022-055 Grants & Subsidies - Flood Mitigation Programs	(15,000)
			134	2022-059 Inflow & Infiltration Consulting	75,000
			135	2022-072 Wastewater Rate Increases	(422,235)
			136	2022-049 I&I Repairs	150,000



Total FTE Count: 2 CUPE: 0 IBEW: 0 Management: 2 Students: 0

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

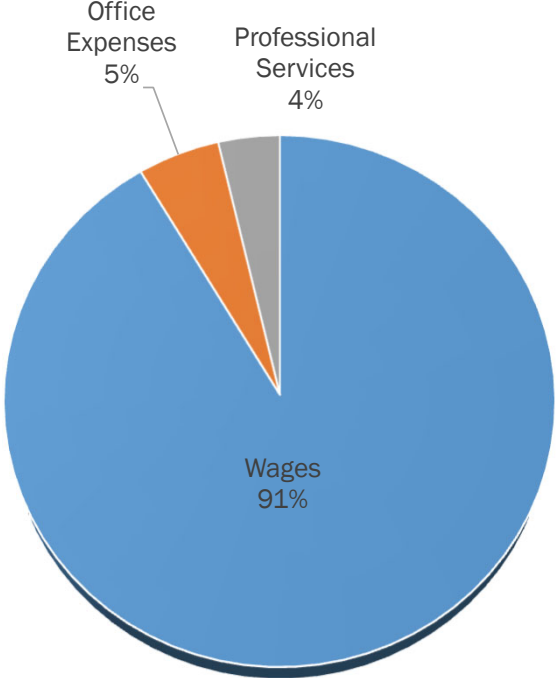
No operating and capital changes are requested for 2022.

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	335,116	339,076	372,301
Office Expenses	20,080	20,080	20,080
Professional Services	15,000	65,000	15,000
Total Expenses	370,196	424,156	407,381
Transfer From Reserves	-	-	-
Net Budget	370,196	424,156	407,381

Summary of Budget Changes

	Change	Balance
2021 Budget		424,156
Wage Adjustments	33,225	
Annualized for One-Time adjustments from prior year	(50,000)	
<u>Budget Changes Subtotal</u>	<u>-</u>	<u>(16,775)</u>
<u>Budget Issues funded through the Reserve</u>	<u>-</u>	<u>-</u>
Net Levy Impact		<u>(16,775)</u>
2022 Budget		<u><u>407,381</u></u>



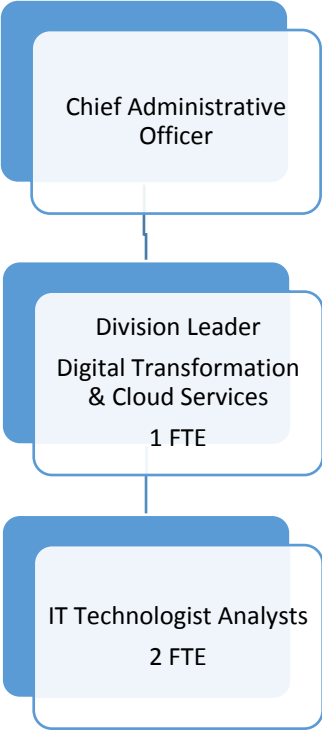
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		33,225	-	Division salary and wage adjustment	33,225	-
2 Annualized for One-Time adjustments from prior year			(50,000)	-	Division One-time adjustments from prior year See Appendix III for details	(50,000)	-
Division Totals			<u>(16,775)</u>	<u>-</u>		<u>(16,775)</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.



	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 (Q3) Projected</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>\$ Budget Change</u>
Revenues								
Transfer From Reserve Funds	-	-	-	-	-	-	-	-
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures								
Wages and Benefits	504,599	323,139	330,151	339,700	335,116	339,076	372,301	33,225
Office Supplies	303	38	500	500	500	500	500	-
Advertising & Promotion	3,440	211	4,000	4,000	4,000	4,000	4,000	-
Meeting Expenses	1,124	515	1,500	1,500	1,500	1,500	1,500	-
Courier & Postage	5	5	-	-	-	-	-	-
Travel Expense	1,606	592	1,650	1,650	1,650	1,650	1,650	-
Training & Conferences	5,578	8,599	8,486	6,000	8,000	8,000	8,000	-
Memberships & Subscriptions	1,978	2,425	2,800	1,800	2,800	2,800	2,800	-
Telecommunications	1,494	1,588	1,630	1,630	1,630	1,630	1,630	-
Computer Expense	87	2,196	-	-	-	-	-	-
Consulting Services	19,880	13,702	65,000	25,000	15,000	65,000	15,000	(50,000)
		-						
Total Expenses	<u>540,093</u>	<u>353,010</u>	<u>415,717</u>	<u>381,780</u>	<u>370,196</u>	<u>424,156</u>	<u>407,381</u>	<u>(16,775)</u>
Net Budget	<u>540,093</u>	<u>353,010</u>	<u>415,717</u>	<u>381,780</u>	<u>370,196</u>	<u>424,156</u>	<u>407,381</u>	<u>(16,775)</u>





Total FTE Count: 3 CUPE: 2 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

Digital Transformation and Cloud Services (DTCS) is responsible for corporate information systems business planning, digital modernization of service delivery, information sharing/collaboration, corporate information security, and the migration of Lakeshore systems over time to the Cloud. In addition, DTCS also has core IT functions of maintaining and supporting current hardware and software, providing technical support, and help desk support.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Per council resolution number 308-09-2021, a \$30,000 addition to the base budget was approved to support annualized costs of the proposed data backup and discovery strategy, as presented at the September 28, 2021, Council Meeting.
- \$95,000 annual subscription fee for Microsoft Office 365.
- \$163,787 annual servicing fee for the new Unit 4 ERP system, this is offset by a one-time savings of \$23,000 through the removal of the annual servicing fees by the former ERP provider.
- \$71,740 - The Municipality of Lakeshore must adopt real-time infrastructure and cyber threat monitoring to protect against future security breaches to the network. SIEMS will help Lakeshore IT to stay on top of every alert and security threat as they occur in real time on the network, 24 hours a day seven days a week. As cyber insurance premiums continue to increase, SIEMS will provide downward pressure on Lakeshore's rates in the future.

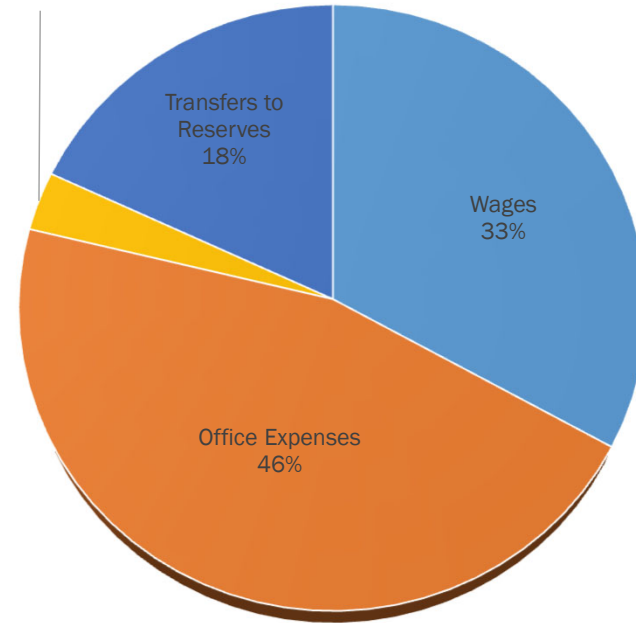
Major Capital Projects

- Annual computer lifecycle replacement - \$50,000

Summary	2020 Budget	2021 Budget	2022 Budget
Wages	312,018	321,125	348,188
Office Expenses	145,200	145,200	482,727
Professional Services	-	-	-
Operating Costs	2,500	2,500	33,090
Transfers to Reserves	191,300	191,300	191,300
Total Expenses	651,018	660,125	1,055,305
Transfers from Reserves	-	-	(30,590)
Net Budget	651,018	660,125	1,024,715

Summary of Budget Changes	Change	Balance
2021 Budget		660,125
Add: Wage Adjustments	27,063	
Budget Issues		
2022-008 Insurance Premium Increase	30,590	
2022-067 Service Fees for Unit 4	140,787	
2022-020 Disaster Recovery and Mitigation Service	30,000	
2022-021 Migration to Office 360	95,000	
2022-078 SIEMS Monitoring	71,740	
Budget Changes Subtotal		395,180
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(30,590)	
		(30,590)
Net Levy Impact		364,590
2022 Budget		1,024,715

Operating Costs
3%



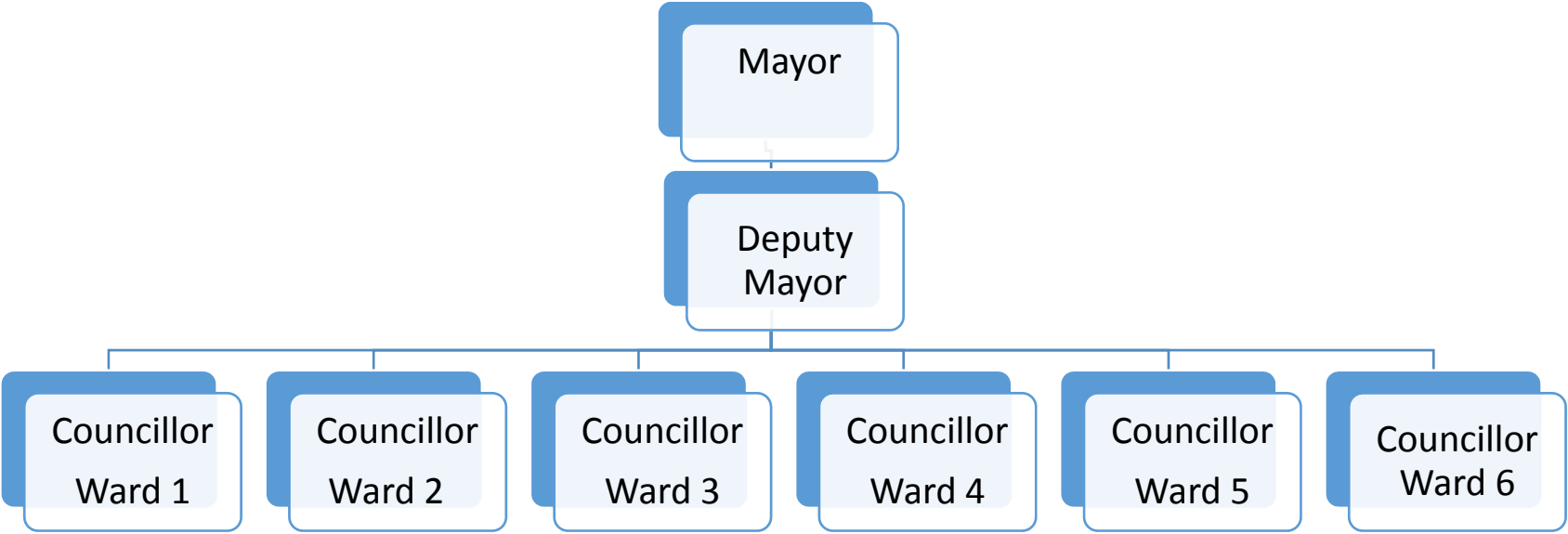
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		27,063	-	Division salary and wage adjustment	27,063	-
2 Contractual	2022-008	Insurance Premium Increase	30,590	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	30,590
3 Contractual	2022-067	Service Fees for Unit 4	140,787	-	First year was budgeted in the capital project, moving forward the service fees are to be funded from the levy.	140,787	-
4 Council Initiative	2022-020	Disaster Recovery and Mitigation Service	30,000	-	Currently the Municipality of Lakeshore has all data residing on aged hardware. A plan is in place to migrate to new hardware, but a clear timeline has not been defined. The data on this device is at risk for several factors such as physical damage of the data drives, the hardware itself failing or the software that runs the application crashing. External risks include Ransomware and entire full scale building loss in the event of fire or catastrophic weather. Lakeshore is not currently prepared to handle any types of these disasters as they would result in widespread data loss. A backup strategy had been developed but is not completed however it will not address the ransomware attacks becoming more prevalent in the municipal sector. An enterprise grade backup and disaster solution needs to ensure data backups are on a completely segregated network so that a threat actor cannot move from the production environment to the backup environment. Currently, a ransomware attack at Lakeshore will prove to be a full-scale disaster and full-scale data loss including Laserfiche, emails and any other data or applications hosted on Lakeshore servers.	30,000	-
5 Council Initiative	2022-021	Migration to Office 365	95,000	-	In September 2021, Lakeshore's Exchange Server crashed requiring an emergency migration to Office 365 as the current version of Microsoft's email and office suite service. As presented in the report to Council at the Special Meeting on September 16th, \$95,000 in annual subscription fees are required to support the service. Motion by council was approved through Council Resolution # 300-09-2021	95,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
6 Line item increase	2022-078	SIEMS Monitoring	71,740	4,580	The Municipality of Lakeshore must adopt real-time infrastructure and cyber threat monitoring, which will help Lakeshore IT to stay on top of every alert and security threat. Below are the recommended settings/processes we need to deploy/adopt to achieve proactive threat hunting enabling and security monitoring; Implement a process to review the server performance on a proactive basis and remediate infrastructure before disruption happen; Implement All Infrastructure Security & Event (SIEM) monitoring which includes the servers, applications, DC Firewalls, active directory services, office 365 unified logging, etc.; Monitor SIEM services to prevent potential attacks and compromises in the on-premises and cloud infrastructure; Implement advance threat hunting persistent algorithms based on the real attack vectors and database updates; Implement incident response and remediation in the case of breach detected; Implement the process for the incident response and reporting a security incident with the security operation centre; Implement monthly review of Lakeshore threat landscape including threat reporting, vulnerabilities and passive improvements that can be done without impacting services or planned maintenance to improve security.	71,740	-
Division Totals			<u>395,180</u>	<u>4,580</u>		<u>364,590</u>	<u>30,590</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	-	-	-	-	-	-	30,590	30,590
Total Revenues	-	-	-	-	-	-	30,590	30,590
Expenses								
Wages and Benefits	265,894	318,853	283,698	291,837	312,018	321,125	348,188	27,063
Travel Expense	13	1,281	550	-	-	-	-	-
Training & Conferences	-	-	200	5,000	5,000	5,000	5,000	-
Telecommunications	36,634	38,750	47,460	33,000	33,000	33,000	33,000	-
Computer Expense	186,768	108,529	123,232	177,200	107,200	107,200	444,727	337,527
Equipment Repairs & Maintenance	1,358	-	150	2,500	2,500	2,500	2,500	-
Insurance Premiums	-	-	28,084	-	-	-	30,590	30,590
Transfer To Reserves	191,300	191,300	191,300	121,300	191,300	191,300	191,300	-
Total Expenses	681,967	658,713	674,674	630,837	651,018	660,125	1,055,305	395,180
Net Budget	681,967	658,713	674,674	630,837	651,018	660,125	1,024,715	364,590



OBJECTIVES AND RESPONSIBILITIES

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

BUDGET HIGHLIGHTS

Major Operating Change Requests

- One-time reduction of 50% of the training and conference expense – \$(32,000)

Major Capital Project Requests

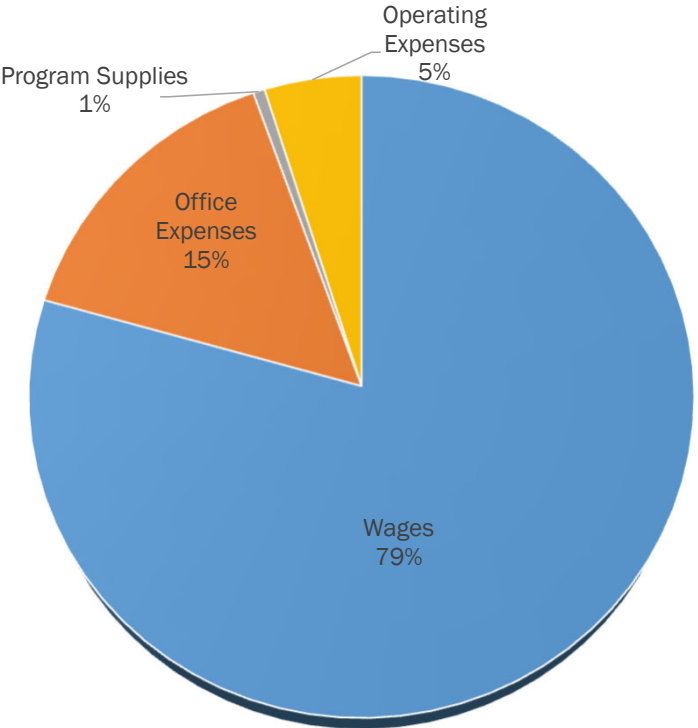
- No requests for 2022

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	261,205	263,031	272,383
Office Expenses	84,140	67,140	52,140
Program Supplies	2,000	2,000	2,000
Operating Expenses	-	-	16,728
Transfers to Reserves	-	-	-
Total Expenses	347,345	332,171	343,251
Transfers from Reserves	-	-	16,728
Net Budget	347,345	332,171	326,523

Summary of Budget Changes

	Change	Balance
2021 Budget		332,171
Wage Adjustments	9,352	
Annualized for One-Time adjustments from prior year	17,000	
Budget Issues:		
2022-008 Insurance Premium Increase	16,728	
2022-096 One-time Reduction of Training & Conferences	(32,000)	
Budget Changes Subtotal		11,080
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(16,728)	
		(16,728)
Net Levy Impact		(5,648)
2022 Budget		326,523



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		9,352	-	Division salary and wage adjustment	9,352	-
2 Annualized for One-Time adjustments from prior year			17,000	-	Division One-time adjustments from prior year See Appendix III for details	17,000	-
3 Contractual	2022-008	Insurance Premium Increase	16,728	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	16,728
4 Line Item Decrease	2022-096	One-time Reduction of Training & Conferences	(32,000)	-	Per direction of council during budget deliberations a one-time reduction of 50% the training and conference expense is being brought forward.	(32,000)	-
Division Totals			<u>11,080</u>	-		<u>(5,648)</u>	<u>16,728</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserve Funds	-	-	-	-	-	-	16,728	16,728
Total Revenues	-	-	-	-	-	-	16,728	16,728
Expenses								
Wages and Benefits	247,473	257,317	263,031	257,600	261,205	263,031	272,383	9,352
Advertising & Promotion	8,952	4,021	5,000	5,000	5,000	5,000	5,000	-
Training & Conferences	26,247	5,690	16,000	64,000	64,000	32,000	32,000	-
Memberships & Subscriptions	438	-	500	500	500	500	500	-
Telecommunications	6,605	5,309	5,640	5,640	5,640	5,640	5,640	-
Events and Functions	8,347	391	3,500	11,000	3,500	3,500	3,500	-
Staff Appreciation	5,733	5,177	20,500	5,500	5,500	20,500	5,500	(15,000)
Materials & Supplies	1,766	1,452	2,000	2,000	2,000	2,000	2,000	-
Insurance Premium	-	-	15,358	-	-	-	16,728	16,728
Transfers to Reserves	-	-	-	-	-	-	-	-
Total Expenses	305,560	279,358	331,529	351,240	347,345	332,171	343,251	11,080
Net Budget	(305,560)	(279,358)	(331,529)	(351,240)	(347,345)	(332,171)	(326,523)	5,648



Total FTE Count: 4 CUPE: 0 IBEW: 0 Management: 0 Students: 0

OBJECTIVES AND RESPONSIBILITIES

This budget centre is used to track all the costs associated with Committees of Council including the Heritage Committee, Committee of Adjustments, the Accessibility Committee and the Drainage Board.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

Summary

Committee of Adjustment
 Accessibility Committee
 Heritage Committee
 Drainage Board
 Transfer to Reserve
Net Budget

	2020 Budget	2021 Budget	2022 Budget
Committee of Adjustment	22,825	23,575	23,575
Accessibility Committee	5,300	5,300	5,300
Heritage Committee	3,000	8,400	8,400
Drainage Board	6,500	6,500	6,500
Transfer to Reserve	-	5,000	5,000
Net Budget	37,625	48,775	48,775
Revenues	(60,000)	(60,000)	(60,000)
Net Budget	(22,375)	(11,225)	(11,225)

Revenues
Net Budget

Summary of Budget Changes

2021 Budget

Budget Issues

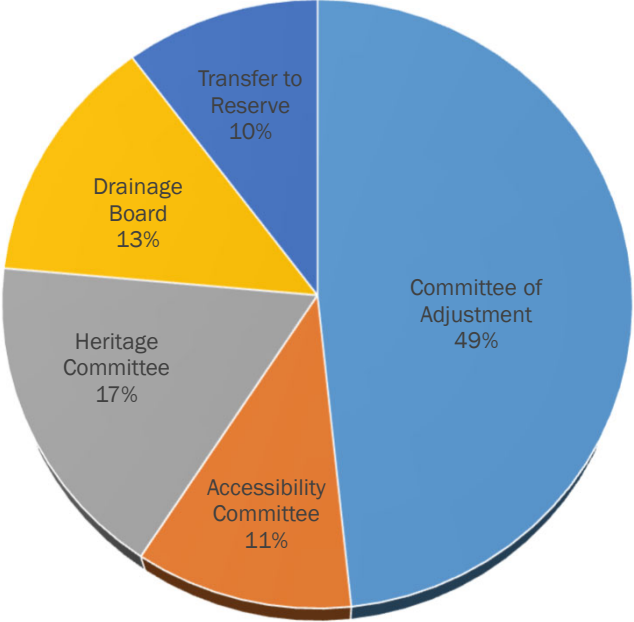
Budget Changes Subtotal

Budget Issues funded through the Reserve

Net Levy Impact

2022 Budget

	Change	Balance
2021 Budget		(11,225)
Budget Changes Subtotal	-	-
Budget Issues funded through the Reserve	-	-
Net Levy Impact		-
2022 Budget		(11,225)



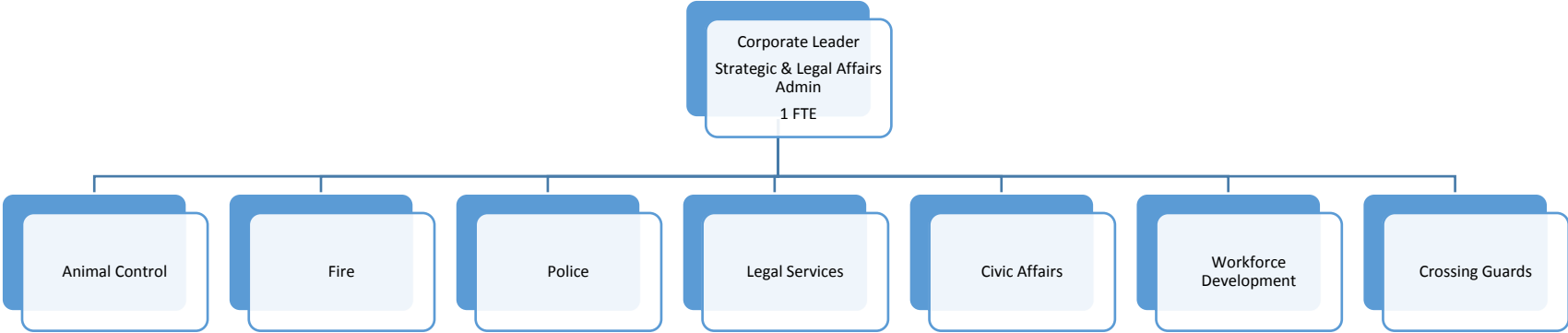
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		-	-	Division salary and wage adjustment	-	-
Division Totals			<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

* 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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Committee of Adjustment	73,012	55,018	71,645	60,000	60,000	60,000	60,000	-
Total Revenues	73,012	55,018	71,645	60,000	60,000	60,000	60,000	-
Expenses								
Committee of Adjustment	21,677	9,018	15,359	22,825	22,825	23,575	23,575	-
Accessibility Committee	4,958	1,460	2,732	5,300	5,300	5,300	5,300	-
Heritage Committee	532	400	10,720	3,000	3,000	8,400	8,400	-
Drainage Board	6,845	4,927	6,500	6,500	6,500	6,500	6,500	-
Transfer to Reserves	-	-	-	-	-	5,000	5,000	-
Total Expenses	34,013	15,805	35,311	37,625	37,625	48,775	48,775	-
Net Budget	(38,999)	(39,213)	(36,334)	(22,375)	(22,375)	(11,225)	(11,225)	-





Total FTE Count: 1 CUPE: 0 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

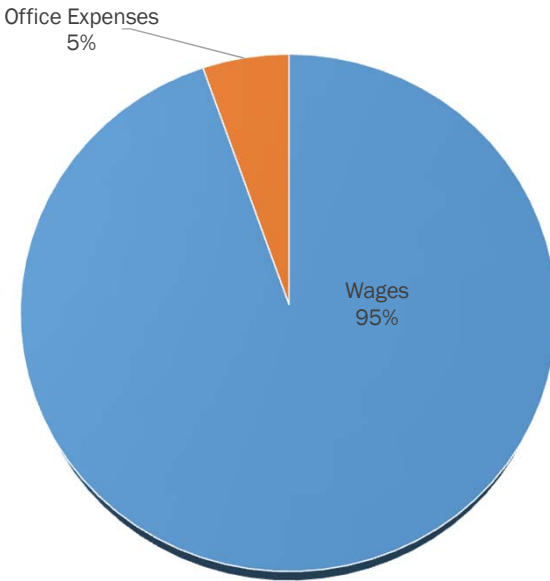
The Corporate Leader for this department is responsible for overseeing Animal Control, Fire, Police, Legal Services, Civic Affairs, and Workforce Development and Crossing Guards.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	189,545	191,817	211,143
Office Expenses	9,752	11,973	11,973
Operating Costs			
Transfers to Reserves			
Total Expenses	199,297	203,790	223,116
Transfers from Reserves	-	-	-
Net Budget	199,297	203,790	223,116

	Change	Balance
Summary of Budget Changes		
2021 Budget		203,790
Add: One-Time Items		
Wage Adjustments	19,326	
<u>Budget Issues:</u>		
Budget Changes Subtotal		19,326
<u>Budget Issues funded through the Reserve</u>		
		-
Net Levy Impact		19,326
2022 Budget		223,116



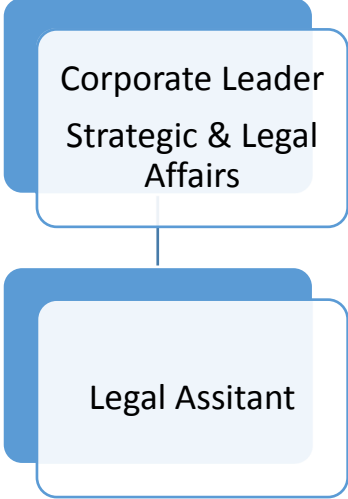
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		19,326	-	Division salary and wage adjustment	19,326	-
Division Totals			19,326	-		19,326	-

* 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.



	2019 Actual	2020 Actual	2021 (Q3) Projected		2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues									
Transfer From Reserves	-	-	-		-	-	-	-	-
Total Revenues	-	-	-		-	-	-	-	-
Expenses									
Wages and Benefits	176,397	180,152	191,817	-	186,748	189,545	191,817	211,143	19,326
Office Supplies	-	-	-		-	-	-	-	-
Travel Expense	-	225	-		375	1,225	1,225	1,225	-
Training & Conferences	-	1,029	1,100		3,000	3,500	3,500	3,500	-
Memberships & Subscriptions	-	2,975	7,200		2,958	4,044	6,265	6,265	-
Telecommunications	550	612	700		816	983	983	983	-
Transfer To Reserves	-	-	-		-	-	-	-	-
Total Expenses	176,947	184,993	200,817		193,897	199,297	203,790	223,116	19,326
Net Budget	176,947	184,993	200,817		193,897	199,297	203,790	223,116	19,326





Total FTE Count: 2 CUPE: 0 IBEW: 0 Management: 2 Students: 0

OBJECTIVES AND RESPONSIBILITIES

Legal services are responsible for risk management, insurance and claims administration, corporate property acquisitions and disposals.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- \$1,800 for appraisal fees related to both property acquisitions and property disposals.

Major Capital Project Requests

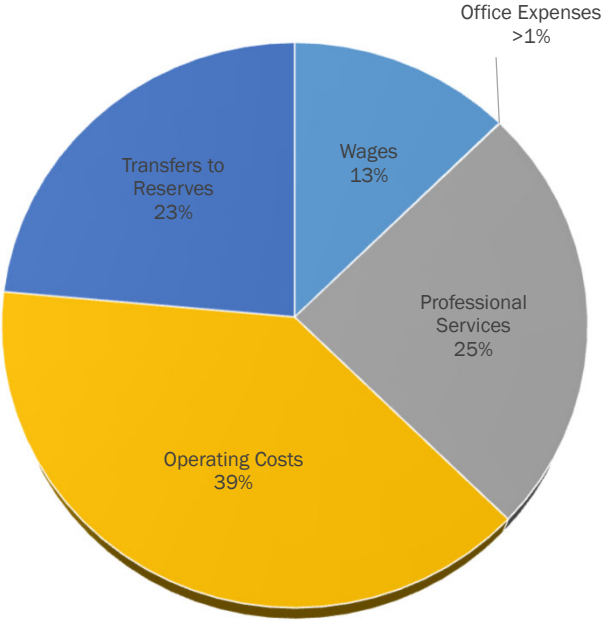
- None

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	85,678	96,388	108,333
Office Expenses	300	300	300
Professional Services	210,000	210,000	211,800
Operating Costs	352,900	536,900	334,790
Transfers to Reserves	-	-	202,110
Total Expenses	648,878	843,588	857,333
Revenues	-	(1,000)	(1,000)
Transfers from Reserves	-	-	-
Net Budget	648,878	842,588	856,333

Summary of Budget Changes

	Change	Balance
2021 Budget		842,588
Add: Wage Adjustments	11,948	
<u>Budget Issues:</u>		
2022-008 Insurance Premium Increase	(202,110)	
2022-012 Property Acquisition & Disposition Program - Appraisal costs	1,800	
Budget Changes Subtotal		(188,362)
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	202,110	
		202,110
Net Levy Impact		13,748
2022 Budget		856,333

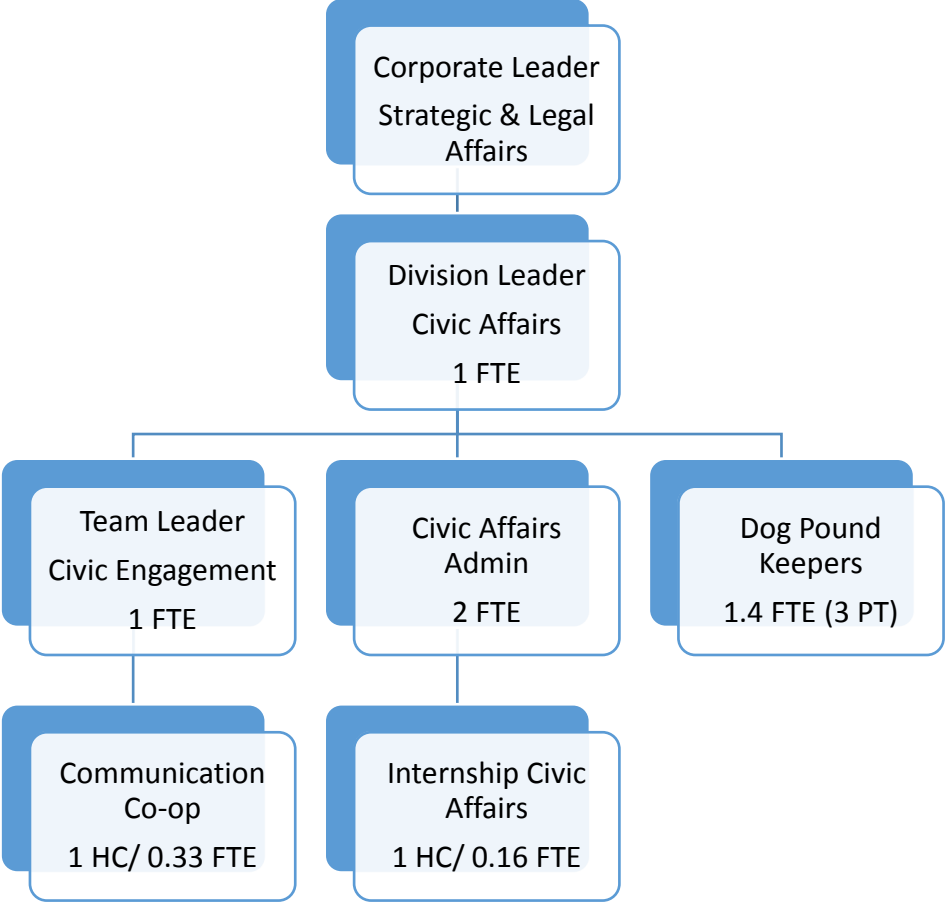


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		11,948	-	Division salary and wage adjustment	11,948	-
2 Contractual	2022-008	Insurance Premium Increase	(202,110)	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	(202,110)
4 Line item Increase	2022-012	Property Acquisition & Disposition Program - Appraisal costs	1,800	-	Costs are incurred and user fees are generated in relation to disposal of surplus lands. For example, the Municipality receives inquiries about purchasing municipal property. The Municipality undertakes a process to appraise the property and those costs are typically apportioned out to the purchasers. Additionally, the Municipality undertakes appraisals for land that it contemplates acquiring on occasion and for which there is not yet an account.	1,800	-
Division Totals			(188,362)	-		13,748	(202,110)

* 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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Miscellaneous Revenue	-	-	-	-	-	1,000	1,000	-
Transfer From Reserves	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	1,000	1,000	-
Expenses								
Wages and Benefits	48,135	109,800	96,388	77,642	85,678	96,388	108,333	11,945
Office Supplies	-	-	100	300	300	300	300	-
Travel Expense	-	-	-	-	-	-	-	-
Training & Conferences	-	-	-	-	-	-	-	-
Memberships & Subscriptions	-	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-	-
Computer Expense	-	-	-	-	-	-	-	-
Consulting Services	-	-	-	-	-	-	1,800	1,800
Legal Services	123,377	85,663	173,700	220,000	198,300	198,300	198,300	-
Senior Transit Services	10,000	-	-	10,000	-	-	-	-
Integrity Commissioner Costs	-	8,440	13,700	-	11,700	11,700	11,700	-
Insurance Premiums	134,280	164,965	402,097	116,200	191,200	375,200	173,090	(202,110)
Insurance Claims	-	124,686	55,000	161,700	161,700	161,700	161,700	-
Transfer To Reserves	-	-	-	-	-	-	202,110	202,110
Total Expenses	315,792	493,555	740,985	585,842	648,878	843,588	857,333	13,745
Net Budget	315,792	493,555	740,985	585,842	648,878	842,588	856,333	13,745



Total FTE Count: 5.89 CUPE: 2 IBEW: 0 Management: 2 Part-time:1.4 Students: 0.49

OBJECTIVES AND RESPONSIBILITIES

Civic Affairs provides corporate reception, purchasing and supply of corporate administrative goods and services, council support, agenda production, and bylaw development. Civic Engagement provides internal and external communication services, media management and graphic design and marketing.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- \$12,192 for an Internship for Civic Affairs
- \$15,000 for Accessibility Software and Training

Major Capital Projects

- \$221,500 for the 2022 Municipal Election

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	404,792	419,665	452,498
Office Expenses	119,125	145,053	159,233
Professional Services	15,000	-	-
Operating Costs	-	-	-
Transfers to Reserves	51,000	51,000	51,000
Total Expenses	589,917	615,718	662,731
Revenues	(44,860)	(46,225)	(46,225)
Transfers from Reserves	-	-	-
Net Budget	545,057	569,493	616,506

Summary of Budget Changes

	Change	Balance
2021 Budget		569,493
Add: One-Time Items	(6,000)	
Wage Adjustments	25,821	

Budget Issues:

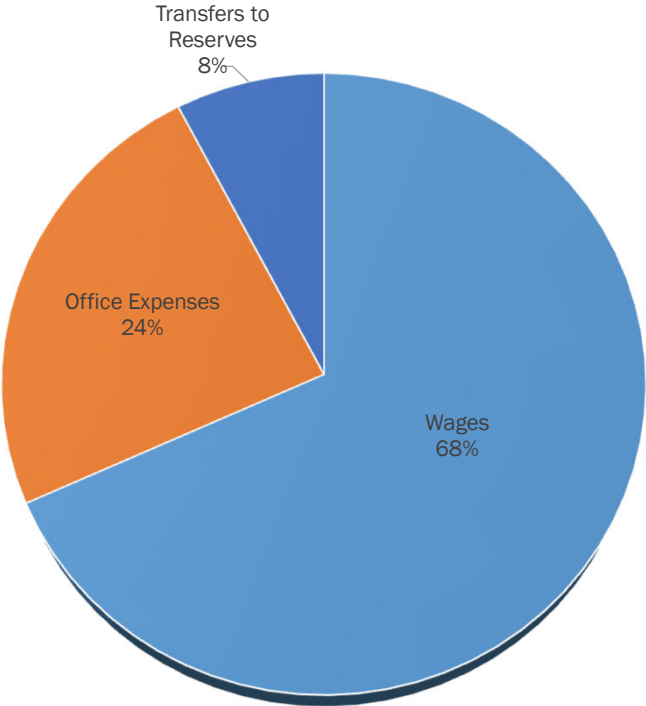
2022-054 Accessibility Software	15,000	
2022-051 Internship for Civic Affairs	12,192	
Budget Changes Subtotal		47,013

Budget Issues funded through the Reserve

2022-008 Funded Reserves	-	
		-

Net Levy Impact 47,013

2022 Budget **616,506**



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		25,821	-	Division salary and wage adjustment	25,821	-
2 Annualized for One-Time adjustments from prior year			(6,000)	-	Division One-time adjustments from prior year	(6,000)	-
3 Legislated	2022-054	Accessibility Software	15,000	6,000	The Municipality of Lakeshore is required to comply with the Accessibility for Ontarians with Disabilities Act (AODA). Under the Information and Communications Standards, organizations must make their websites, as well as web-based apps, compliant with Web Content Accessibility Guidelines (WCAG) 2.0 Level AA. While the municipal website is compliant with the regulation, the documents added to the website are not always compliant. These documents may be submitted by contractors or residents who do not have the ability to remediate to the required standard. In addition, signatures are not compliant to this standard and many municipalities are moving toward a secure signature platform. Administration is recommending the purchase of the following software: Accessible documents remediation - \$6,000 per year plus one-time fee of \$6,000 for training for 10 people Electronic signatures - \$3,000 per year	15,000	-
4 Service Enhancemnet	2022-051	Internship for Civic Affairs	12,192	4,880	The Civic Affairs division will be working with multiple departments and the internal Policy Review Committee to update by-laws and policies for the Municipality throughout 2022. As part of this process, research must be undertaken to determine industry standards and best practices. Administration is proposing to secure a Masters level student through an internship program with the University of Windsor Master of Arts in Political Science program or other similar internship program. This student position will provide valuable research and analysis services to help the division in preparing by-laws and policies for presentation or public consultation. In turn, the Municipality can offer practical career experience and mentorship opportunities thus encouraging careers in local government. It is estimated that participation in the internship program for a 6 month period will cost approximately \$7,000.	12,192	-
Division Totals			<u>47,013</u>	<u>10,880</u>		<u>47,013</u>	<u>-</u>

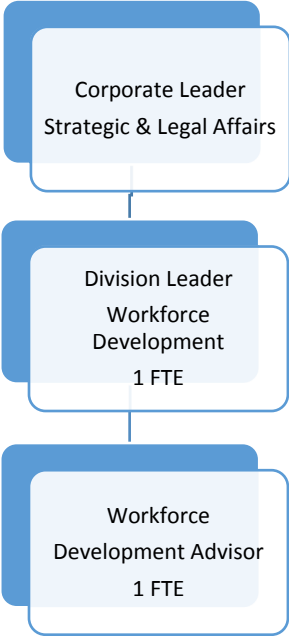
* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



2022 Budget

Civic Affairs

	2019 Actual	2020 Actual	2021 (Q2) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	3,493	561	1,100	3,400	3,400	4,765	4,765	-
Licences & Permits	37,057	20,908	19,181	38,000	38,000	38,000	38,000	-
Fines Revenue	3,042	3,775	3,100	1,900	1,900	1,900	1,900	-
Grant Revenue	-	-	-	-	-	-	-	-
Miscellaneous Revenue	-	487	1,000	-	1,560	1,560	1,560	-
Transfer From Reserves	12,353	-	-	25,000	-	-	-	-
Total Revenues	55,945	25,730	24,381	68,300	44,860	46,225	46,225	-
Expenses								
Wages and Benefits	393,446	416,753	428,726	421,249	404,792	419,665	452,498	32,833
Office Supplies	29,901	16,134	17,700	28,100	28,100	28,100	28,100	-
Advertising & Promotion	20,629	14,371	17,900	2,250	21,403	38,403	32,403	(6,000)
Meeting Expenses	4,120	4,148	2,600	4,500	10,000	10,000	10,000	-
Newsletter	11,077	10,492	11,300	11,300	11,300	13,000	13,000	-
Courier & Postage	4,727	5,104	5,800	5,000	5,000	5,000	5,000	-
Travel Expense	1,515	-	1,100	375	525	1,525	1,525	-
Training & Conferences	435	1,068	1,200	2,800	3,000	5,500	11,500	6,000
Memberships & Subscriptions	17,651	19,636	23,200	14,887	14,887	17,725	17,725	-
Telecommunications	1,851	(92)	-	500	-	890	1,290	400
Computer Expense	22,282	21,039	25,407	26,910	24,910	24,910	38,690	13,780
Consulting Services	-	19,720	15,000	-	15,000	-	-	-
Transfer To Reserves	51,000	51,000	51,000	51,000	51,000	51,000	51,000	-
Total Expenses	558,633	579,374	600,933	568,871	589,917	615,718	662,731	47,013
Net Budget	502,689	553,644	576,552	500,571	545,057	569,493	616,506	47,013



Total FTE Count: 2 CUPE: 0 IBEW: 0 Management: 2 Students: 0

OBJECTIVES AND RESPONSIBILITIES

Workforce Development is responsible for supporting departments regarding recruitment and discipline, health & safety, labour relations, employee benefits administration and disability management.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- \$5,000 for Employee Wellness Initiative towards recreation for employees.
- \$5,000 for CUPE Pay Equity Review

Major Capital Project

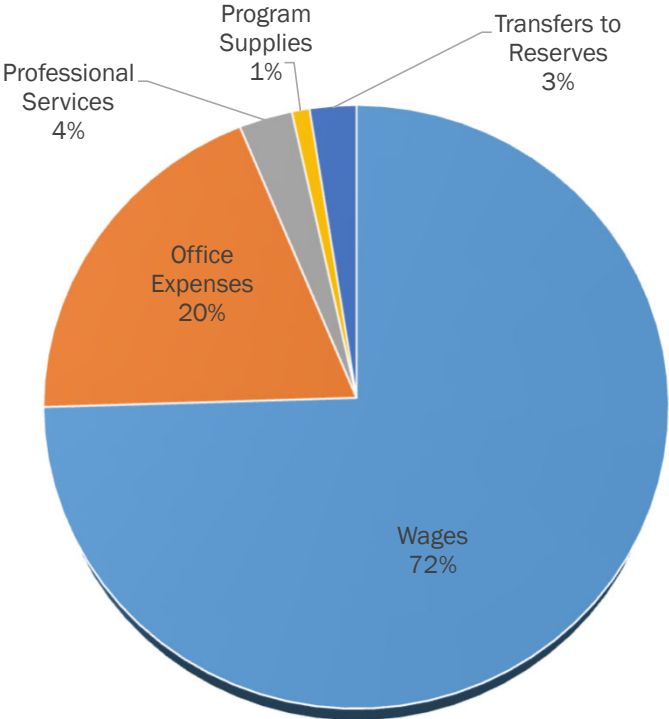
- \$50,000 for initiatives that will be recommended from the Employer of Choice Master Plan

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	271,786	280,196	299,740
Office Expenses	58,122	82,122	82,122
Professional Services	10,000	10,000	15,000
Program Supplies	5,000	5,000	5,000
Transfers to Reserves	13,100	13,100	13,100
Net Budget	358,008	390,418	414,962

Summary of Budget Changes

	Change	Balance
2021 Budget		390,418
Add: One-Time Items		
Wage Adjustments	14,545	
Budget Issues:		
2022-009 Employee Wellness Initiative - Recreation for Employees	5,000	
2022-011 CUPE Pay Equity Review	5,000	
Budget Changes Subtotal		24,545
Budget Issues funded through the Reserve		
		-
Net Levy Impact		24,545
2022 Budget		414,962



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		14,545	-	Division salary and wage adjustment	14,545	-
2 Line Item Increase	2022-009	Employee Wellness Initiative - Recreation for Employees	5,000	-	An Employer of Choice must have specific programs in place in order to attract and retain qualified employees. One element is an Employee Wellness program. Lakeshore already has extended health care included mental health programs. A new initiative is Employee Membership for recreation programs delivered by the Municipality of Lakeshore at a special rate for Lakeshore employees. This program will provide employees with a reduced rate to participate in Lakeshore recreation programs. Participation in these types of programs would allow employees to improve their physical and mental wellness which results in a happier and more productive employee. The return on investment of this cost of membership is higher productivity and lower turnover. Administration is proposing the employee pay 50% and the Employer will pay the other 50% on specific programs such as swimming, drop in basketball, cooking classes, yoga, etc. The program is for the employee and immediate family members (spouse and dependents).	5,000	-
3 Line Item Increase	2022-011	CUPE Pay Equity Review	5,000	5,000	Workforce Development is scheduled to work with CUPE to complete the CUPE pay equity review which is scheduled to be completed every 3 years. Should there be any appeals in this process, Workforce Development will need to work with a Pay Equity consultant per the terms of reference for the CUPE Pay Equity Working Team. This is a one time cost.	5,000	-
Division Totals			<u>24,545</u>	<u>5,000</u>		<u>24,545</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.





Total FTE Count: 0 CUPE: 0 IBEW: 0 Management: 2 Students: 0

OBJECTIVES AND RESPONSIBILITIES

Animal Control is responsible for overseeing the Animal Control contract, dog licensing, cat spray/neuter voucher program and livestock valuation program.

Note: Lakeshore is responsible for the operations and maintenance of the joint Area 3 Dog Pound on a cost recovery/cost-share basis. The Municipality 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.

BUDGET HIGHLIGHTS

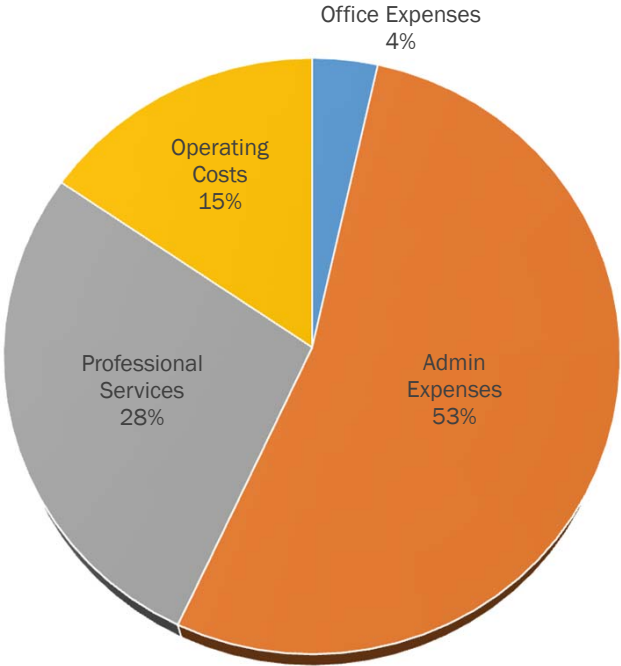
No operating and capital changes are requested for 2022.

Summary

	2020 Budget	2021 Budget	2022 Budget
Office Expenses	2,500	2,500	2,500
Admin Expenses	38,000	38,000	38,000
Professional Services	29,600	19,600	19,600
Operating Costs	10,950	10,950	11,015
Total Expenses	81,050	71,050	71,115
Revenues	(51,400)	(40,900)	(40,965)
Transfers from Reserves	-	-	(65)
Net Budget	29,650	30,150	30,150

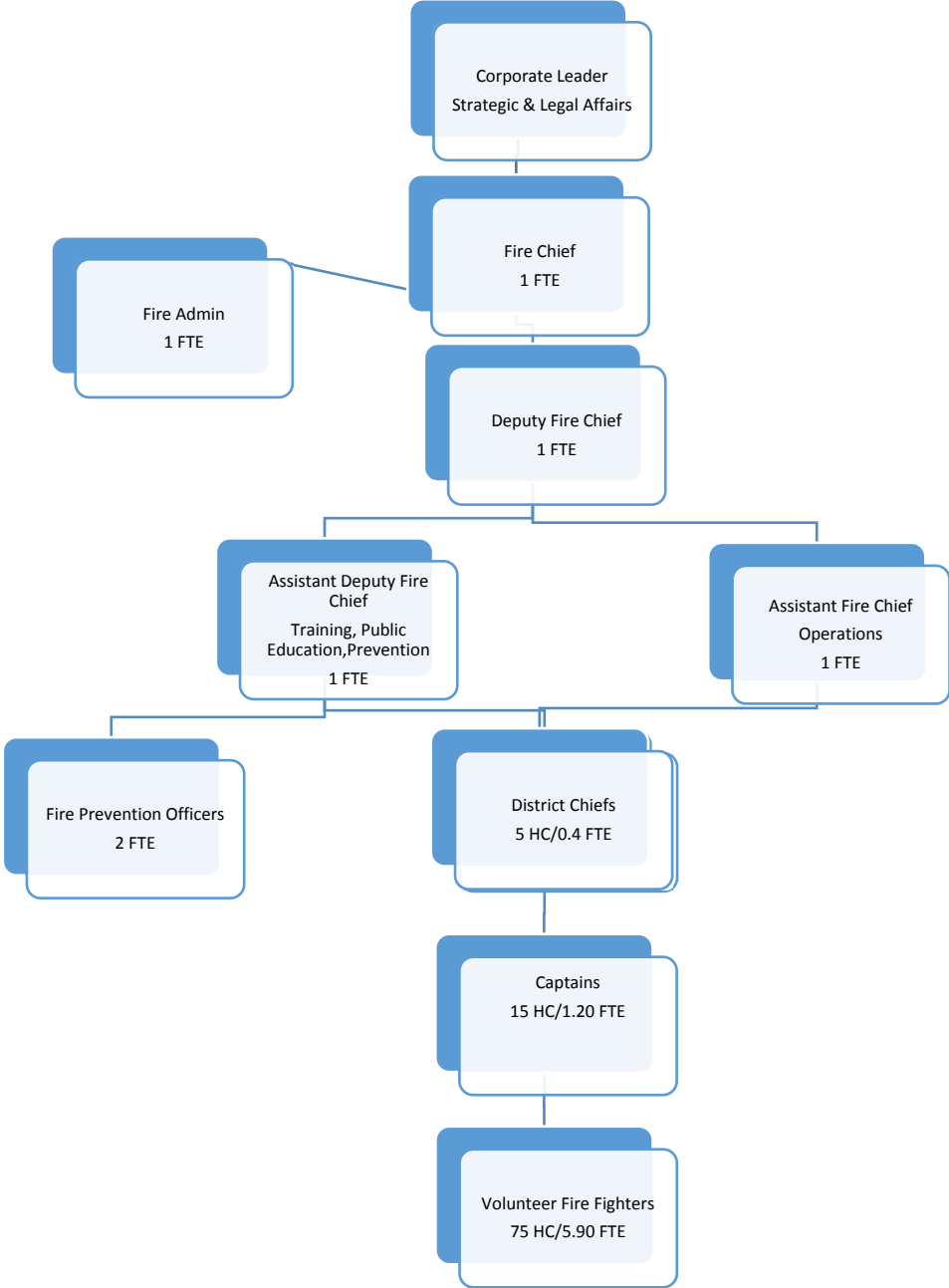
Summary of Budget Changes

	Change	Balance
2021 Budget		30,150
Add: One-Time Items	-	
Wage Adjustments	-	
<u>Budget Issues:</u>		
2022-008 Insurance Premium Increase	65	
Budget Changes Subtotal		65
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	(65)	(65)
Net Levy Impact		-
2022 Budget		30,150



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Contractual	2022-008	Insurance Premium Increase	65		2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	65
Division Totals			<u>65</u>	<u>-</u>		<u>-</u>	<u>65</u>

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Licences & Permits	25,708	21,793	28,350	25,300	35,800	25,300	25,300	-
Fines Revenue	1,387	726	800	1,700	1,700	1,700	1,700	-
Recovery of Staff	13,955	13,900	16,700	5,400	13,900	13,900	13,900	-
Transfers from Reserves	-	-	-	-	-	-	65	65
Total Revenues	41,050	36,419	45,850	32,400	51,400	40,900	40,965	65
Expenses								
Office Supplies	751	140	1,200	1,000	1,000	1,000	1,000	-
Courier & Postage	810	-	200	1,500	1,500	1,500	1,500	-
Administration Fee	28,729	52,708	38,000	38,000	38,000	38,000	38,000	-
Service Contract	-	-	-	-	10,000	-	-	-
Animal Control Officer	19,446	20,152	23,000	19,300	19,600	19,600	19,600	-
Insurance Premiums	-	-	-	-	-	-	65	65
Stray Cats	5,550	4,625	3,100	5,000	5,000	5,000	5,000	-
Cat Spay & Neuter	4,550	2,300	2,300	5,000	5,000	5,000	5,000	-
Miscellaneous Expense	1,717	899	-	950	950	950	950	-
Total Expenses	61,553	80,824	67,800	70,750	81,050	71,050	71,115	65
Net Budget	20,503	44,406	21,950	38,350	29,650	30,150	30,150	-



Total FTE Count: 14.50 CUPE: 3 IBEW: 0 Management: 4 Volunteer: 7.50

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.

BUDGET HIGHLIGHTS

Major Operating Change Requests

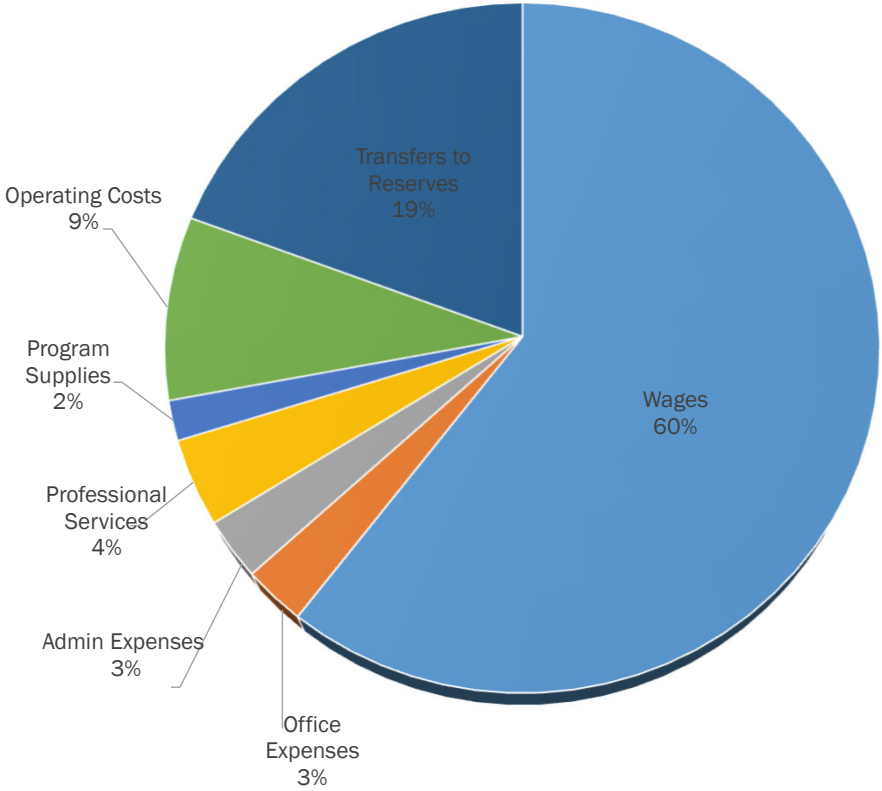
- \$6,700 increase to dispatching service fees as rates charged have increased from \$1.85 to \$1.94 per capita.

Major Capital Project Requests

- Annual bunker gear replacement program - \$30,000
- Replacement of Command 1 Vehicle - \$72,000
- Replacement of Command 2 Vehicle - \$77,000
- Replacement of Fire Engine 1 - \$780,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	1,305,166	1,396,813	1,445,384
Office Expenses	71,900	80,700	66,100
Admin Expenses	67,940	67,940	67,940
Professional Services	90,900	90,900	97,600
Program Supplies	44,850	45,000	45,000
Operating Costs	168,115	169,615	205,594
Transfers to Reserves	362,700	462,700	462,700
Total Expenses	2,111,571	2,313,668	2,390,318
Revenues	(36,000)	(81,000)	(81,000)
	-	-	(35,979)
Net Budget	2,075,571	2,232,668	2,273,339

	Change	Balance
Summary of Budget Changes		
2021 Budget		2,232,668
Add: One-Time Items	(14,600)	
Wage Adjustments	48,571	
<u>Budget Issues:</u>		
2022-008 Insurance Premium Increase	35,979	
2022-001 Dispatching Services Fee Increase	6,700	
Budget Changes Subtotal		76,650
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	(35,979)	
		(35,979)
Net Levy Impact		40,671
2022 Budget		2,273,339



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		48,571	-	Division salary and wage adjustment	48,571	-
2 Annualized for One-Time adjustments from prior year			(14,600)	-	Division One-time adjustments from prior year	(14,600)	-
3 Contractual	2022-008	Insurance Premium Increase	35,979	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	35,979
4 Line Item Increase	2022-001	Dispatching Services Fee Increase	6,700	-	Windsor Fire & Rescue Services provide dispatching service for Lakeshore Fire Department. They have identified that the cost per capita will change from \$1.85 to \$1.94 in 2022. The change in that rate reflects their increases for staffing and operational costs. Windsor uses the per capita multiplier stat published by Statistics Canada. The previous multiplier was a population of 36,611. For estimation purposes, a population of 40,000 was used for this budget line increase request.	6,700	-
Division Totals			<u>76,650</u>	-		<u>40,671</u>	<u>35,979</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.

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	17,447	29,307	27,636	6,000	6,000	51,000	51,000	-
Miscellaneous Revenue	5,729	6,649	10,840	5,000	5,000	5,000	5,000	-
Recovery Of Expense	19,377	5,485	25,000	25,000	25,000	25,000	25,000	-
Transfers from Reserves	-	-	-	-	-	-	35,979	35,979
Total Revenues	42,553	41,441	63,476	36,000	36,000	81,000	116,979	35,979
Expenses								
Wages and Benefits	1,139,055	1,221,899	1,314,467	1,254,645	1,305,166	1,396,813	1,445,384	48,571
Office Supplies	2,323	2,184	1,120	3,000	2,000	4,000	2,000	(2,000)
Advertising & Promotion	1,139	768	240	1,200	1,200	1,200	1,200	-
Meeting Expenses	745	669	370	4,250	1,750	2,250	2,250	-
Courier & Postage	339	252	170	600	600	600	600	-
Travel Expense	4,482	-	340	6,800	6,800	6,800	6,800	-
Training & Conferences	16,011	9,057	13,659	24,700	20,500	17,000	12,500	(4,500)
Memberships & Subscriptions	3,733	3,846	4,549	4,100	4,100	4,300	4,300	-
Telecommunications	23,335	21,407	23,483	23,150	22,250	23,750	23,750	-
Computer Expense	6,755	6,248	10,369	7,700	7,700	10,800	7,700	(3,100)
Pagers & Radios	2,837	-	-	3,500	3,500	8,500	3,500	(5,000)
Staff Appreciation	1,963	1,140	1,373	-	1,500	1,500	1,500	-
Licence Renewals	49,308	51,062	51,656	67,940	67,940	67,940	67,940	-
Dispatch Services	87,837	88,269	87,730	90,900	90,900	90,900	97,600	6,700
Health & Safety Supplies	1,626	2,584	1,553	4,150	4,150	4,300	4,300	-
Materials & Supplies	5,478	8,562	10,500	10,500	10,500	10,500	10,500	-
Small Tools & Equipment	29,820	34,284	22,577	30,200	30,200	30,200	30,200	-
Security Services	1,415	1,647	1,968	1,415	1,415	1,415	1,415	-
Equipment Repairs & Maintenance	20,951	26,056	16,898	22,500	22,500	22,500	22,500	-
Fuel & Oil	20,440	15,015	15,116	25,300	25,300	25,300	25,300	-
Equipment Rental	3,760	3,806	2,240	3,500	3,500	3,500	3,500	-

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Insurance Premiums	25,987	14,305	43,041	10,900	10,900	10,900	46,879	35,979
Vehicle Repairs & Maintenance	147,821	114,894	93,919	104,500	104,500	106,000	106,000	-
Transfer To Reserves	262,700	362,700	462,700	262,700	362,700	462,700	462,700	-
Transfer To Capital	13	-	-	-	-	-	-	-
Total Expenses	1,859,873	1,990,655	2,180,038	1,968,150	2,111,571	2,313,668	2,390,318	76,650
Net Budget	1,817,320	1,949,214	2,116,562	1,932,150	2,075,571	2,232,668	2,273,339	40,671



Total FTE Count: 0 CUPE: 0 IBEW: 0 Management: 0 Students: 0

OBJECTIVES AND RESPONSIBILITIES

Policing Services are provided through a contract with the OPP. Staffing is determined by the detachment commander based on demand for services.

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.

BUDGET HIGHLIGHTS

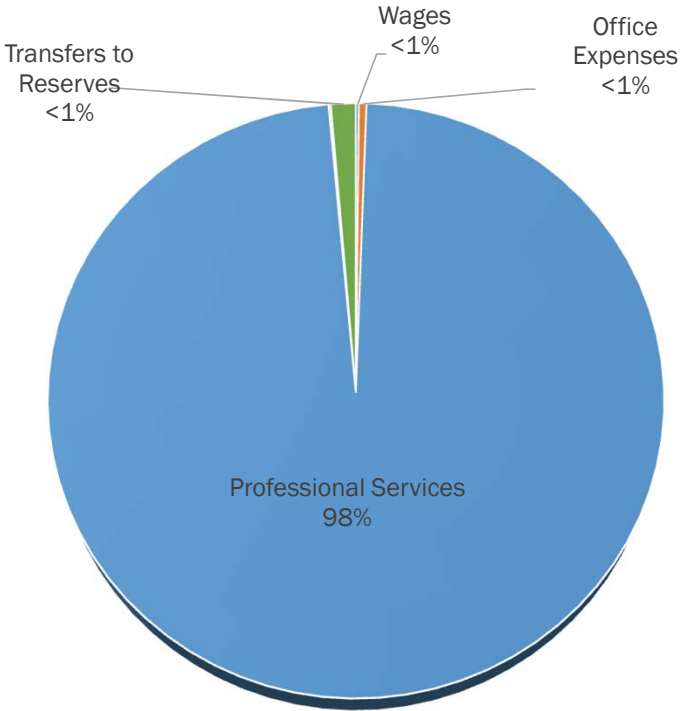
- Major Operating Change Requests**
- OPP Contract decrease - \$(10,697) savings transferred to the Police Operating Reserve.
 - 2020 reconciliation – \$(13,659) savings transferred to the Police Operating Reserve.
- Major Capital Project Requests**
- None

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	8,200	8,200	8,200
Office Expenses	20,700	20,700	20,700
Professional Services	5,019,386	5,048,024	4,975,031
Operating Costs	6,100	6,100	6,100
Transfers to Reserves	54,300	54,300	78,656
Total Expenses	5,108,686	5,137,324	5,088,687
Revenues	(138,500)	(138,500)	(138,500)
Transfers from Reserves	(135,779)	(48,637)	-
Net Budget	4,834,407	4,950,187	4,950,187

Summary of Budget Changes

	Change	Balance
2021 Budget		4,950,187
Add: One-Time Items	-	
<u>Budget Issues:</u>		
2022-002 OPP Contract Decrease & 2020 Reconciliation	-	
Budget Changes Subtotal	-	
<u>Budget Issues funded through the Reserve</u>	-	
Net Levy Impact	-	
2022 Budget	4,950,187	



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Annualized for One-Time adjustments from prior year			-	-	Division One-time adjustments from prior year, 2019 Reconciliation.	48,637	-
2 Contractual	2022-002	OPP Contract Decrease & 2020 Reconciliation	-	(13,659)	2022 OPP Contract is \$4,974,890, this is a \$10,697 decrease from the prior year. These savings will be transferred to the Police Operating reserve. The 2020 year end adjustment of (\$13,659) will be transferred to the Police operating reserve. The total to be transferred to the reserve is \$ 24,356. The total grand billing for 2022 after the 2020 year end adjustment is \$4,961,231.	(48,637)	-
Division Totals			<u>-</u>	<u>(13,659)</u>		<u>-</u>	<u>-</u>

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	33,352	25,676	30,000	30,000	30,000	30,000	30,000	-
Grant Revenue	60,099	29,132	62,333	108,500	108,500	108,500	108,500	-
Transfer From Reserves	-	135,779	48,637	-	135,779	48,637	-	(48,637)
Total Revenues	93,451	190,587	140,970	138,500	274,279	187,137	138,500	(48,637)
Expenses								
Wages and Benefits	4,747	5,490	2,571	8,200	8,200	8,200	8,200	-
Office Supplies	771	991	2,500	2,000	2,000	2,000	2,000	-
Advertising & Promotion	-	-	-	2,500	2,500	2,500	2,500	-
Travel Expense	279	-	-	500	500	500	500	-
Training & Conferences	5,967	2,962	3,719	14,100	14,100	14,100	14,100	-
Memberships & Subscriptions	1,422	1,506	1,535	1,600	1,600	1,600	1,600	-
OPP Contract	4,869,720	5,005,584	5,034,224	4,869,807	5,005,586	5,034,224	4,961,231	(72,993)
RIDE Program	17,866	13,277	13,800	13,800	13,800	13,800	13,800	-
Equipment Repairs & Maintenance	-	121	4,647	2,000	2,000	2,000	2,000	-
Equipment Rental	3,923	3,037	-	4,100	4,100	4,100	4,100	-
Transfer To Reserves	54,300	54,300	54,300	54,300	54,300	54,300	78,656	24,356
Total Expenses	4,958,995	5,087,268	5,117,296	4,972,907	5,108,686	5,137,324	5,088,687	(48,637)
Net Budget	4,865,545	4,896,681	4,976,326	4,834,407	4,834,407	4,950,187	4,950,187	-



Total FTE Count: 5 CUPE: 0 IBEW: 0 Management: 0 Part-Time: 5

OBJECTIVES AND RESPONSIBILITIES

The Crossing Guard division is responsible for helping children safely cross the street as they walk or bicycle to and from school.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

Summary

Wages
Office Expenses
Operating Costs
Transfers to Reserves
Total Expenses

	2020 Budget	2021 Budget	2022 Budget
Wages	51,677	59,469	64,716
Office Expenses	5,420	3,670	3,250
Operating Costs	-	-	-
Transfers to Reserves	-	-	-
Total Expenses	57,097	63,139	67,966
Transfers from Reserves	-	-	-
Net Budget	57,097	63,139	67,966

Transfers from Reserves

Net Budget

Summary of Budget Changes

2021 Budget
Add: One-Time Items
Wage Adjustments

	Change	Balance
2021 Budget		63,139
Add: One-Time Items	(420)	
Wage Adjustments	5,247	

Budget Issues:

Budget Changes Subtotal

4,827

Budget Issues funded through the Reserve

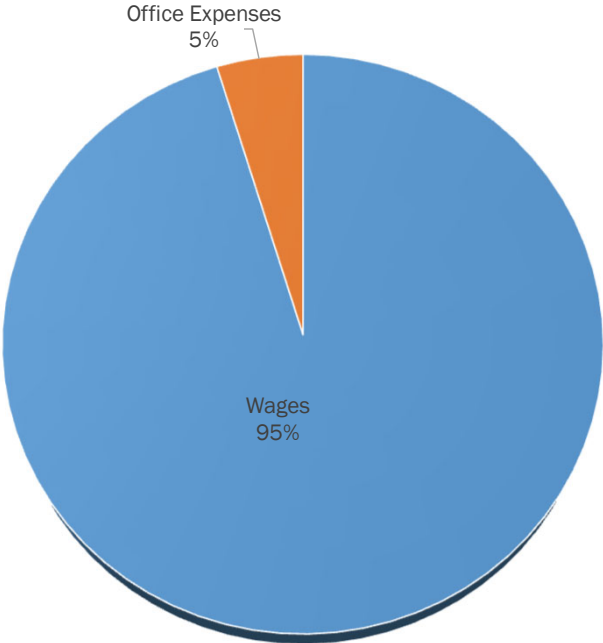
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Net Levy Impact

4,827

2022 Budget

67,966



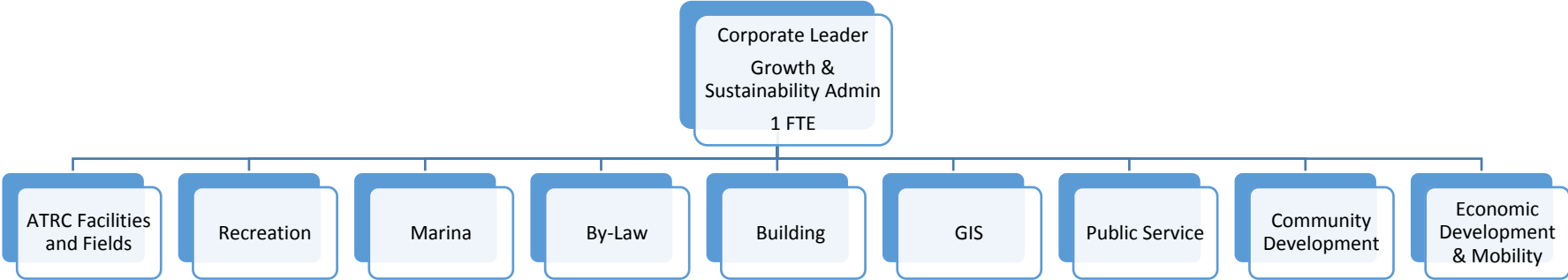
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages	*	5,247	-	Division salary and wage adjustment	5,247	-
2	Annualized for One-Time adjustments from prior year		(420)	-	Division One-time adjustments from prior year	(420)	-
Division Totals			<u>4,827</u>	<u>-</u>		<u>4,827</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
Expenses								
Wages and Benefits	50,227	34,751	59,469	48,850	51,677	59,469	64,716	5,247
Office Supplies	544	1,614	1,420	1,000	3,170	1,420	1,000	(420)
Meeting Expenses	-	-	-	-	-	-	-	-
Travel Expense	3,319	2,756	3,000	250	2,250	2,250	2,250	-
Training & Conferences	-	-	-	-	-	-	-	-
Transfer To Reserves	-	-	-	-	-	-	-	-
Total Expenses	54,090	39,120	63,889	50,100	57,097	63,139	67,966	4,827
Net Budget	54,090	39,120	63,889	50,100	57,097	63,139	67,966	4,827





Total FTE Count: 1 CUPE: 0 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Corporate Leader is responsible for overseeing ATRC Facilities and Fields, Recreation, Marina, By-Law, Building, GIS, Public Service, Community Development, and the Economic Development and Mobility Divisions.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- None

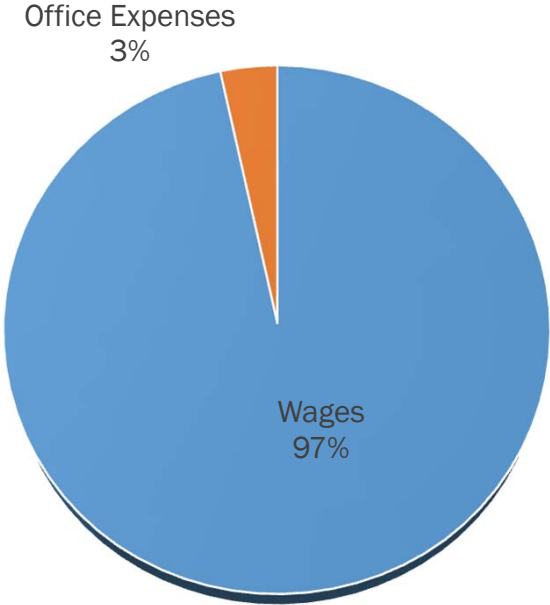
Major Capital Projects

- Community Parks – Review, Visioning, and Design (Stoney Point & Millen) - \$15,000

<u>Summary</u>	2020 Budget	2021 Budget	2022 Budget
Wages	169,624	178,495	203,543
Office Expenses	16,790	7,250	7,250
Net Budget	186,414	185,745	210,793

Summary of Budget Changes

	Change	Balance
2021 Budget		185,745
Add: One-Time Items		
Wage Adjustments	25,048	
<u>Budget Issues:</u>		
Budget Changes Subtotal	-	25,048
<u>Budget Issues funded through the Reserve</u>		
	-	-
Net Levy Impact		25,048
2022 Budget		210,793



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		25,048	-	Division salary and wage adjustment	25,048	-
Division Totals			<u>25,048</u>	<u>-</u>		<u>25,048</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Expenses								
Wages and Benefits	149,746	167,777	177,376	173,742	169,624	178,495	203,543	25,048
Office Supplies	276	341	150	500	500	350	350	-
Meeting Expenses	843	98	-	1,000	1,000	1,000	1,000	-
Travel Expense	1,081	-	-	2,500	2,500	1,500	1,500	-
Training & Conferences	4,152	697	3,000	10,000	10,000	2,500	2,500	-
Memberships & Subscriptions	772	754	1,500	800	800	800	800	-
Telecommunications	843	1,420	1,000	1,990	1,990	1,100	1,100	-
Total Expenses	157,713	171,087	183,026	190,532	186,414	185,745	210,793	25,048
Net Budget	157,713	171,087	183,026	190,532	186,414	185,745	210,793	25,048



Total FTE Count: 1 CUPE: 0 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Economic Development Office is responsible for the attraction & retention of business development programs, marketing employment lands, developing an economic development strategic plan, being the initial contact for potential employers , the liaison with WEEDC, TWEPI, County, other levels of government and overseeing Mobility (Active Transportation, Transit, Goods Movement)

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Allocated budget to begin to market Lakeshore as an investment destination in 2022. Transfer \$ 25,000 to an Economic Development Reserve in anticipation of Council’s approval of the Economic Development Strategy.

Major Capital Project Requests

- None in 2022



Summary

Wages
 Office Expenses
 Professional Services
 Transfers to Reserves
Net Budget

2020 Budget	2021 Budget	2022 Budget
33,750	137,808	138,565
-	7,360	15,360
10,000	10,000	15,000
-	-	25,000
43,750	155,168	193,925

Summary of Budget Changes

2021 Budget
 Add: Wage Adjustments

Change	Balance
	155,168
757	

Budget Issues:

2022-090 Increase to CSC Transportation Agreement
 2022-028 Hospitality, events, and business development
 2022-029 Hubspot Membership
 2022-030 Travel Expense
 2022-034 Economic Development Marketing & Investment Attraction
 Budget Changes Subtotal

5,000	
3,000	
1,000	
4,000	
25,000	
	38,757

Budget Issues funded through the Reserve

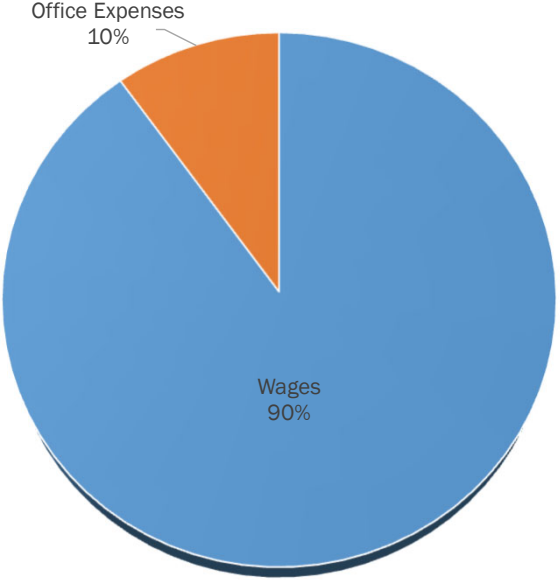
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Net Levy Impact

38,757

2022 Budget

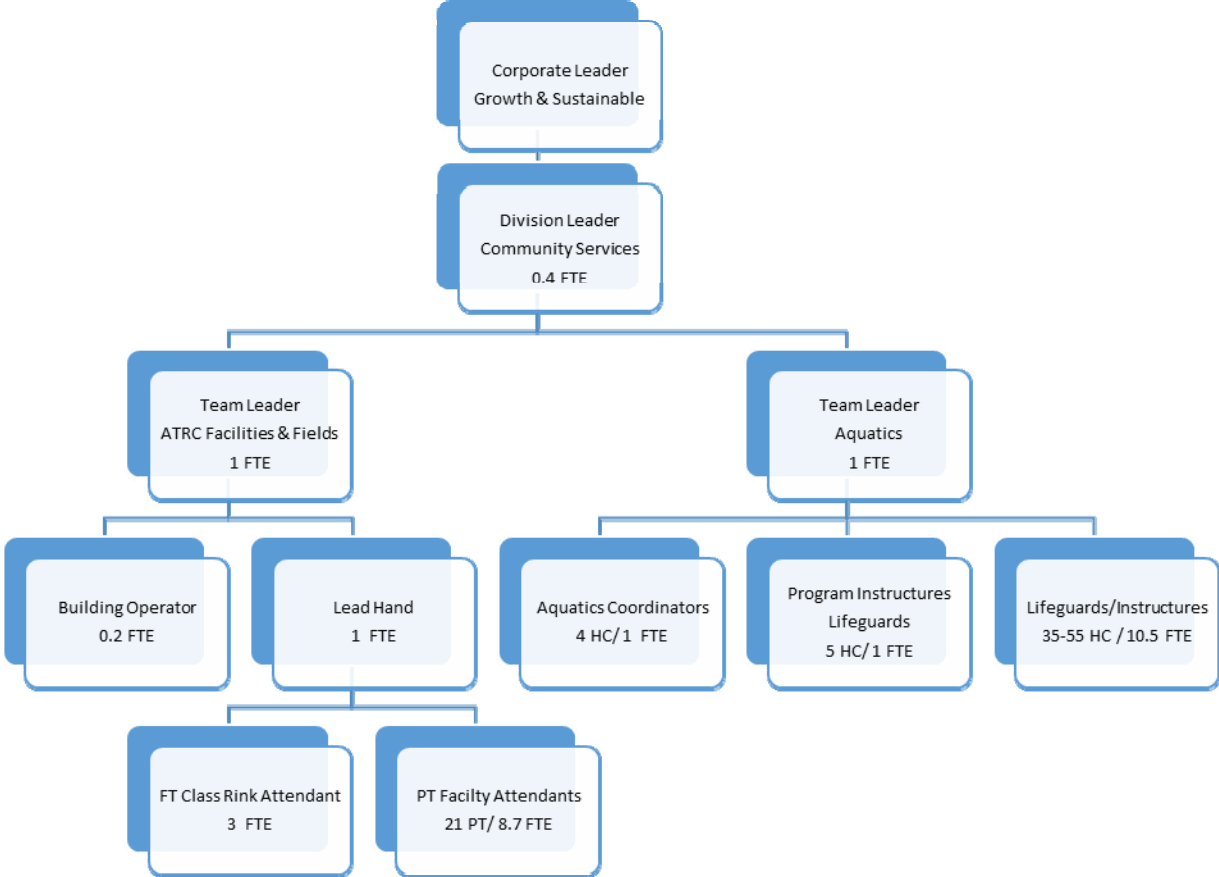
193,925



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages	*	757	-	Division salary and wage adjustment	757	-
2	Contractual	2022-090	5,000	-	The Transportation agreement between CSC and the Municipality came to an end on December 31, 2021. The renewal of the contract would increase the budget from \$10,000 to \$15,000 which will represent \$3 per paying Lakeshore resident.	5,000	-
3	Line item increase	2022-028	3,000	-	Miscellaneous costs for attending events, hosting of out of town guests for meals and/or accommodations. If a significant investor comes into town, Invest Windsor Essex can absorb some/most of the cost.	3,000	-
4	Line item increase	2022-029	1,000	-	Hubspot Membership for EDM	1,000	-
5	Line item increase	2022-030	4,000	-	As Lakeshore is positioned to open up for development, there is likely site visits and other travel related to recruitment of business. There will also be significant meetings throughout Lakeshore and Essex County which will require mileage. One or two trips to Toronto	4,000	-
6	Line item increase	2022-034	25,000	-	Allocated budget to begin to market Lakeshore as an investment destination in 2022. Potentially to integrate into FDI efforts. Digital/Social Media Campaign: Google ads, FDI trade publications; Social Media; integration into FDI missions; familiarization tour sponsorship. Transfer to a Economic Development Reserve in anticipation of Council approval of the Economic Development Strategy.	25,000	-
Division Totals			38,757	-		38,757	-

* 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.

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Expenses								
Wages and Benefits	-	14,031	123,797	-	33,750	137,808	138,565	757
Office Supplies	-	-	-	-	-	150	150	-
Advertising & Promotion	-	-	-	-	-	-	3,000	3,000
Travel Expense	-	-	-	-	-	-	4,000	4,000
Training & Conferences	-	-	-	-	-	5,000	5,000	-
Memberships & Subscriptions	-	-	-	-	-	1,200	1,200	-
Telecommunications	-	-	1,000	-	-	1,010	1,010	-
Computer Expense	-	4,165	-	-	-	-	1,000	1,000
Senior Transit Services	-	8,151	5,300	-	10,000	10,000	15,000	5,000
Transfer To Reserves	-	-	-	-	-	-	25,000	25,000
Total Expenses	-	26,347	130,097	-	43,750	155,168	193,925	38,757
Net Budget	-	26,347	130,097	-	43,750	155,168	193,925	38,757



Total FTE Count: 26.8 CUPE: 0 IBEW: 12.9 Management: 2.4 Part-Time: 11.5

OBJECTIVES AND RESPONSIBILITIES

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

BUDGET HIGHLIGHTS

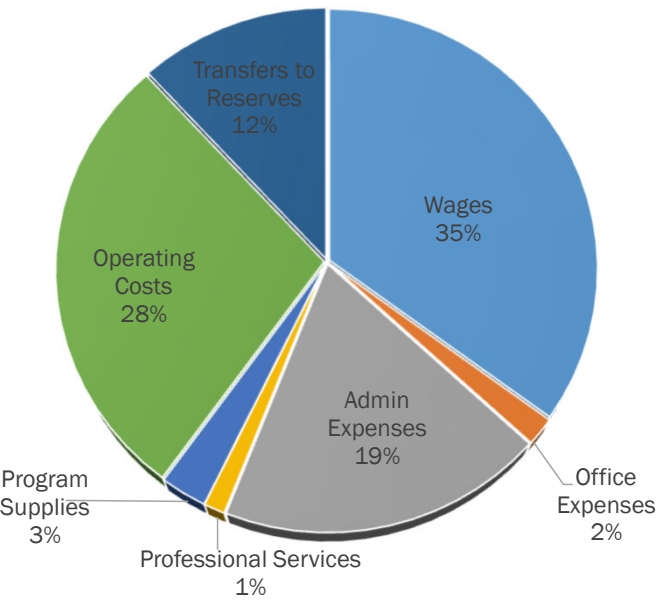
Major Operating Change Requests

- Transfer from the development charges recreation (arena) reserve fund for 2022 is \$780,000. This represent the repayment form DC's for the construction of the ATC and is intended to offset the debt payments.

Major Capital Requests

- Addition of H Channel to the Rink Glass Spaces - \$23,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	2,130,875	1,206,314	1,719,676
Office Expenses	85,000	63,300	85,000
Admin Expenses	937,700	924,400	937,700
Professional Services	60,800	60,800	60,800
Program Supplies	135,000	103,700	135,000
Operating Costs	1,361,948	1,361,948	1,378,768
Transfers to Reserves	582,500	582,500	582,500
Total Expenses	5,293,823	4,302,962	4,899,444
Revenues	(1,777,815)	(1,052,015)	(1,777,815)
Transfers from Reserves	(384,301)	(780,000)	(796,820)
Net Budget	3,131,707	2,470,947	2,324,809



	Change	Balance
Summary of Budget Changes		
2021 Budget		2,470,947
Add: One-Time Items	551,200	
Wage Adjustments	82,662	
Budget Issues:		
2022-008 Insurance Premium Increase	16,820	
2022-081 DC Repayment Transfer for the ATRC	(780,000)	
Budget Changes Subtotal		(129,318)
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(16,820)	
		(16,820)
Net Levy Impact		(146,138)
2022 Budget		2,324,809

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		82,662	-	Division salary and wage adjustment	82,662	-
2 Annualized for One-Time adjustments from prior year			551,200	-	Division One-time adjustments from prior year See Appendix III for details	551,200	-
3 Contractual	2022-008	Insurance Premium Increase	16,820	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	16,820
4 Revenue Increase	2022-081	DC Repayment Transfer for the ATRC	(780,000)	-	To budget for the DC repayment transfer for the annual debt payment on the Atlas Tube Recreation Centre.	(780,000)	-
Division Totals			<u>(129,318)</u>	-		<u>(146,138)</u>	<u>16,820</u>

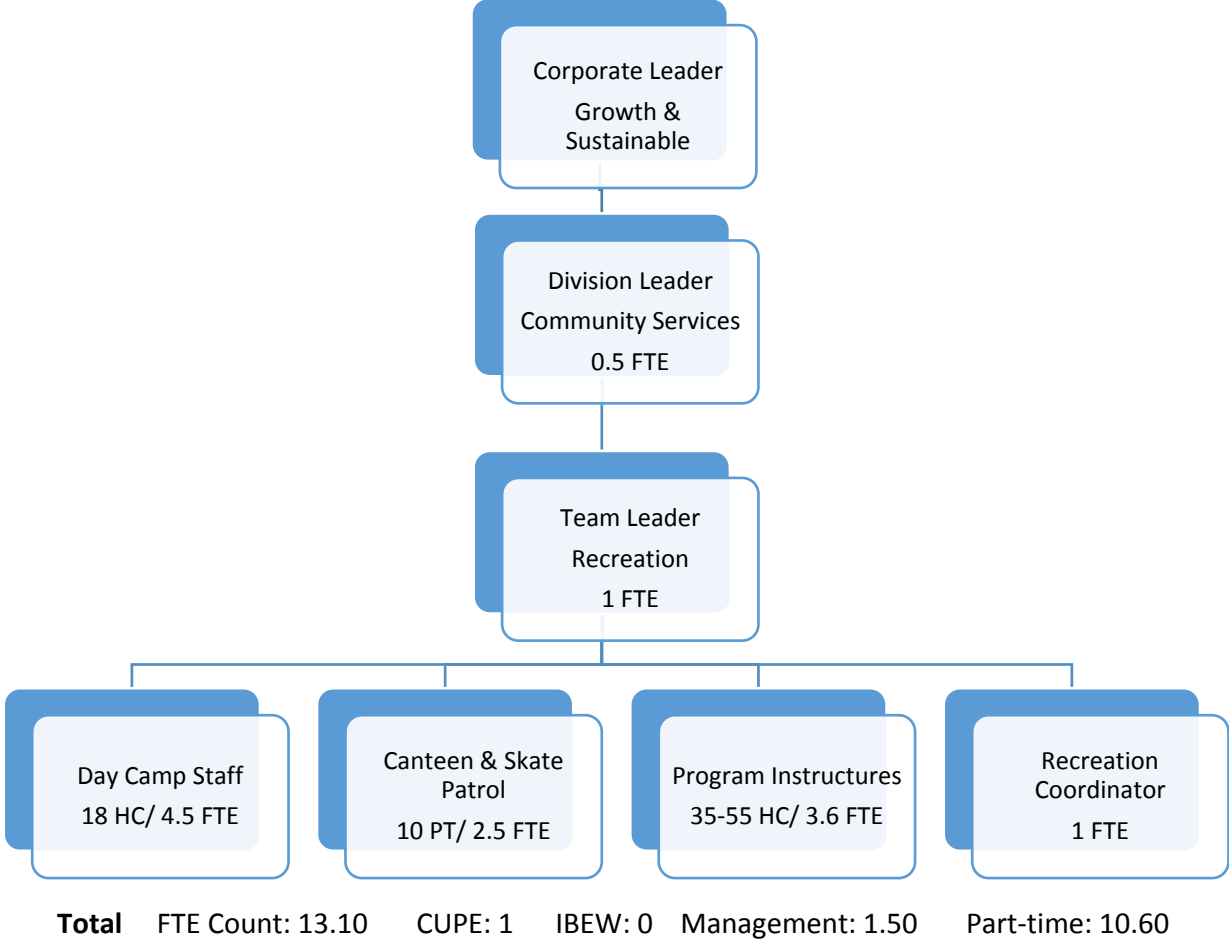
* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Grant Revenue	-	-	-	-	-	-	-	-
Sponsorships & Donations	1,000	12,726	68,365	-	-	-	-	-
Advertising Revenue	15,000	7,500	7,500	15,000	15,000	15,000	15,000	-
Miscellaneous Revenue	49,045	50,613	48,000	48,000	48,000	48,000	48,000	-
Concession Revenue	152,005	67,663	310	144,000	144,000	91,500	144,000	52,500
Rental Income	87,432	38,609	38,395	77,550	77,550	57,550	77,550	20,000
Wage Subsidy	4,419	-	-	-	-	-	-	-
Aquatics Revenue	583,402	143,350	108,910	506,500	506,500	284,900	506,500	221,600
Ice Revenue	1,053,133	616,869	240,960	986,765	986,765	555,065	986,765	431,700
Transfer From Reserves	-	51,701	-	20,000	51,701	-	-	-
Transfer From Reserve Funds	666,000	332,600	780,000	666,000	332,600	780,000	796,820	16,820
Total Revenues	2,611,436	1,321,632	1,292,440	2,463,815	2,162,116	1,832,015	2,574,635	742,620
Expenses								
Wages and Benefits	1,642,757	1,128,597	913,677	1,726,484	1,685,756	1,206,314	1,719,676	513,362
Office Supplies	7,607	3,559	1,700	1,700	1,700	1,700	1,700	-
Advertising & Promotion	2,953	1,448	1,500	3,000	3,000	3,000	3,000	-
Meeting Expenses	-	267	125	250	250	250	250	-
Courier & Postage	78	76	125	250	250	250	250	-
Travel Expense	822	285	775	1,550	1,550	1,550	1,550	-
Training & Conferences	5,013	6,613	7,800	20,000	20,000	20,000	20,000	-
Memberships & Subscriptions	686	848	1,772	1,500	1,500	1,500	1,500	-
Telecommunications	7,258	7,387	5,585	7,250	7,250	7,250	7,250	-
Computer Expense	57,204	24,476	13,070	49,500	49,500	27,800	49,500	21,700
Events and Functions	161,873	26	-	-	-	-	-	-
Debt Payments	507,254	524,132	507,430	507,000	507,430	507,430	559,590	52,160
Cash Over/Short	441	222	100	200	200	200	200	-
Transaction Fees	41,704	13,378	8,600	30,500	30,500	17,200	30,500	13,300
Interest Expense	399,570	382,693	399,570	400,000	399,570	399,570	347,410	(52,160)
Consulting Services	13,701	-	-	28,000	-	-	-	-
Grounds Maintenance	51,750	7,925	11,750	23,500	23,500	23,500	23,500	-
Winter Control Services	21,760	36,400	37,300	37,300	37,300	37,300	37,300	-
Cost Of Good Sold	87,715	36,602	26,800	71,500	71,500	40,200	71,500	31,300

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Health & Safety Supplies	5,081	5,997	4,400	3,000	3,000	3,000	3,000	-
Materials & Supplies	58,097	19,333	21,900	43,000	43,000	43,000	43,000	-
Program Supplies	26,442	6,887	3,470	17,500	17,500	17,500	17,500	-
Facility Maintenance	210,211	171,669	114,170	150,000	170,048	170,048	170,048	-
Utilities	1,030,469	834,331	474,922	925,000	925,000	925,000	925,000	-
Security Services	5,034	4,423	2,033	2,500	2,500	2,500	2,500	-
Waste Collection	13,248	13,292	6,060	13,000	13,000	13,000	13,000	-
Equipment Repairs & Maintenance	124,410	145,523	82,960	89,500	147,500	147,500	147,500	-
Vehicle Repairs & Maintenance	20	793	-	-	-	-	-	-
Fuel & Oil	8,323	5,630	5,000	9,000	10,000	10,000	10,000	-
Equipment Rental	-	322	1,500	2,000	3,000	3,000	3,000	-
Insurance Premiums	106,343	102,923	98,900	90,900	90,900	90,900	107,720	16,820
Transfer To Reserves	682,500	582,500	582,500	582,500	582,500	582,500	582,500	-
Transfer To Capital	-	-	-	100,000	-	-	-	-
Total Expenses	5,280,324	4,068,557	3,335,494	4,937,384	4,848,704	4,302,962	4,899,444	596,482
Net Budget	2,668,888	2,746,925	2,043,054	2,473,569	2,686,588	2,470,947	2,324,809	(146,138)





OBJECTIVES AND RESPONSIBILITIES

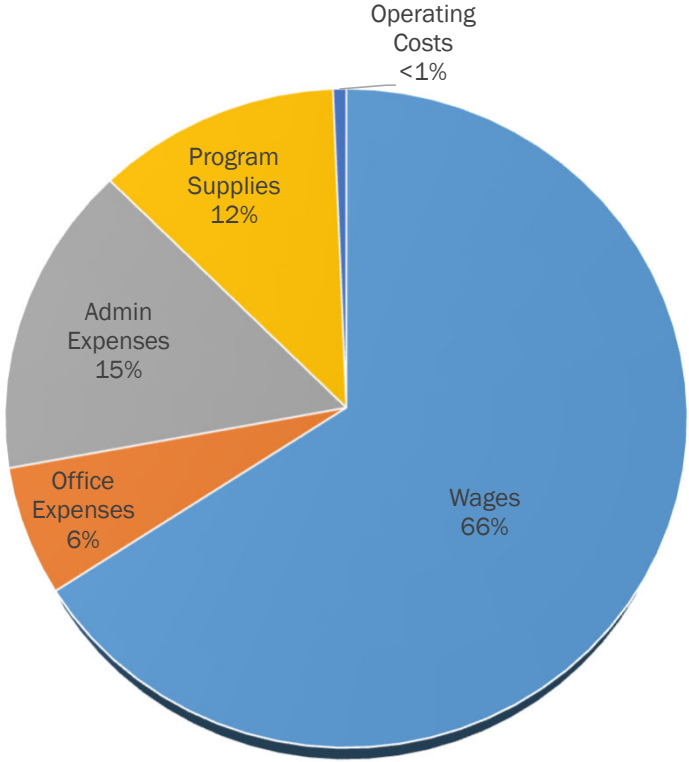
The Recreation Services division plans, organizes and leads leisure activities for the enjoyment of Lakeshore’s residents and community groups.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	1,124,809	1,032,296	700,224
Office Expenses	67,050	59,250	67,050
Admin Expenses	163,865	163,865	163,865
Program Supplies	126,600	103,400	126,600
Operating Costs	6,900	6,900	6,900
Total Expenses	1,489,224	1,365,711	1,064,639
Revenues	(486,405)	(273,605)	(486,405)
Transfers from Reserves	-	-	-
Net Budget	1,002,819	1,092,106	578,234

	Change	Balance
Summary of Budget Changes		
2021 Budget		1,092,106
Add: One-Time Items	(63,500)	
Wage Adjustments	(450,372)	
<u>Budget Issues:</u>		
Budget Changes Subtotal		(513,872)
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		(513,872)
2022 Budget		578,234

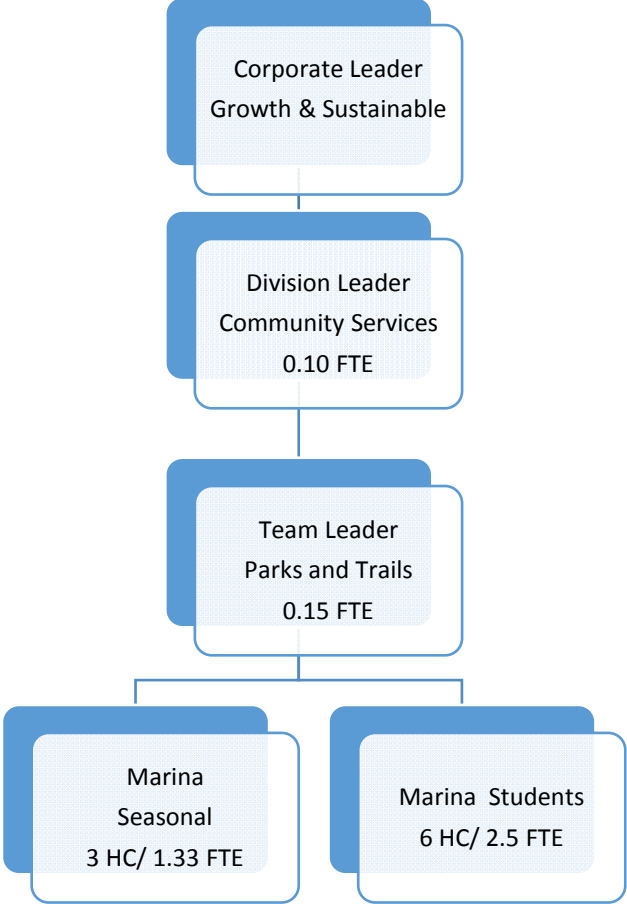


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages	*	(450,372)	-	Division salary and wage adjustment	(450,372)	-
2	Annualized for One-Time adjustments from prior year	*	(63,500)	-	Division One-time adjustments from prior year See Appendix III for details	(63,500)	-
Division Totals			<u>(513,872)</u>	-		<u>(513,872)</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	482,435	91,640	43,560	437,000	480,905	269,405	480,905	211,500
Grant Revenue	5,150	-	-	5,500	5,500	4,200	5,500	1,300
Sponsorships & Donations	18,002	754	-	-	-	-	-	-
Wage Subsidy	22,860	-	-	-	-	-	-	-
Transfer From Reserves	-	-	-	30,000	-	-	-	-
Total Revenues	528,447	92,394	43,560	472,500	486,405	273,605	486,405	212,800
Expenses								
Wages and Benefits	1,127,436	718,486	698,911	1,081,916	1,124,809	1,032,296	700,224	(332,072)
Office supplies	2,729	4,529	2,500	5,000	5,000	5,000	5,000	-
Advertising & Promotion	24,559	2,659	10,000	30,000	30,000	30,000	30,000	-
Courier & Postage	186	76	150	300	300	300	300	-
Travel Expense	3,977	2,090	550	2,100	2,100	2,100	2,100	-
Training & Conferences	4,040	1,511	3,550	7,100	7,100	7,100	7,100	-
Memberships & Subscriptions	4,535	4,601	5,000	2,000	2,000	2,000	2,000	-
Telecommunications	2,545	1,053	2,693	2,750	2,750	2,750	2,750	-
Computer Expense	3,666	585	5,000	17,800	17,800	10,000	17,800	7,800
Events & Functions	54,620	6,000	6,508	36,500	42,500	42,500	42,500	-
Debt Payments	130,959	134,206	137,656	121,365	121,365	121,365	121,365	-
Transaction Fees	1,103	173	217	9,000	9,000	5,100	9,000	3,900
Interest Expense	24,006	20,758	17,308	33,600	33,600	33,600	33,600	-
Consulting Services	-	-	-	30,000	-	-	-	-
Program Supplies	92,064	-	16,113	75,000	69,000	49,700	69,000	19,300
Program Discounts	15,039	13,729	4,000	15,000	15,000	15,000	15,000	-
Small Tools & Equipment	-	3,298	-	-	-	-	-	-
Material & Supplies	-	2,125	-	-	-	-	-	-
Equipment Rental	6,238	4,666	3,200	6,400	6,400	6,400	6,400	-
Miscellaneous Expense	532	-	250	500	500	500	500	-
Total Expenses	1,498,234	920,546	913,606	1,476,331	1,489,224	1,365,711	1,064,639	(301,072)
Net Budget	969,786	828,153	870,046	1,003,831	1,002,819	1,092,106	578,234	(513,872)



Total FTE Count: 4.08 CUPE: 0 IBEW: 0 Management: 0.25 Seasonal: 1.33 Students: 2.50

OBJECTIVES AND RESPONSIBILITIES

This division is responsible for the Marina operations. This includes customer service, booking boat wells, boat launch, fuelling, special activities, etc.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Porta john and waste collection - \$6,000

Major Capital Requests

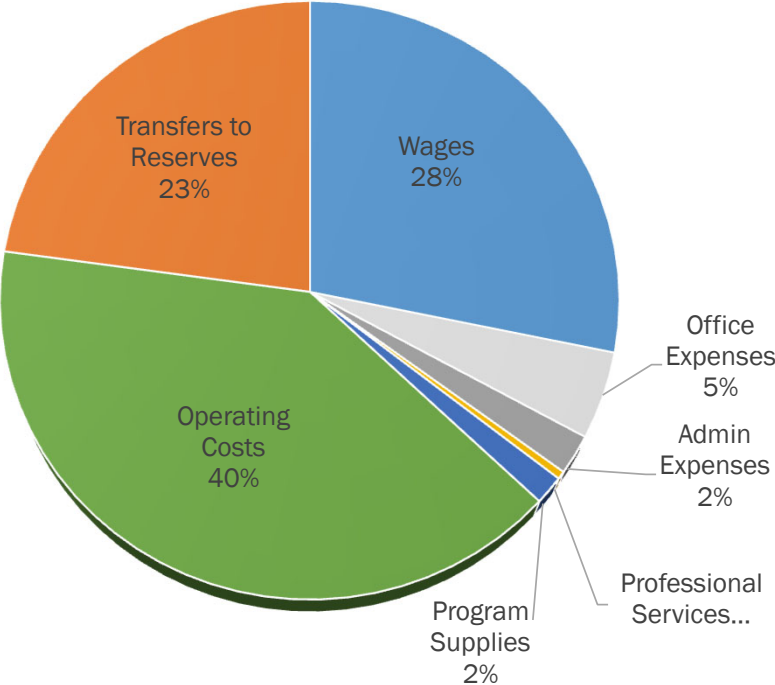
- No requests for 2022.

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	211,031	211,334	200,415
Office Expenses	33,400	33,400	33,400
Admin Expenses	15,200	15,200	15,200
Professional Services	3,000	3,000	3,000
Program Supplies	10,900	10,900	10,900
Operating Costs	276,600	270,100	284,780
Transfers to Reserves	162,000	162,000	162,000
Total Expenses	712,131	705,934	709,695
Revenues	(619,865)	(619,865)	(619,865)
Transfers from Reserves	(6,500)	-	(8,680)
Net Budget	85,766	86,069	81,150

Summary of Budget Changes

	Change	Balance
2021 Budget		86,069
Add: Wage Adjustments	(10,919)	
Budget Issues:		
2022-008 Insurance Premium Increase	8,680	
2022-013 Addition of Porta Johns and Waste Collection for Marina	6,000	
Budget Changes Subtotal		3,761
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(8,680)	
		(8,680)
Net Levy Impact		(4,919)
2022 Budget		81,150



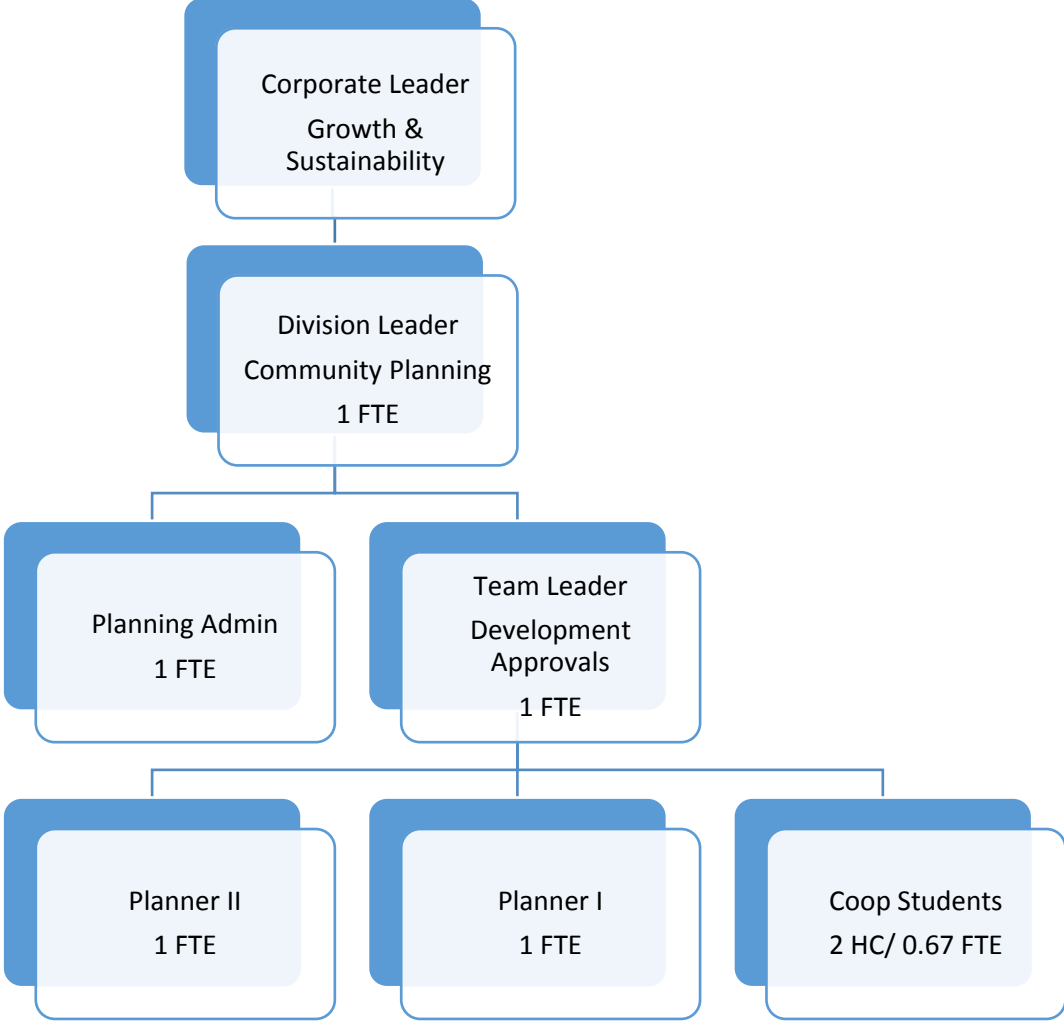
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		(10,919)	-	Division salary and wage adjustment	(10,919)	-
2 Contractual	2022-008	Insurance Premium Increase	8,680	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	8,680
3 Line item increase	2022-013	Addition of Porta Johns and Waste Collection for Marina	6,000	-	With the high use of the Marina grounds year round, port-a-john should be maintained near the marina building and at the boat launch all year round, as the marina building washrooms are closed from Thanksgiving to April each year. Currently, there is no budget for waste removal at the Marina. The past practice has been to expense this fee to the maintenance budget, which takes away using the funds the general maintenance. This has lead to increase in the deferral of maintenance and general daily upkeep in order to remain inline with budget.	6,000	-
Division Totals			<u>3,761</u>	-		<u>(4,919)</u>	<u>8,680</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	42,689	63,731	59,370	25,000	25,000	25,000	25,000	-
Grant Revenue	4,367	-	-	3,700	250	250	250	-
Miscellaneous Revenue	881	955	505	1,450	1,200	1,200	1,200	-
Concession Revenue	6,283	2,363	1,761	3,100	3,100	3,100	3,100	-
Rental Income	9,270	6,848	11,442	10,815	10,815	10,815	10,815	-
Slip Rentals	398,575	304,916	310,857	360,000	360,000	360,000	360,000	-
Fuel and Oil Sales	236,994	277,420	306,068	215,800	215,800	215,800	215,800	-
Wage Subsidy	-	21,147	-	-	3,700	3,700	3,700	-
Transfer From Reserves	-	6,500	-	-	6,500	-	8,680	8,680
Total Revenues	699,058	683,880	690,004	619,865	626,365	619,865	628,545	8,680
Expenses								
Wages and Benefits	214,671	238,968	299,182	207,200	211,031	211,334	200,415	(10,919)
Office Supplies	4,016	2,185	2,150	2,000	2,000	2,000	2,000	-
Advertising & Promotion	900	-	60	100	100	100	100	-
Courier & postage	15	8	2	-	-	-	-	-
Training & Conferences	900	-	-	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	570	741	2,410	1,000	1,000	1,000	1,000	-
Telecommunications	3,451	3,509	3,670	3,200	3,200	3,200	3,200	-
Computer Expense	17,357	9,053	14,710	19,200	19,200	19,200	19,200	-
Lease Expense	7,960	8,003	8,197	5,900	5,900	5,900	5,900	-
Events & Functions	-	-	-	6,000	6,000	6,000	6,000	-
Cash Over/Short	126	-	-	200	200	200	200	-
Transaction Fees	18,498	20,071	20,850	15,000	15,000	15,000	15,000	-
Grounds Maintenance	9,839	4,743	4,258	3,000	3,000	3,000	3,000	-
Cost Of Good Sold	1,827	1,409	2,000	2,000	2,000	2,000	2,000	-
Health & Safety Supplies	87	1,592	1,744	500	500	500	500	-
Materials & Supplies	1,033	3,472	4,071	2,400	2,400	2,400	2,400	-
Facility Maintenance	23,112	18,342	36,000	17,500	17,500	17,500	17,500	-
Utilities	26,344	19,632	20,960	26,500	26,500	26,500	26,500	-
Waste Collection	2,930	1,105	1,200	-	-	-	6,000	6,000

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Security Services	36,811	38,789	39,885	35,400	35,400	35,400	35,400	-
Equipment Repairs & Maintenance	3,791	13,340	6,280	4,500	11,000	4,500	4,500	-
Fuel & Oil	208,533	238,904	238,832	176,800	176,800	176,800	176,800	-
Insurance Premiums	3,871	4,723	16,600	9,400	9,400	9,400	18,080	8,680
Transfer To Reserves	162,000	162,000	162,000	162,000	162,000	162,000	162,000	-
Transfer To Capital	37,445	-	-	-	-	-	-	-
Total Expenses	786,086	790,589	885,062	701,800	712,131	705,934	709,695	3,761
Net Budget	87,028	106,709	195,058	81,935	85,766	86,069	81,150	(4,919)



Total FTE Count: 5.67 CUPE: 3 IBEW: 0 Management: 2 Students: 0.67

OBJECTIVES AND RESPONSIBILITIES

The Community Planning division 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 asset out in the 2014 Provincial Policy Statement (PPS) and for ensuring conformity with the Municipality and the County's Official Plans. Community Services carries out plan review and approval responsibilities and provides for the delivery of the municipal services as mandated under the Ontario Planning Act and subsection 15.1 (3) 15.06(1) of the Ontario Building Code Act (Property Stand Appeals); Committee of Adjustment, land use planning and long range planning.

BUDGET HIGHLIGHTS**Major Operating Change Requests**

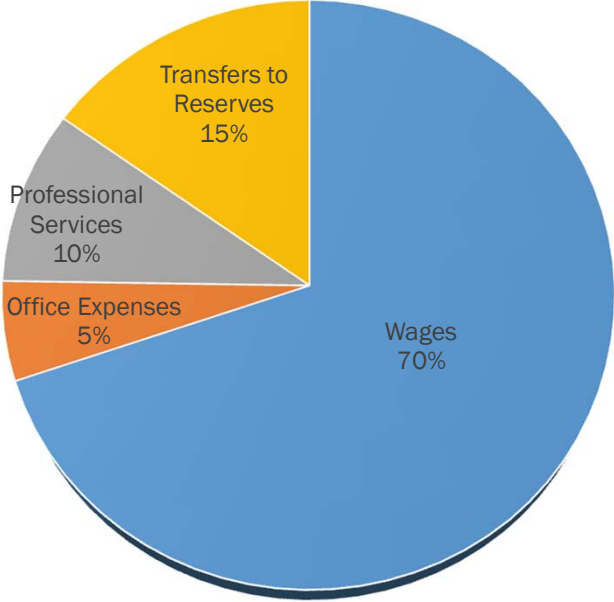
- \$1,560 City View Maintenance fees.
- \$4,305 Photocopier lease – OPS Centre.

Major Capital Project Requests

- \$34,000 Shoreline Management Plan Phase 1 and Phase 2.
- \$30,000 Parkland Dedication By Law Update.

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	497,778	558,219	579,860
Office Expenses	29,100	42,600	45,160
Professional Services	75,000	75,000	79,305
Transfers to Reserves	126,300	126,300	126,300
Total Expenses	728,178	802,119	830,625
Revenues	(79,900)	(79,900)	(79,900)
Transfers from Reserves	-	-	-
Net Budget	648,278	722,219	750,725

	Change	Balance
Summary of Budget Changes		
2021 Budget		722,219
Add: One-Time Items		
Wage Adjustments	21,641	
<u>Budget Issues:</u>		
2022-006 City View Maintenance fees	1,560	
2022-076 Photocopier Lease - OPS Centre	4,305	
2022-007 Travel (Mileage)	1,000	
Budget Changes Subtotal		28,506
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		28,506
2022 Budget		750,725



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		21,641	-	Division salary and wage adjustment	21,641	-
2 Contractual	2022-006	City View Maintenance fees	1,560	-	Cityview Software cost \$29,380.72 in 2021. It has been increasing approx 5-7% annually. With a 6% increase estimated, the software would cost \$31,150. This is split 60% Building & 40% Planning. Planning's share based would be 12,460 with a budget of \$10,900 related to Cityview's software a shortfall of \$1,560 exists.	1,560	-
3 Council Initiative	2022-076	Photocopier lease - OPS Centre	4,305	-	Per council resolution # 355-10-2021, the purchase and installation of of additional cubicles, office furniture and equipment to be installed at the Operations Center to allow for 9 (5 for planning, 2 for GIS, 2 for Engineering) additional workspaces was approved. The operating impact of the project is an additional photocopier that would be required to be leased for \$4,305 yearly.	4,305	-
4 Line item increase	2022-007	Travel (Mileage)	1,000	-	The Community Planning will be relocating to the Operations Building located at 304 Rourke Line, which is 3.2km away from Town Hall. An additional \$1,000.00 is being requested to cover the mileage between Town Hall and the Operation Building. The additional travel is required to pick up the mail, attend meeting (Council, COA, other) 3.2km x 2 = 6.4km 6.4km x \$0.59 per km = \$3.776 per round trip There are approx. +260 working days per year - \$3.776 x 260 = \$981.76 per year	1,000	-
Division Totals			<u><u>28,506</u></u>	-		<u><u>28,506</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.



2022 Budget

Community Planning

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	68,087	61,961	102,065	75,900	79,900	79,900	79,900	-
Wage Subsidy	-	-	9,780	-	-	-	-	-
Transfer From Reserves	93,949	-	-	328,700	-	-	-	-
Total Revenues	162,036	61,961	111,845	404,600	79,900	79,900	79,900	-
Expenses								
Wages and Benefits	391,376	378,407	479,446	419,400	497,778	558,219	579,860	21,641
Office Supplies	755	649	800	1,000	1,000	1,000	1,000	-
Advertising & Promotion	-	-	12,000	2,200	2,200	12,000	12,000	-
Meeting Expenses	38	-	-	-	500	500	500	-
Courier & Postage	2,088	1,892	2,400	3,000	3,000	3,000	3,000	-
Travel Expense	515	261	400	1,500	1,500	1,500	2,500	1,000
Training & Conferences	3,832	1,276	1,200	5,000	8,000	8,000	8,000	-
Memberships & Subscriptions	1,082	2,974	3,500	2,100	4,600	4,600	4,600	-
Telecommunications	549	504	552	800	800	800	800	-
Computer Expense	6,507	11,504	11,752	7,500	7,500	11,200	12,760	1,560
Consulting Services	280,741	25,410	58,000	530,000	75,000	75,000	75,000	-
Equipment Rental	-	-	-	-	-	-	4,305	4,305
Transfer To Reserves	18,337	138,620	126,300	-	126,300	126,300	126,300	-
Total Expenses	705,821	561,496	696,350	972,500	728,178	802,119	830,625	28,506
Net Budget	543,785	499,535	584,505	567,900	648,278	722,219	750,725	28,506



Total FTE Count: 2 CUPE: 2 IBEW: 0 Management: 0 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The GIS division is responsible for providing the most up-to-date data for the Municipality’s land-based infrastructure including water, sanitary, storm, roads, fire hydrants, parks, zoning and aerial photography. The GIS System allows for viewing, understanding, questioning, interpreting, and visualizing data in many ways that reveal relationships, patterns, and trends in the form of maps, reports and charts which helps answer questions and solve problems by looking at data in a way that is quickly understood and easily shared.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- \$5,000 GIS ESRI Licensing Increase.

Major Capital Project Requests

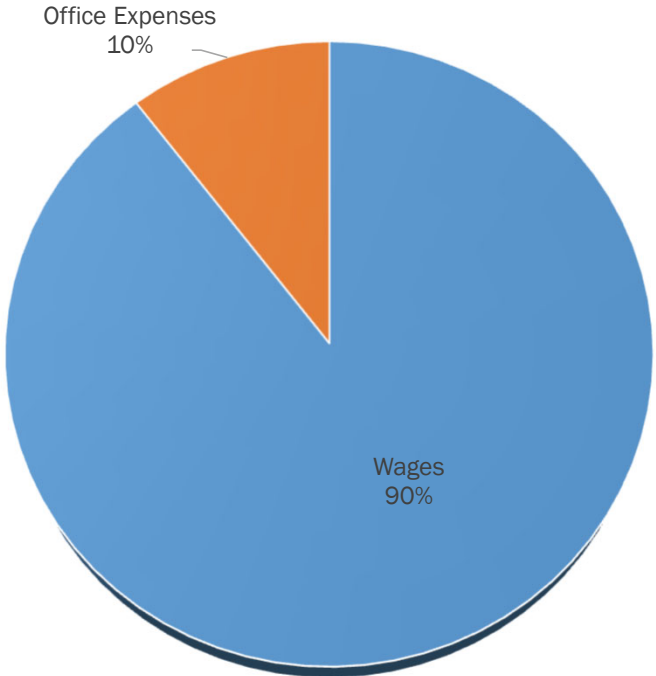
- \$40,000 GIS Master Plan

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	176,236	183,330	188,058
Office Expenses	17,000	17,000	22,000
Operating Costs	-	-	-
Transfers to Reserves	-	-	-
Total Expenses	193,236	200,330	210,058
Transfers from Reserves	-	-	-
Net Budget	193,236	200,330	210,058

Summary of Budget Changes

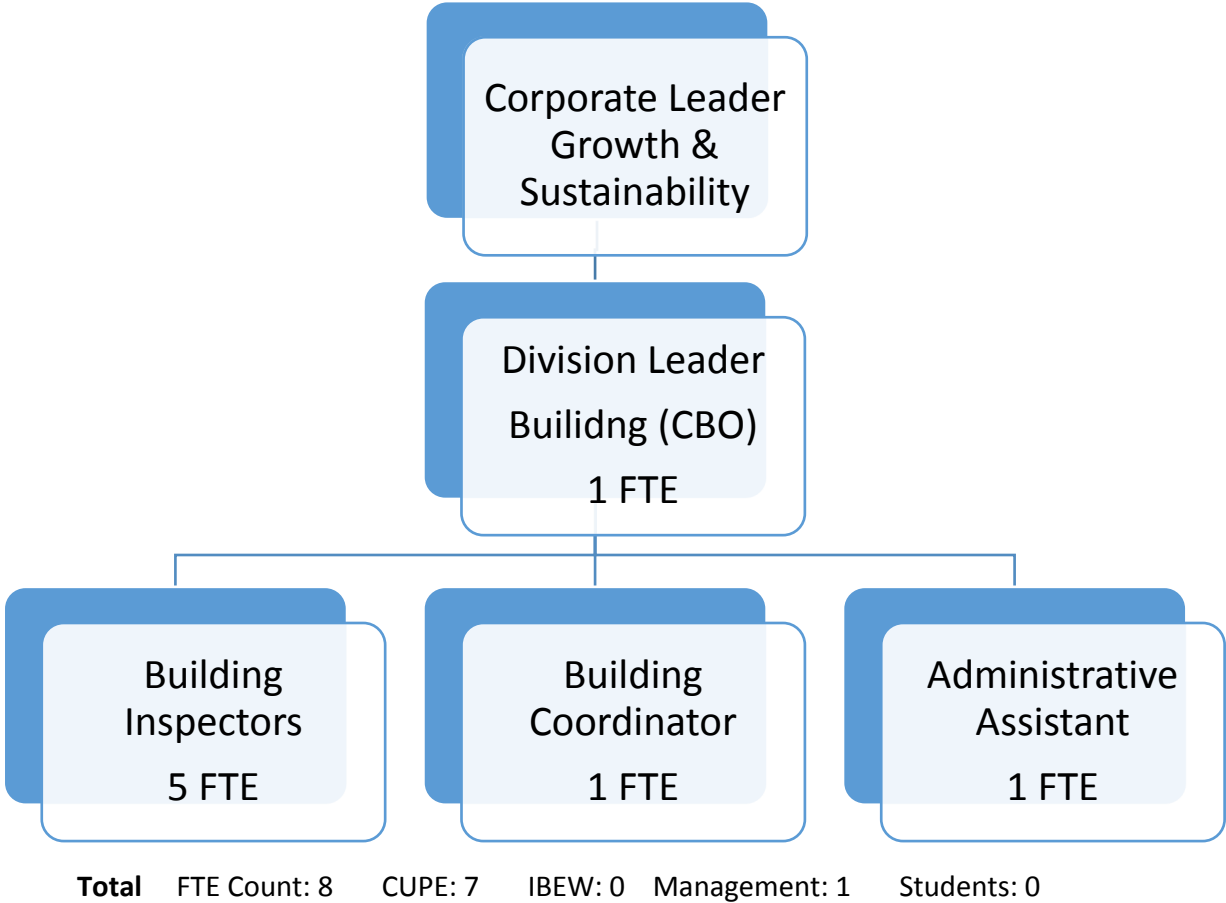
	Change	Balance
2021 Budget		200,330
Add: One-Time Items		
Wage Adjustments	4,728	
Budget Issues:		
2022-018 GIS ESRI Licensing Increase	5,000	
Budget Changes Subtotal		9,728
Budget Issues funded through the Reserve		-
Net Levy Impact		9,728
2022 Budget		210,058



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		4,728	-	Division salary and wage adjustment	4,728	-
2 Line item increase	2022-018	GIS ESRI Licensing Increase	5,000	-	Increase for annual ESRI licensing requirements to support GIS operations	5,000	-
Division Totals			<u><u>9,728</u></u>	<u><u>-</u></u>		<u><u>9,728</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.

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Expenses								
Wages and Benefits	173,120	175,545	181,751	177,035	176,236	183,330	188,058	4,728
Travel Expense	-	-	-	-	-	-	-	-
Training & Conferences	-	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-	-
Computer Expense	18,504	20,613	21,127	17,000	17,000	17,000	22,000	5,000
Transfer To Reserves	-	-	-	-	-	-	-	-
Transfer To Capital	-	-	-	-	-	-	-	-
Total Expenses	191,624	196,158	202,878	194,035	193,236	200,330	210,058	9,728
Net Budget	191,624	196,158	202,878	194,035	193,236	200,330	210,058	9,728



OBJECTIVES AND RESPONSIBILITIES

The Building division is responsible for the enforcement of The Building Code Act by providing compliance inspections which helps to promote a safe and healthy environment, and issuing permits for the construction, renovation, change of use or demolition of buildings that conform to the requirements of the *Building Code Act* and the Building Code.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Increase to permit revenue to align with trend in the last 3 years -\$(200,000)
- Transfer from the Building reserve to the Building operations for the net changes of the 2022 budget - \$(161,586)

Major Capital Requests

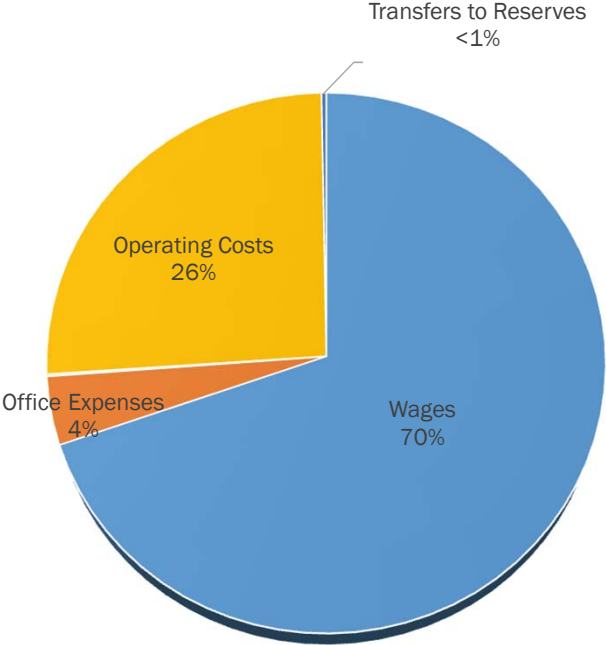
- Vehicle Replacement Life Cycle - \$39,000

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	793,240	824,891	844,877
Office Expenses	48,900	46,047	49,537
Program Supplies	1,500	1,500	1,500
Operating Costs	214,660	244,899	312,174
Transfers to Reserves	-	3,500	3,500
Total Expenses	1,058,300	1,120,837	1,211,588
Revenues	(818,300)	(818,300)	(1,018,300)
Transfers from Reserves	-	-	-
Transfer From Reserve Funds	(240,000)	(302,537)	(193,288)
Net Budget	-	-	-

Summary of Budget Changes

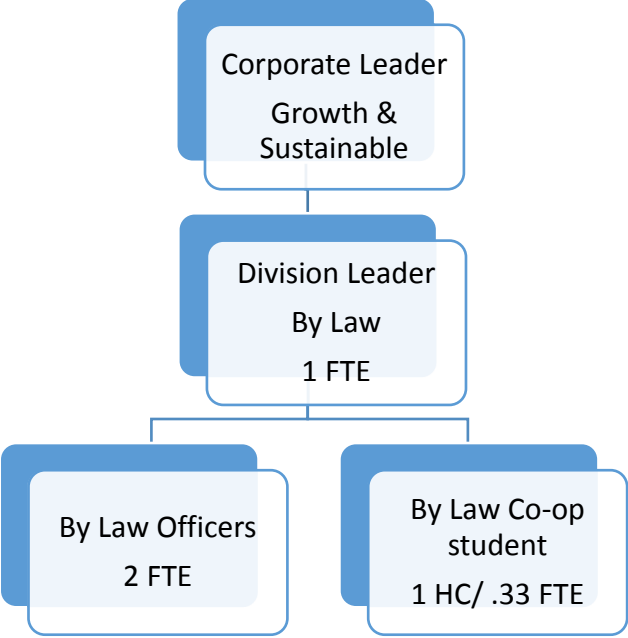
	Change	Balance
2021 Budget		-
Add: One-Time Items	302,287	
Wage Adjustments	19,986	
Budget Issues:		
2022-008 Insurance Premium Increase	31,452	
2022-084 Building Reserve Fund Operations Transfer	(161,586)	
2022-005 City View Maintenance Fees	3,490	
2022-082 Increase to building permit revenue	(200,000)	
2022-083 Overhead allocation for Building	35,823	
Budget Changes Subtotal		31,452
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(31,452)	
		(31,452)
Net Levy Impact		-
2022 Budget		-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		19,986	-	Division salary and wage adjustment	19,986	-
2 Annualized for One-Time adjustments from prior year			302,287	-	Division One-time adjustments from prior year See Appendix III for details	302,287	-
3 Legislated	2022-084	Building Reserve Fund Operations Transfer	(161,586)	(161,586)	Building Reserve Fund Operations Transfer	(161,586)	-
4 Contractual	2022-005	City View Maintenance Fees	3,490	-	Cityview Software cost \$29,380.72 in 2021. It has been increasing approx. 5-7% annually. With a 6% increase estimated, the software would cost \$31,150. This is split 60% Building & 40% Planning. Building's share based would be \$18,690 with a budget of \$15,200 related to Cityview's software a shortfall of \$3,490 exists.	3,490	-
5 Contractual	2022-008	Insurance Premium Increase	31,452	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	31,452
6 Revenue Increase	2022-082	Increase to building permit revenue	(200,000)	-	To increase building permit revenue to align with the level of revenue received in the last 2-3 years.	(200,000)	-
7 Budget Reallocation	2022-083	Overhead Allocation	35,823	-	Recoveries charged from other divisions for the support of the building operations.	35,823	-
Division Totals			<u>31,452</u>	<u>(161,586)</u>		<u>-</u>	<u>31,452</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.

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Licences & Permits	705,851	1,225,857	950,000	850,000	775,000	775,000	975,000	200,000
Miscellaneous Revenue	42,182	58,427	53,540	43,300	43,300	43,300	43,300	-
Transfer From Reserves	-	2,230	-	-	-	-	-	-
Transfer From Reserve Funds	194,286	-	69,381	218,000	240,000	302,537	193,288	(109,249)
Total Revenues	942,318	1,286,514	1,072,921	1,111,300	1,058,300	1,120,837	1,211,588	90,751
Expenses								
Wages and Benefits	770,525	783,747	715,251	791,127	793,240	824,891	844,877	19,986
Office Supplies	2,740	925	1,820	5,000	3,000	3,000	3,000	-
Courier & Postage	1,052	439	1,300	2,000	2,000	-	-	-
Travel Expense	70	-	240	1,000	1,000	833	833	-
Training & Conferences	13,959	9,720	15,000	15,000	15,000	15,000	15,000	-
Memberships & Subscriptions	3,959	4,662	4,800	4,800	4,800	4,800	4,800	-
Telecommunications	6,458	5,192	5,388	6,550	6,550	5,614	5,614	-
Computer Expense	53,078	16,789	54,287	201,050	16,550	16,800	20,290	3,490
Signs & Safety Devices	1,147	27	170	1,500	1,500	1,500	1,500	-
Fuel & Oil	-	7,336	8,060	-	-	-	-	-
Insurance Premiums	42,885	52,461	63,582	37,800	37,800	37,800	69,252	31,452
Overhead Allocation	157,250	140,964	197,062	32,973	164,360	198,599	234,422	35,823
Vehicle Repairs & Maintenance	12,424	7,962	2,461	12,500	12,500	8,500	8,500	-
Transfer To Reserves	-	286,875	3,500	-	-	3,500	3,500	-
Transfer To Reserve Funds	-	-	-	-	-	-	-	-
Transfer To Capital	-	-	-	-	-	-	-	-
Total Expenses	1,065,548	1,317,099	1,072,921	1,111,300	1,058,300	1,120,837	1,211,588	90,751
Net Budget	123,230	30,585	-	-	-	-	-	-



Total FTE Count: 4.33 CUPE: 0 IBEW: 3 Management: 1 Students: 0.33

OBJECTIVES AND RESPONSIBILITIES

The By Law division is responsible for the enforcement of the Municipality’s by-laws. By-laws are created to address issues and concerns of the community. They are created to protect the environment, public health, safety and to maintain a pleasant community for everyone.

BUDGET HIGHLIGHTS

Major Operating Change Requests

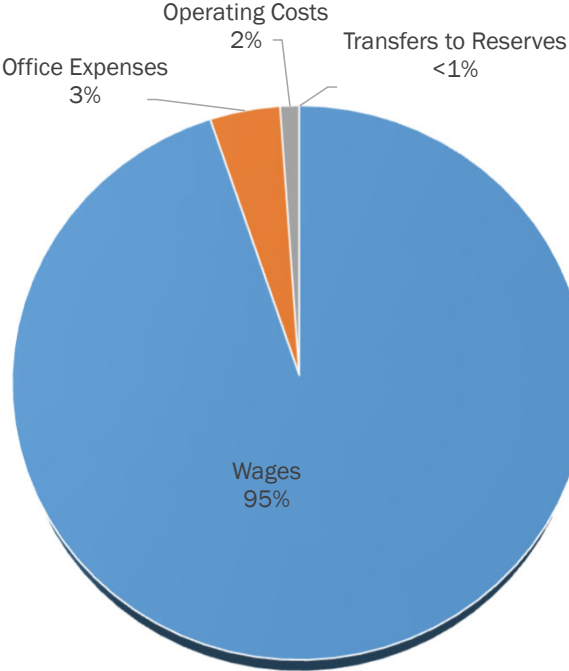
- Council pre-approved the Flood Mitigation and Protection Framework through council resolution number 264-08-2021 which included the role of the Division Leader – By Law.

Major Capital Project Requests

- Vehicle for Division Leader - \$38,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	181,200	201,602	336,982
Office Expenses	7,150	7,503	11,883
Operating Costs	-	4,000	4,878
Transfers to Reserves	3,500	-	-
Total Expenses	191,850	213,105	353,743
Revenues	-	-	-
Transfer From Reserve Funds	(2,750)	-	(878)
Net Budget	189,100	213,105	352,865

	Change	Balance
Summary of Budget Changes		
2021 Budget		213,105
Add: One-Time Items	(2,000)	
Wage Adjustments	1,277	
<u>Budget Issues:</u>		
2022-008 Insurance Premium Increase	878	
2022-016 Support Costs for New Division Leader	140,483	
Budget Changes Subtotal		140,638
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	(878)	
		(878)
Net Levy Impact		139,760
2022 Budget		352,865

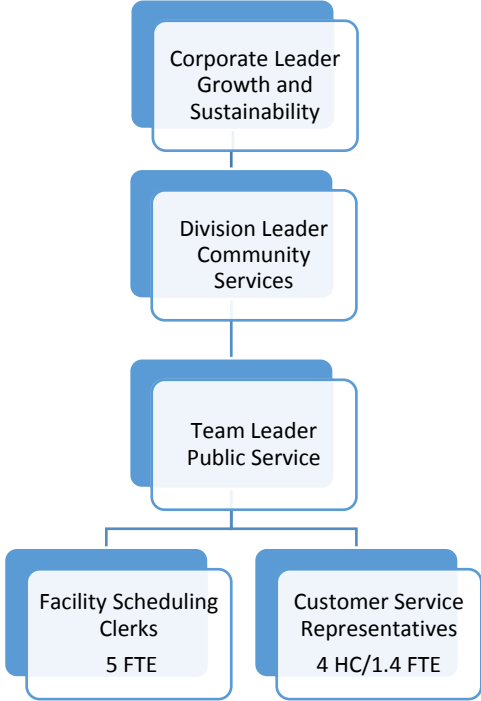


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		1,277	-	Division salary and wage adjustment	1,277	-
2 Annualized for One-Time adjustments from prior year			(2,000)	-	Division One-time adjustments from prior year See Appendix III for details	(2,000)	-
3 Contractual	2022-008	Insurance Premium Increase	878	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	878
4 Council Initiative	2022-016	New Division Leader	140,483	3,480	Per Council Resolution # 264-08-21 Council approved for the addition of a Division Leader for By-Law. Below are the ad-hoc costs; a clothing allowance is required for two full uniforms and a vest, telephone, cell phone, cell phone plan, and laptop are costs that are required for the position.	140,483	-
Division Totals			<u>140,638</u>	<u>3,480</u>		<u>139,760</u>	<u>878</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Miscellaneous Revenue	-	-	-	-	-	-	-	-
Recovery of Expense	9,368	5,975	5,295	-	-	-	-	-
Wage Sidsidy	-	5,938	4,408	-	-	-	-	-
Transfer From Reserve Funds	-	-	-	-	2,750	-	878	878
Total Revenues	9,368	11,913	9,703	-	2,750	-	878	878
Expenses								
Wages and Benefits	98,946	162,159	178,633	97,673	181,200	201,602	336,982	135,380
Office Supplies	-	173	240	-	-	-	-	-
Courier & Postage	-	29	-	-	-	2,000	2,000	-
Travel Expense	-	58	-	-	-	167	167	-
Training & Conferences	-	-	2,500	-	3,000	3,000	3,000	-
Telecommunications	-	616	1,344	-	-	936	2,536	1,600
Computer Expense	-	2,230	-	-	4,150	1,400	3,880	2,480
Software Expense	-	-	-	-	-	-	300	300
Service Contract	9,335	15,773	22,570	-	-	-	-	-
Insurance Premiums	-	-	806	-	-	-	878	878
Vehicle Repairs & Maintenance	1,543	4,319	-	-	-	4,000	4,000	-
Transfer To Reserves	-	-	-	-	3,500	-	-	-
Total Expenses	109,824	185,357	206,093	97,673	191,850	213,105	353,743	140,638
Net Budget	100,456	173,444	196,390	97,673	189,100	213,105	352,865	139,760



Total FTE Count: 7.40 CUPE: 5 IBEW: 0 Management: 1 Part-time: 1.40

OBJECTIVES AND RESPONSIBILITIES

The Public Service Division is responsible for responding to inquiries, requests, and concerns from the public, accepting payment of various fees at identified municipal offices, providing general information, programs and facility registration bookings.

BUDGET HIGHLIGHTS

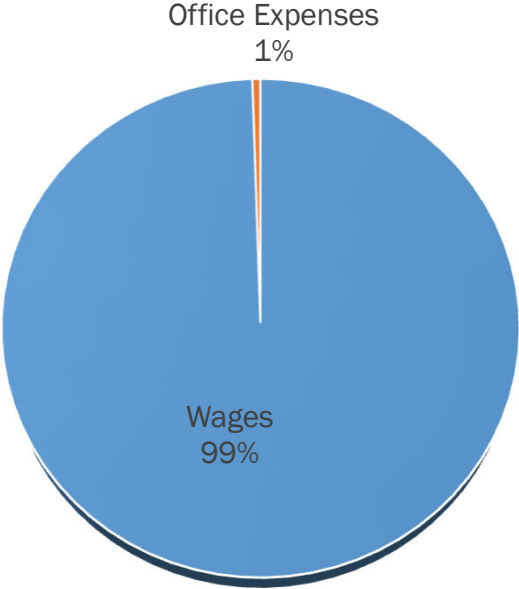
Major Operating Change Requests

- Council pre-approved the Flood Mitigation and Protection Framework through council resolution number 264-08-2021 which included the role of the Team Leader of Public Service.

Major Capital Project Requests

- None

<u>Summary</u>	2019 Budget	2020 Budget	2021 Budget
Wages	-	-	613,642
Office Expenses	-	-	3,180
Net Budget	-	-	616,822



<u>Summary of Budget Changes</u>	Change	Balance
2021 Budget		-
Add: One-Time Items		
Wage Adjustments	503,385	
<u>Budget Issues:</u>		
2022-048 Team Leader - Public Service	113,437	
Budget Changes Subtotal		616,822
<u>Budget Issues funded through the Reserve</u>		
	-	-
Net Levy Impact		616,822
2022 Budget		616,822

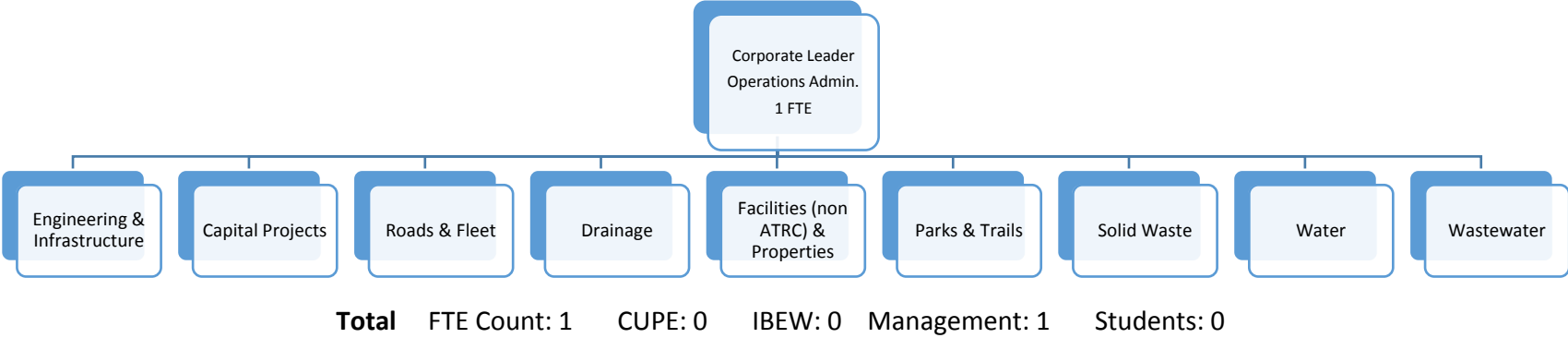
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		503,385	-	Division salary and wage adjustment	503,385	-
2 Council Initiative	2022-048	Team Leader - Public Service	113,437	2,880	As approved by Council through CRM #264-08-2021 at the August 10, 2021 Special Meeting, the Flood Mitigation and Protection Framework Recommendations requested the pre-approval of a Team Lead for Flood Mitigation and Protection. The new role will lead and coordinate incoming phone calls, requests for service, and other requests from the public, following up with internal divisions to provide responses. Resource also required to address service challenges with answering and responding to resident phone calls, questions, and requests for service.	113,437	-
Division Totals			<u>616,822</u>	<u>2,880</u>		<u>616,822</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Expenses								
Wages and Benefits	-	-	-	-	-	-	613,642	(613,642)
Telecommunications	-	-	-	-	-	-	400	(400)
Computer Expense	-	-	-	-	-	-	2,780	(2,780)
Total Expenses	-	-	-	-	-	-	616,822	(616,822)
Net Budget	-	-	-	-	-	-	616,822	(616,822)





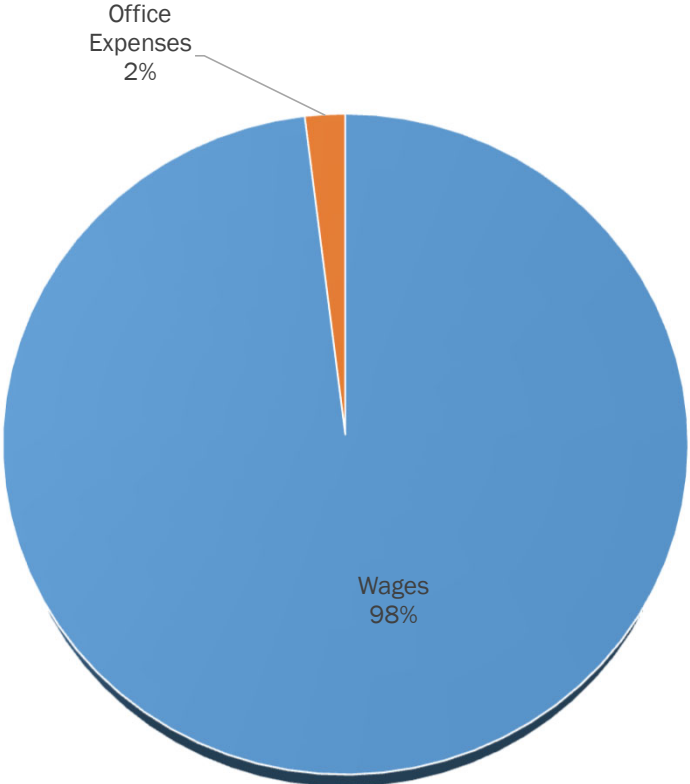
OBJECTIVES AND RESPONSIBILITIES

The Corporate Leader in this department is responsible for overseeing the following Divisions: Engineering & Infrastructure, Capital Projects & Drainage, Roads & Fleet, Non ARTC Facilities & Properties, Parks and Trails, Solid Waste, Water and Wastewater.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

	2020 Budget	2021 Budget	2021 Budget
Summary			
Wages	189,545	178,505	203,543
Office Expenses	4,050	4,050	4,050
Operating Costs	-	-	-
Transfers to Reserves	-	-	-
Total Expenses	193,595	182,555	207,593
Revenues	-	-	-
Transfers from Reserves	-	-	-
Net Budget	193,595	182,555	207,593



	Change	Balance
Summary of Budget Changes		
2021 Budget		182,555
Add: One-Time Items		
Wage Adjustments	25,038	
Budget Issues:		
Budget Changes Subtotal		25,038
Budget Issues funded through the Reserve		-
Net Levy Impact		25,038
2022 Budget		207,593

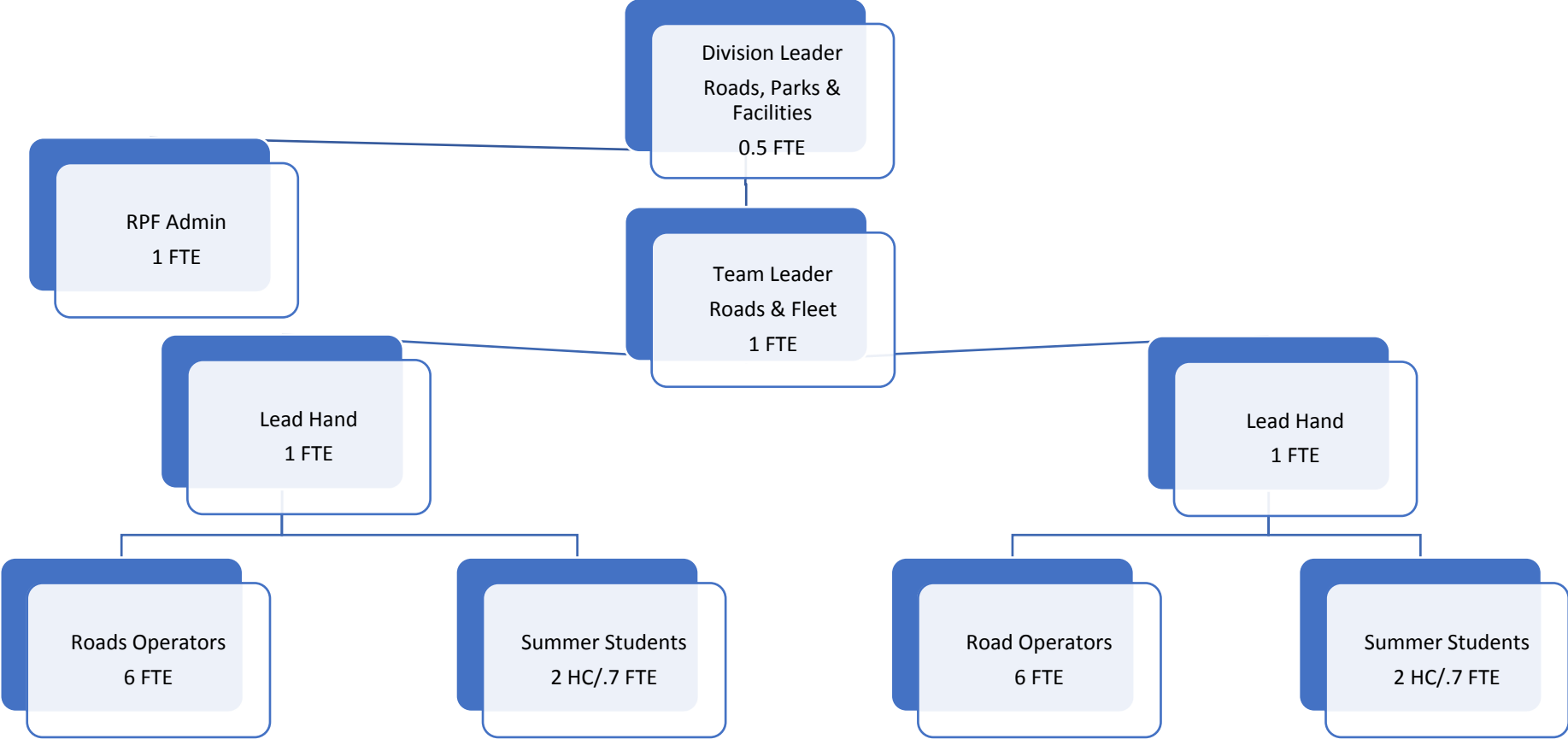
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		25,038	-	Division salary and wage adjustment	25,038	-
Division Totals			<u>25,038</u>	<u>-</u>		<u>25,038</u>	<u>-</u>

* 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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
Expenses								
Wages and Benefits	183,423	186,583	177,376	186,748	189,545	178,505	203,543	25,038
Travel Expense	-	-	-	1,000	1,000	1,000	1,000	-
Training & Conferences	2,102	4,391	1,500	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	224	224	500	500	500	500	500	-
Telecommunications	550	550	550	550	550	550	550	-
Transfer To Reserves	-	-	-	-	-	-	-	-
Total Expenses	186,299	191,748	179,926	190,798	193,595	182,555	207,593	25,038
Net Budget	186,299	191,748	179,926	190,798	193,595	182,555	207,593	25,038





Total FTE Count: 17.9 CUPE: 1 IBEW: 14 Management: 1.5 Students: 1.4

OBJECTIVES AND RESPONSIBILITIES

The Roads & Fleet Division is responsible the operations and maintenance of municipal infrastructure systems including roads, storm sewers, bridges and culverts, signs, sidewalks, safety devices and streetlights. They perform winter control operations on all local roads within Lakeshore and are also responsible for all routine maintenance on the equipment used in the day-to-day operations.

BUDGET HIGHLIGHTS

Major Operating Change Requests

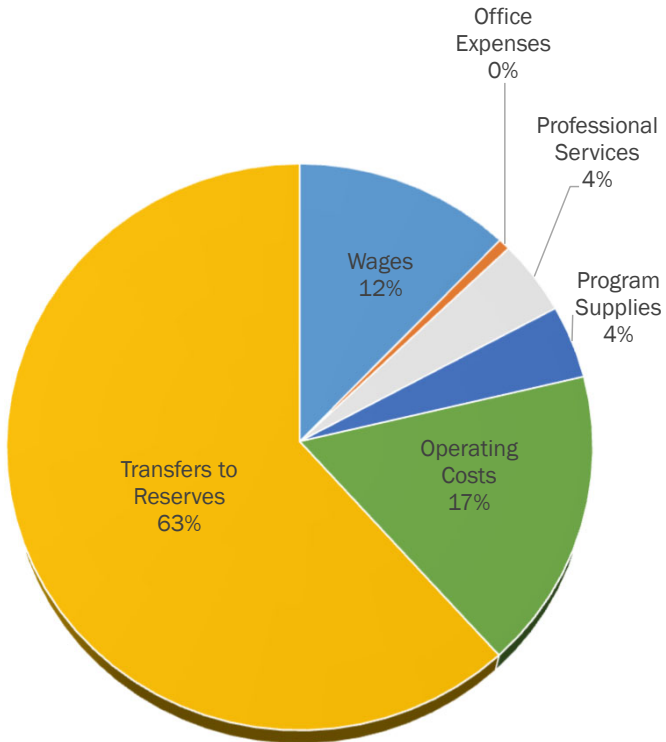
- Increase transfer to roads reserve– \$350,000
- To maintain service levels regarding maintenance and adjust for increase costs of materials to hardtop roads - \$50,000
- Fence maintenance program - \$32,500
- Geotechnical investigation to identify any additional rehabilitation works for roads - \$25,000
- Subscription cost for the monitoring of 10 pump stations - \$24,830
- Increase to snow removal contract due to added areas and new infrastructure - \$23,000
- Decrease locates budget (\$50,000)

Major Capital Project Requests

- Lifecycle Asphalt Road Resurfacing Program - \$1,142,559
- Gravel Road Conversion to Surface Treatment Program - \$1,062,000
- Roads Lifecycle Surface Treatment Program - \$675,000
- Storm Pond Sediment Removal - \$300,000
- CWATS - Lake 9 Segment Construction - \$268,857
- Remote Monitoring for 10 Storm Pumping Stations - \$152,029
- New Tractor and Bush Hog Mower Unit - \$125,000
- Sidewalk Lifecycle Replacement - \$100,000
- Wallace Line Road Reconstruction - \$100,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	1,522,041	1,721,665	1,809,108
Office Expenses	83,800	93,300	98,300
Admin Expenses	10,000	10,000	-
Professional Services	560,500	530,500	585,830
Program Supplies	607,500	607,500	619,554
Operating Costs	2,001,900	2,241,900	2,527,410
Transfers to Reserves	9,102,400	9,152,400	9,502,400
Total Expenses	13,888,141	14,357,265	15,142,602
Revenues	(138,800)	(138,800)	(138,800)
Transfers from Reserves	-	-	(225,510)
Net Budget	13,749,341	14,218,465	14,778,292

	Change	Balance
Summary of Budget Changes		
2021 Budget		14,218,465
Add: Wage Adjustments	87,443	
Budget Issues:		
2022-008 Insurance Premium Increase	225,510	
2022-077 Operating of Winter Lights	5,000	
2022-027 Geotechnical consulting	25,000	
2022-035 Community Signs, Life Cycle Replacements	12,054	
2022-037 Hardtop Roads Maintenance	50,000	
2022-038 Contractor Snow Clearing	23,000	
2022-040 Operations Training Budget Increase	5,000	
2022-045 Fence Maintenance	32,500	
2022-055 Grants & Subsidies - Flood :Mitigation Programs	(10,000)	
2022-056 Sidewalk Maintenance	5,000	
2022-062 Remote Monitoring Subscription for the 10 storm pumping station system	24,830	
2022-088 2022 Capital Program Enhancement	350,000	
2022-087 Decrease of Locaate Services Budget	(50,000)	
Budget Changes Subtotal		785,337
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(225,510)	
		(225,510)
Net Levy Impact		559,827
2022 Budget		14,778,292



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves	
1	*Annualized Salary and Wages	*	87,443	-	Division salary and wage adjustment	87,443	-	
2	Contractual	2022-008	Insurance Premium Increase	225,510	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	225,510
3	Council Initiative	2022-077	Operating of Winter Lights	5,000	-	CRM-200-06-2021 - Approve a one-time purchase of community winter lights, supply only, for the main streets of Woodslee, St. Joachim, Stoney Point, Comber and Lighthouse Cove, not to exceed \$57,600.00 including HST to be funded from the Community Benefit Reserve Fund; and Approve a base budget of \$5,000 for the annual cost to install and operate the lights to be funded from the Community Benefit Reserve Fund, as presented at the June 8, 2021 Council meeting.	5,000	-
4	Line item increase	2022-027	Geotechnical consulting	25,000	-	Approve an additional \$25,000.00 for Geotechnical Investigation for the purposes of pre-planning to identify any additional rehabilitation works that may need to be incorporated into the 2022 budget to be funded from the roads reserve.	25,000	-
5	Line item increase	2022-035	Community Signs, Life Cycle Replacements	12,054	-	The community signs are at or exceeding their the length of their life cycle and require replacement starting in 2022, since these signs where an addition to the Municipal sign inventory and not included in the operations budget a budget to replace and maintain these signs is required Consideration: Replace the community signs in phases over 3 years, at 12 a year @ \$6,700.00 for each year. Replace the population signs in phases over 3 years at 6 per year @ 3,354 for each year The replacements will be a re-branding exercise & design through Communications, and with councils approval. A base budget increase for maintenance and repairs to posts, damaged signs, graffiti etc. of \$2000.00.	12,054	-
6	Line item increase	2022-037	Hardtop Roads Maintenance	50,000	-	This budget centre has seen steadily increasing per unit costs. This account was reduced in 2018 from \$400,000.00 to the current level of 350,000.00 and with increased costs for material we have had to reduce our quantities in our tenders for road repairs etc., to accommodate this budget. Increasing to \$400,000.00 will bring the repair quantities back to the service level seen in 2019.	50,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
7 Line item increase	2022-038	Contractor Snow Clearing	23,000	-	There have been several areas added to the snow removal contract as a result of added infrastructure from new construction, such as the roundabout sidewalks and the sidewalk leading to McDonalds, although minor additions, these areas did not impact the overall budget because of milder winter seasons in the last few years. However, these areas will increase the costs and additional costs should be added to this budget line item. Along with other small areas Oakwood Drive from Renaud line to Rourke Line will need to be added as a safe route for kids going to school now that the link has been open to allow kids to walk to school.	23,000	-
8 Line item increase	2022-040	Operations Training Budget Increase	5,000	-	Our current training budget of \$25,000 is use to fund the Health and Safety, Legislative, and Operational training of 12 Public Works Operators. With the addition of a Team Leader-Roads/Fleet, two new operators, as well as providing some technical training for the Municipalities front line administrative staff it has become increasingly difficult to provide adequate training with the current budget amount. Before the addition of employees the current model allowed for approximately \$2000 per annum to each Operator for Legislative and Operational training. With the addition of new employees and rising training costs, the current model will only allow for approximately \$1500 per employee which nets a \$500 short fall in training allowances. The Operations Division is requesting an increase of \$5000 to the training budget for an annual expenditure of \$30,000. This is necessary for the Operations Division to ensure that all employees are receiving the quality Legislative and Operational training that is imperative in a Municipal workforce. These additional funds will also permit the Operations Division to seek out technical training in areas that we may be deficient. Approximately 60% of divisions training budget is allocated to Legislative training. 30% is allocated to required training such as annual snow plow training. 10% would be allocated to development and technical growth.	5,000	-
9 Line item increase	2022-045	Fence Maintenance	32,500	-	There has been no operational allocation of funding for Municipal fencing, any fencing replacements have been brought forward as Capital projects once the fence fails. These should be treated as an asset and maintained to extend the lifecycle. An estimated current rate of \$100.00 a linear ft. to repair wooden fences and \$50.00 a linear ft. to repair chain link fences. Funds would be utilized to repair and replace damaged fencing own by the Municipality. There are no funds currently allocated to maintain fences own by the Municipality. A purposed base budget addition of 5,000.00 be added for fence maintenance. As there has not been a fence maintenance plan in the past, there are currently approximately \$32,500 in costs in 2022. This amount will be lowered to \$5,000/yr after 2023.	32,500	-
10 Line item increase	2022-055	Grants & Subsidies - Flood :Mitigation Programs	(10,000)	-	The include in the budget the cost of the supplies (USB & Mailings) required for minicam inspections that are completed per the request of homeowners, as well as supplying sanitary clean out caps. This need has been identified through smoke testing as it has been found that some property owners do not have them or are broken. To transfer sump pump and flood mitigation grant subsidies to the engineering department, as it is the engineering department who oversees this.	(10,000)	-

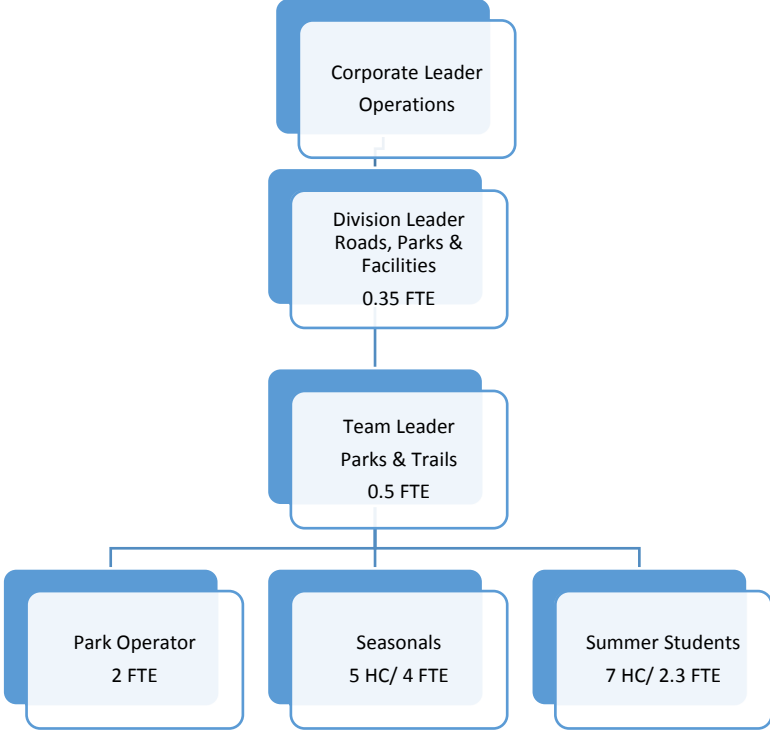
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
11 Line item increase	2022-056	Sidewalk Maintenance	5,000	-	This budget item is used to complete sidewalk repairs after Operations completes the sidewalk inspection each year. Typically \$5,000.00 is allocated to a third party to complete sidewalk cutting to mitigate tripping hazards and the remaining \$20,000.00 is used to complete panel replacements for heaving and broken areas that need replacement. An additional budget of \$5,000 is being requested to help mitigate tripping hazards along our approximately 111 km of sidewalks. The level of service has been cut back to accommodate the budgeted allocation.	5,000	-
12 Line item increase	2022-062	Remote Monitoring Subscription for the 10 storm pumping station system	24,830	-	This is the yearly cost for monitoring of the 10 storm pumping stations.	24,830	-
13 Line item increase	2022-088	2022 Capital Program Enhancement	350,000	-	Capital Program Funding Enhancements	350,000	-
14 Line item decrease	2022-087	Decrease of Locaate Services Budget	(50,000)	-	A \$50,000 decrease to locate services in the roads budget.	(50,000)	-
Division Totals			<u>785,337</u>	-		<u>559,827</u>	<u>225,510</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee-Missed Appt	-	55	5,080	-	-	-	-	-
Licences & Permits	51,664	96,609	97,221	62,800	62,800	62,800	62,800	-
Miscellaneous Revenue	30,000	30,640	750	-	-	-	-	-
Proceeds From Sale Of Equipment	32,940	-	-	-	-	-	-	-
Recovery Of Wages	40,057	33,822	40,000	40,000	40,000	40,000	40,000	-
Recovery Of Expense	45,212	26,898	36,000	36,000	36,000	36,000	36,000	-
Wage Subsidy	5,040	3,430	-	-	-	-	-	-
Transfer From Reserves	22,766	-	-	190,400	-	-	225,510	225,510
Total Revenues	227,679	191,454	179,051	329,200	138,800	138,800	364,310	225,510
Expenses								
Wages and Benefits	1,359,902	1,327,851	1,608,728	1,434,600	1,522,041	1,721,665	1,809,108	87,443
Office Supplies	1,432	1,477	2,754	-	-	-	-	-
Courier & postage	37	623	30	-	-	-	-	-
Travel Expense	1,870	440	500	500	500	500	500	-
Training & Conferences	16,036	13,022	20,000	25,000	25,000	25,000	30,000	5,000
Memberships & Subscriptions	1,394	1,857	2,000	2,000	2,000	2,000	2,000	-
Telecommunications	31,623	58,802	67,690	35,500	35,500	35,500	35,500	-
Computer Expense	23,696	14,673	16,135	28,800	20,800	30,300	30,300	-
Grants & Subsidies	3,084	5,625	3,825	10,000	10,000	10,000	-	(10,000)
Interest Expense	743	1,956	-	-	-	-	-	-
Consulting Services	220,641	60,370	-	590,100	-	-	25,000	25,000
Service Contract	-	-	-	-	-	-	24,830	24,830
Grounds Maintenance	118,384	126,760	110,060	118,300	118,300	118,300	150,800	32,500
Winter Control Services	131,460	139,915	238,390	237,200	237,200	237,200	260,200	23,000
Locate Services	116,463	72,243	75,000	175,000	175,000	175,000	125,000	(50,000)
Health & Safety Supplies	7,357	8,021	7,500	7,500	7,500	7,500	7,500	-
Salt	371,745	315,233	387,328	375,000	375,000	375,000	375,000	-
Signs & Safety Devices	179,805	237,737	140,798	185,000	185,000	185,000	197,054	12,054
Small Tools & Equipment	24,534	26,387	17,710	40,000	40,000	40,000	40,000	-
Hardtop Road Maintenance	366,400	321,183	350,000	350,000	350,000	350,000	400,000	50,000
Loosetop Maintenance	349,755	360,676	375,212	335,000	335,000	335,000	335,000	-

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Roadside Maintenance	62,906	62,817	69,790	81,500	81,500	81,500	81,500	-
Traffic Calming Measures	-	-	25,000	-	-	40,000	40,000	-
Bridges & Culverts Maintenance	40,469	58,963	25,000	40,000	40,000	40,000	40,000	-
Sidewalk Maintenance	34,369	29,419	25,000	25,000	25,000	25,000	30,000	5,000
Streetlights Maintenance	47,893	57,457	30,000	30,000	30,000	30,000	35,000	5,000
Storm Sewer Maintenance	366,659	170,895	175,030	425,000	125,000	325,000	325,000	-
Facility Maintenance	49,853	32,875	26,360	40,000	25,000	25,000	25,000	-
Janitorial Services	9,769	9,769	9,800	9,800	9,800	9,800	9,800	-
Utilities	221,211	219,938	227,550	238,800	238,800	238,800	238,800	-
Waste Collection	18,811	16,816	14,650	28,000	28,000	28,000	28,000	-
Fuel & Oil	132,240	120,915	188,110	147,000	147,000	147,000	147,000	-
Insurance Premiums	396,698	405,390	492,397	310,800	310,800	310,800	536,310	225,510
Vehicle Repairs & Maintenance	262,196	252,869	223,600	226,000	256,000	256,000	256,000	-
Equipment Repairs & Maintenance	45,188	40,948	15,190	-	-	-	-	-
Transfer To Reserves	7,569,438	9,199,685	9,152,400	7,144,500	9,102,400	9,152,400	9,502,400	350,000
Transfer To Capital	98,886	-	-	30,000	-	-	-	-
Total Expenses	12,682,946	13,773,605	14,123,537	12,725,900	13,858,141	14,357,265	15,142,602	785,337
Net Budget	12,455,267	13,582,151	13,944,486	12,396,700	13,719,341	14,218,465	14,778,292	559,827



Total FTE Count: 9.15 CUPE: 0 IBEW: 2 Management: 0.85 Seasonal: 4 Students: 2.30

OBJECTIVES AND RESPONSIBILITIES

The Parks and Trails Division is responsible for the operation and maintenance of the Municipally owned parks and sports fields including keeping them playable and safe for all users and to make our signature parks inviting to all residents, neighbouring communities, and others.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Council request for signage to mitigate waste collection in parks - \$2,200

Major Capital Requests

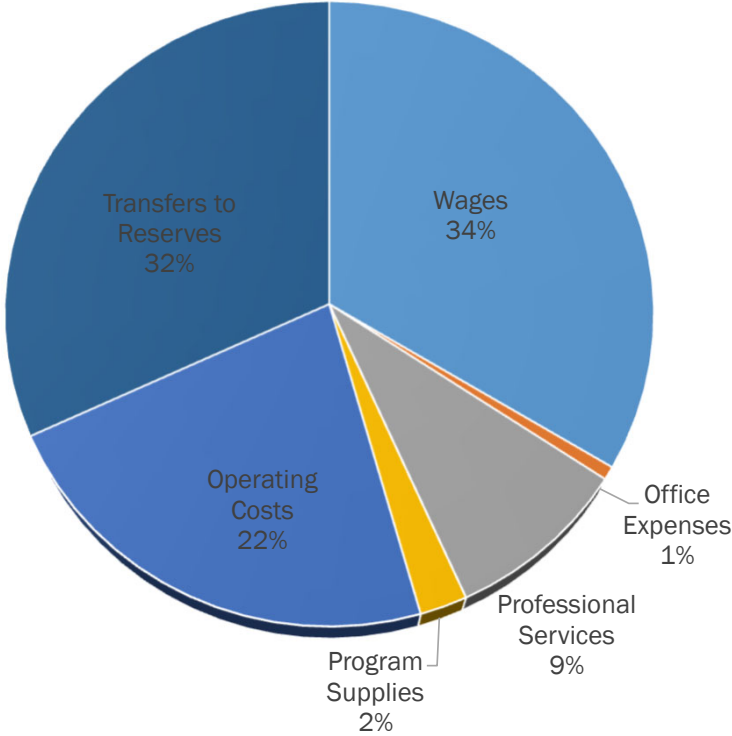
- Playground Equipment Lifecycle Replacements – Stoney Point Park - \$115,000
- Maidstone Tennis (Pickle Ball Conversion) - \$100,000

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	624,199	622,874	637,367
Office Expenses	13,020	13,020	13,020
Professional Services	170,800	170,800	170,800
Program Supplies	41,500	41,500	43,700
Operating Costs	431,250	408,200	427,568
Capital From Rates	30,000	-	-
Transfers to Reserves	504,300	604,300	604,300
Total Expenses	1,815,069	1,860,694	1,896,755
Revenues	(27,300)	(38,200)	(38,200)
Transfers from Reserves	-	-	(19,368)
Net Budget	1,787,769	1,822,494	1,839,187

Summary of Budget Changes

	Change	Balance
2021 Budget		1,822,494
Add: One-Time Items		
Wage Adjustments	14,493	
<u>Budget Issues:</u>		
2022-008 Insurance Premium Increase	19,368	
2022-041 New Waste Collection Signs	2,200	
Budget Changes Subtotal		36,061
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	(19,368)	(19,368)
Net Levy Impact		16,693
2022 Budget		1,839,187



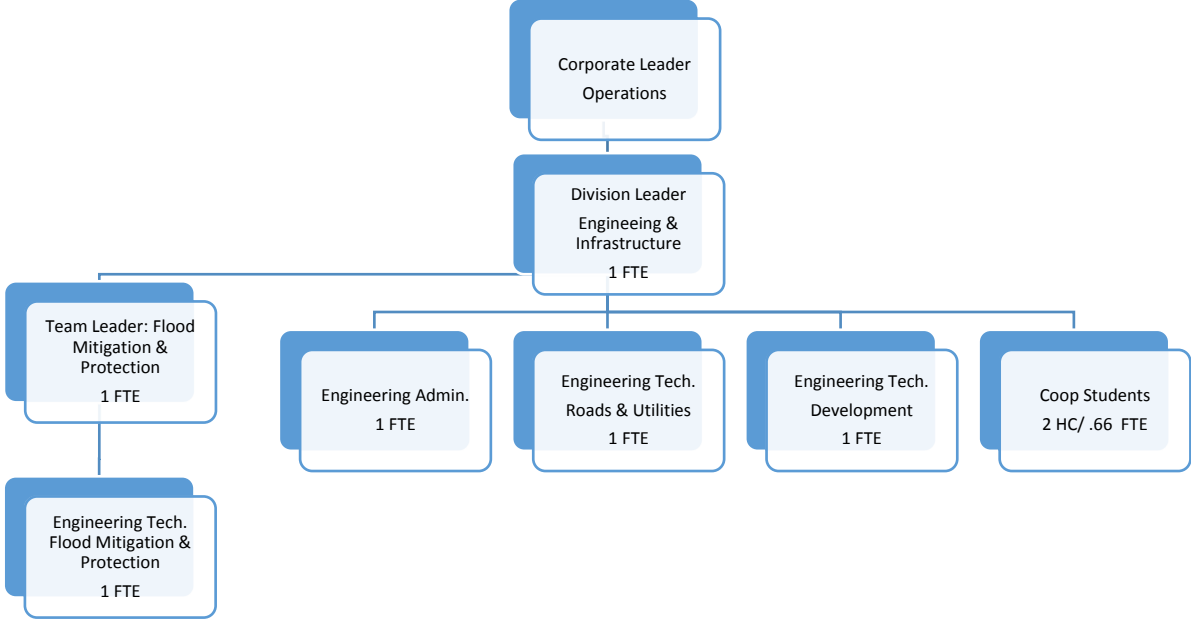
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		14,493	-	Division salary and wage adjustment	14,493	-
2 Contractual	2022-008	Insurance Premium Increase	19,368	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	19,368
3 Council Initiative	2022-041	New Waste Collection Signs	2,200	-	Council has requested additional signage to help mitigate waste collection in the Municipal Park, Possible example: " Do your part help keep our parks clean what you bring with you please remove when you leave "	2,200	-
Division Totals			<u>36,061</u>	-		<u>16,693</u>	<u>19,368</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	26,861	5,762	18,030	23,000	23,000	23,000	23,000	-
Grant Revenue	16,124	-	-	-	-	-	-	-
Sponsorships & Donations	2,373	3,027	710	-	-	-	-	-
Rental Income	5,528	10,560	18,390	4,300	4,300	15,200	15,200	-
Proceeds From Sale Of Equipment	-	14,314	-	7,000	-	-	-	-
Wage Subsidy	-	27,440	-	-	-	-	-	-
Transfer From Reserves	130,574	-	-	62,800	-	-	19,368	19,368
Transfer From Reserve Funds	7,000	-	-	7,000	-	-	-	-
Total Revenues	188,461	61,104	37,130	104,100	27,300	38,200	57,568	19,368
Expenses								
Wages and Benefits	568,115	490,660	587,394	631,450	624,199	622,874	637,367	14,493
Advertising & Promotion	-	-	-	1,000	1,000	1,000	1,000	-
Training & Conferences	7,300	200	6,190	5,000	5,000	5,000	5,000	-
Memberships & Subscriptions	260	170	170	500	500	500	500	-
Telecommunications	5,393	5,813	8,700	6,420	6,420	6,420	6,420	-
Computer Expense	314	1,445	100	100	100	100	100	-
Consulting Services	159,761	6,411	-	89,600	-	-	-	-
Grounds Maintenance	161,618	191,460	156,287	170,800	170,800	170,800	170,800	-
Winter Control Services	3,216	-	-	1,850	-	-	-	-
Health & Safety Supplies	2,594	5,329	3,000	3,000	3,000	3,000	3,000	-
Materials & Supplies	20,600	10,119	18,740	16,500	18,500	18,500	18,500	-
Signs & Safety Devices	5,517	4,378	5,000	5,000	5,000	5,000	7,200	2,200
Small Tools & Equipment	2,936	8,210	8,280	17,500	15,000	15,000	15,000	-
Facility Maintenance	55,589	18,885	25,040	52,700	48,500	48,500	48,500	-
Utilities	47,145	29,120	39,600	59,000	59,000	59,000	59,000	-
Rent Expense	30,630	25,236	-	31,350	23,050	-	-	-
Waste Collection	5,744	4,284	2,500	5,000	7,000	7,000	7,000	-
Equipment Repairs & Maintenance	15,513	6,945	5,060	15,000	15,000	15,000	15,000	-
Fuel & Oil	32,915	17,968	28,490	25,000	30,000	30,000	30,000	-
Equipment Rental	7,833	574	6,340	12,000	13,000	13,000	13,000	-
Insurance Premiums	21,955	21,632	34,400	18,100	18,100	18,100	37,468	19,368

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Playground Equipment Maintenance	63,309	10,911	12,430	41,000	25,000	25,000	25,000	-
Trail Maintenance	77,023	25,635	53,660	82,800	82,800	82,800	82,800	-
Sportsfield Maintenance	35,002	18,842	12,400	38,000	48,000	48,000	48,000	-
Tree Services	22,718	12,528	6,610	20,000	20,000	20,000	20,000	-
Drain Assessments	28,432	1,434	3,310	26,800	19,800	19,800	19,800	-
Vehicle Repairs & Maintenance	21,674	19,627	24,840	22,000	22,000	22,000	22,000	-
Transfer To Reserves	293,434	518,614	604,300	290,100	504,300	604,300	604,300	-
Transfer To Capital	101,931	30,000	-	25,000	30,000	-	-	-
Total Expenses	1,798,470	1,486,431	1,652,841	1,712,570	1,815,069	1,860,694	1,896,755	36,061
Net Budget	1,610,009	1,425,327	1,615,711	1,608,470	1,787,769	1,822,494	1,839,187	16,693



Total FTE Count: 6.66 CUPE: 4 IBEW: 0 Management: 2 Students: 0.66

OBJECTIVES AND RESPONSIBILITIES

The Engineering & Infrastructure Division is responsible for the review and inspection of all development proposals, site plans and other planning applications to ensure compliance with the Municipal’s Development Standards. Staff provide engineering technical support, review, and coordinate comments from the various Operation Divisions on all planning applications. This Division assists with the updating of the Municipal’s infrastructure asset inventory and ensuring that the material is available for use by all Municipal staff. Engineering and technical support is provided to the Operation Divisions on all Municipal safety, capital, Environmental Assessment, and traffic projects, as required. This Division includes support for other infrastructure projects and responds to external agencies and utilities on various special projects. In late 2021, Flooding Mitigation and Protection was added.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Council pre-approved the Flood Mitigation and Protection Framework through council resolution number 264-08-2021 which included the roles of the Team Leader and Engineering Tech. for Flooding and Mitigation.

Major Capital Requests

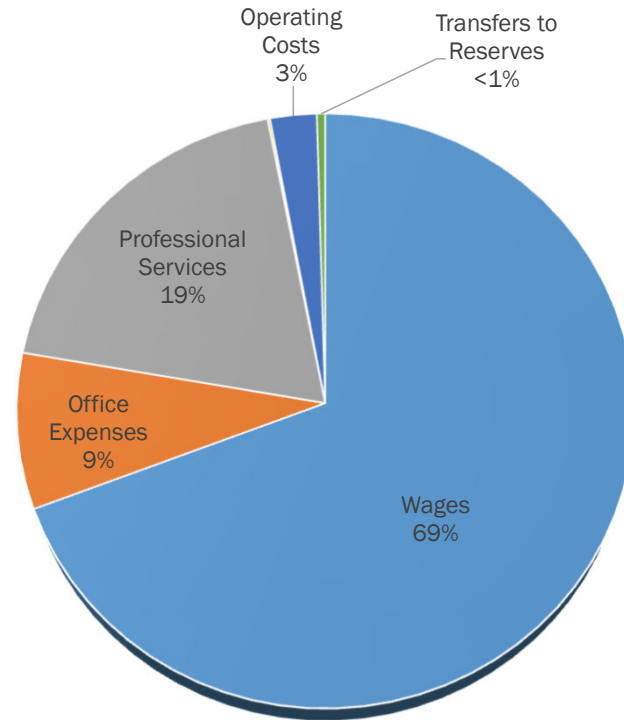
- County Rd 22 Corridor - \$640,000
- Transportation Master Plan Update - \$150,000
- Crew Cab Truck for New Team Leader - \$45,000
- Storm, Sewer & Flood Modelling Software - \$38,000
- Traffic Speed Study - \$30,000
- Flooding Outreach & Educational Program - \$25,000

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	638,529	589,387	649,559
Office Expenses	26,550	30,075	79,410
Professional Services	45,000	45,000	180,000
Program Supplies	500	500	1,200
Operating Costs	23,500	27,500	23,500
Transfers to Reserves	3,500	4,200	4,200
Total Expenses	737,579	696,662	937,869
Revenues	(36,000)	(36,000)	(171,000)
Transfers from Reserves	(21,550)	(170,000)	(20,000)
Net Budget	680,029	490,662	746,869

Summary of Budget Changes

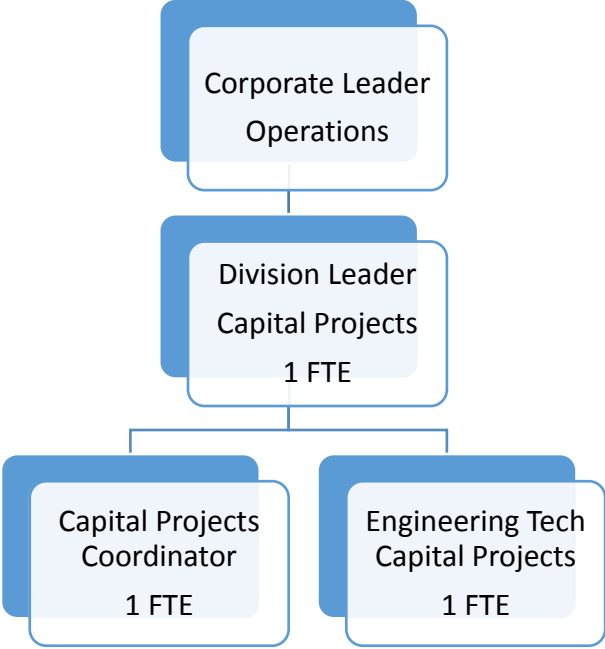
	Change	Balance
2021 Budget		490,662
Add: One-Time Items	141,275	
Wage Adjustments	(151,880)	
Budget Issues:		
2022-042 Team Leader - Flood Mitigation & Protection - New Full Time Position	122,418	
2022-043 Engineering Technologist - New Full Time Position	101,594	
2022-025 Engineering & Infrastructure Training & Conferences Increase	2,300	
2022-055 Grants & Subsidies - Flood Mitigation Programs	40,500	
2022-059 Inflow & Infiltration Consulting	75,000	
2022-092 Consolidation of Consulting Expense to Engineering from Water	10,000	
2022-093 Consolidation of Consulting Expense to Engineering from Wastewater	50,000	
Budget Changes Subtotal	391,207	
Recovery of Water and Wastewater Expenses	(135,000)	(135,000)
Net Levy Impact		256,207
2022 Budget		746,869



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages *		(151,880)	-	Division salary and wage adjustment	(151,880)	-
2	Annualized for One-Time adjustments from prior year		141,275	-	Division One-time adjustments from prior year See Appendix III for details	141,275	-
3	Council Initiative	2022-042	122,418	4,280	As approved by Council at the August 10, 2021 Special Meeting, the Flood Mitigation and Protection Framework Recommendations requested the pre-approval of a Team Lead for Flood Mitigation and Protection. The new role will supervise and coordinate the overall Flood Management and Protection Framework including the Flood Rapid Response Plan and the Smoke Testing Program. This role will facilitate and manage the Water Resources and Flood Response Team (across all divisions).	122,418	-
4	Council Initiative	2022-043	101,594	3,880	As approved by Council at the August 10, 2021 Special Meeting, the Flood Mitigation and Protection Framework Recommendations requested the pre-approval of a Sanitary/Stormwater Engineering Technologist. The new role will support, analyze data, assess the modelling of the sanitary and stormwater systems and consistently and cohesively recommend improvements to existing systems. This role will act as a systems monitor and risk assessor.	101,594	-
5	Line item increase	2022-025	2,300	-	Training budget to be increased due to additional new staff hires: Corporate Leader x 1 (\$2,000/ea) Division Leader x 1 (\$2,000/ea) Team Lead x 1 (\$1,500/ea) Engineering Technologist x 4 (\$1,500/ea) Administrative Assistant x 1 (\$1,000/ea)	2,300	-
6	Line item increase	2022-055	40,500	-	To transfer sump pump and flood mitigation grant subsidies to the engineering department, as it is the engineering department who oversees this. The include in the budget the cost of the supplies(USB & Mailings) required for minicam inspections that are completed per the request of homeowners.	40,500	-
7	Line item increase	2022-059	75,000	-	Consulting and Engineering portion of Inflow and Infiltration Program. As part of the Municipality's Flood Mitigation and Protection Framework recommendations submitted to Council in August 2021, Administration was directed to develop or enhance the existing programs to offset the costs of remediation to homeowners.	75,000	-
8	Budget Reallocation	2022-092	10,000	-	To consolidate consulting budget dollars into one budget centre.	10,000	-
9	Budget Reallocation	2022-093	50,000	-	To consolidate consulting budget dollars into one budget centre.	50,000	-
Division Totals			391,207	8,160		391,207	-

* 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.

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	600	600	600	1,000	1,000	1,000	1,000	-
Licences & Permits	44,161	29,880	30,490	35,000	35,000	35,000	35,000	-
Recovery of Expense	-	-	-	-	-	-	135,000	135,000
Proceeds on Sale of Land	-	84,800	-	-	-	-	-	-
Transfer From Reserves	-	-	150,000	-	1,550	150,000	-	(150,000)
Transfer From Reserve Funds	23,914	1,356	20,000	40,000	20,000	20,000	20,000	-
Total Revenues	68,675	116,636	201,090	76,000	57,550	206,000	191,000	(15,000)
Expenses								
Wages and Benefits	491,987	611,390	644,109	530,664	638,529	589,387	649,559	60,172
Office Supplies	814	2,322	2,060	4,500	4,500	4,500	4,500	-
Meeting Expenses	411	338	410	500	500	500	500	-
Courier & Postage	2,081	770	600	600	600	600	600	-
Travel Expense	3,010	1,613	1,500	3,000	3,000	3,000	3,000	-
Training & Conferences	4,085	-	1,500	6,700	8,200	8,200	10,500	2,300
Memberships & Subscriptions	874	623	1,370	1,100	1,300	1,300	1,500	200
Telecommunications	2,013	3,191	4,320	3,000	4,350	5,025	7,100	2,075
Computer Expense	531	2,764	5,400	1,200	4,000	6,850	11,610	4,760
Grants & Subsidies	-	-	-	-	-	-	40,000	40,000
Consulting Services	1,680	12,361	40,000	45,000	45,000	45,000	180,000	135,000
Health & Safety Supplies	396	199	500	500	500	500	700	200
Materials & Supplies	-	-	-	-	-	-	500	500
Fuel & Oil	81	-	3,500	3,500	3,500	3,500	3,500	-
Facility Maintenance	-	-	-	-	-	4,000	-	(4,000)
Equipment Rental	-	1,191	2,042	-	-	-	-	-
Tree Services	23,914	24,015	20,000	40,000	20,000	20,000	20,000	-
Vehicle Repairs & Maintenance	69	746	-	-	-	-	-	-
Transfer To Reserves	4,200	64,285	4,200	4,200	3,500	4,200	4,200	-
Total Expenses	536,146	725,808	731,511	644,464	737,479	696,562	937,769	241,207
Net Budget	467,471	609,173	530,421	568,464	679,929	490,562	746,769	256,207



Total FTE Count: 3 CUPE: 2 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Capital Projects Division is responsible for the project management of Municipal infrastructure projects, being the point of contact for both external consulting projects and as well as internal lifecycle projects. This Division supports the Operations Department with development, prioritization and updating of the multi-year capital infrastructure and planning projects and delivers through tendering and construction.

BUDGET HIGHLIGHTS**Major Operating Change Requests**

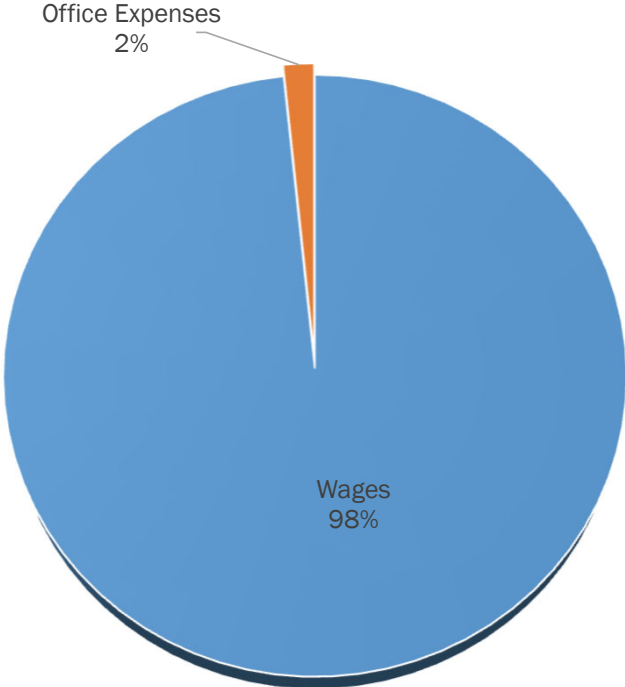
- Training and meeting expenses budget to be increased due to additional new staff hires - \$4,700

Major Capital Requests

- Rourke Line Reconstruction - \$2,368,698
- Puce Road Reconstruction CR22 to North Limit - \$1,800,000
- East Puce, Major St., & Lilydale Ave Reconstruction- Detailed Design- \$870,000
- Comber Side Road Watermain Replacement Preliminary Design - \$612,177
- County Road 22 Watermain Replacement- Design - \$325,683
- Stormwater Masterplan Improvement – Design and Construction - Leffler Pump Station Sluice Gate - \$310,000
- Patillo Road Reconstruction - Acquisition of land- \$308,000
- Bridge Life-cycle Rehabilitation - \$300,000

Summary	2020 Budget	2021 Budget	2022 Budget
Wages	-	282,383	345,286
Office Expenses	-	5,775	5,750
Admin Expenses	-	-	-
Professional Services	-	-	-
Operating Costs	-	4,000	-
Total Expenses	-	292,158	351,036
Transfers from Reserves	-	-	-
Net Budget	-	292,158	351,036

Summary of Budget Changes	Change	Balance
2021 Budget		292,158
Add: One-Time Items	(8,725)	
Wage Adjustments	62,903	
<u>Budget Issues:</u>		
2022-044 CAP - Training & Conferences	4,700	
Budget Changes Subtotal		58,878
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		58,878
2022 Budget		351,036



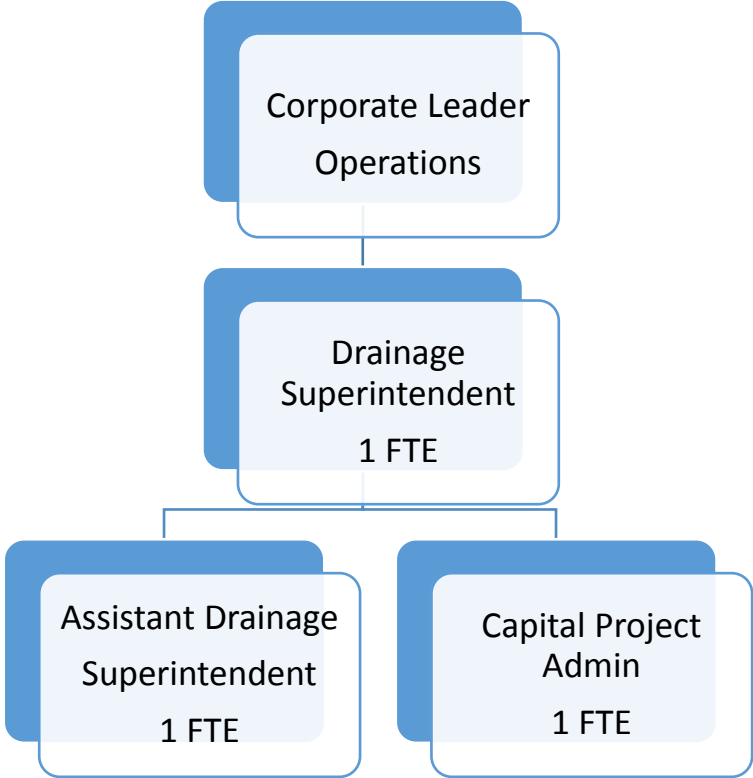
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		62,903	-	Division salary and wage adjustment	62,903	-
2 Annualized for One-Time adjustments from prior year			(8,725)	-	Division One-time adjustments from prior year See Appendix III for details	(8,725)	-
3 Line item increase	2022-044	Training & Conferences	4,700	-	Training budget to be increased due to additional new staff hires: Division Leader x 1 (\$2,000/ea) Engineering Technologist x 1 (\$1,500/ea) Capital Project Coordinator x 1 (\$1,000/ea)	4,700	-
Division Totals			<u>58,878</u>	<u>-</u>		<u>58,878</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
Expenses								
Wages and Benefits	-	-	192,709	-	-	282,383	345,286	62,903
Meeting Expense	-	-	-	-	-	-	200	200
Training & Conferences	-	-	-	-	-	-	4,500	4,500
Telecommunications	-	-	1,100	-	-	1,325	600	(725)
Computer Expense	-	-	-	-	-	4,450	450	(4,000)
Facility Maintenance	-	-	-	-	-	4,000	-	(4,000)
								-
Total Expenses	-	-	193,809	-	-	292,158	351,036	58,878
Net Budget	-	-	193,809	-	-	292,158	351,036	58,878





Total FTE Count: 3 CUPE: 2 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Drainage Division is responsible for the 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 boards processes under the act, project tendering, and site inspection.

BUDGET HIGHLIGHTS

Major Operating Change Requests

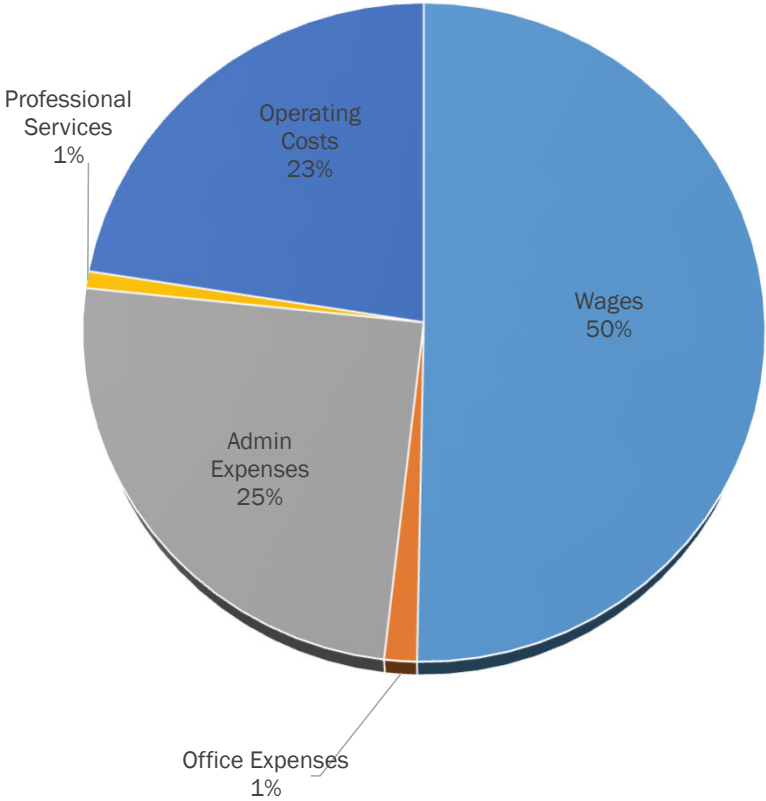
- Reduction in tile and drainage loan payments - \$(131,673)

Major Capital Project Requests

- Lefaive Drain - Pump Upgrades -\$100,000
- 4th Concession Pump - Preliminary Investigation & Design - \$25,000
- Corbett Pumping Scheme - Preliminary Investigation & Design - \$25,000
- Monarch Meadows Pumping Scheme - Preliminary Investigation & Design - \$25,000

Summary	2020 Budget	2021 Budget	2022 Budget
Wages	260,729	297,176	303,490
Office Expenses	9,940	9,040	9,040
Admin Expenses	281,440	281,640	149,967
Professional Services	5,000	5,000	5,000
Operating Costs	134,000	134,000	135,756
Total Expenses	691,109	726,856	603,253
Revenues	(376,280)	(376,280)	(376,280)
Transfers from Reserves	-	-	(1,756)
Net Budget	314,829	350,576	225,217

Summary of Budget Changes	Change	Balance
2021 Budget		350,576
Add: One-Time Items	-	
Wage Adjustments	6,314	
<u>Budget Issues</u>		
2022-008 Insurance Premium Increase	1,756	
2022-069 Reduction in tile and drainage loan payments	(131,673)	
Budget Changes Subtotal		(123,603)
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	(1,756)	(1,756)
Net Levy Impact		(125,359)
2022 Budget		225,217

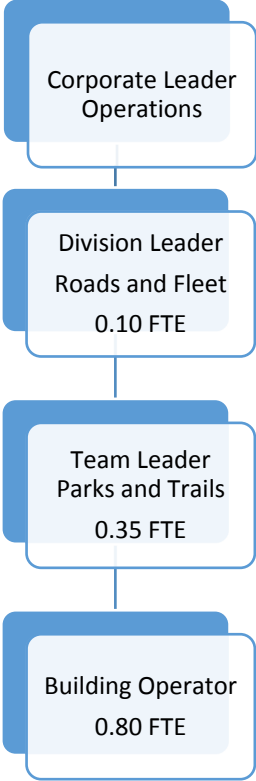


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		6,314	-	Division salary and wage adjustment	6,314	-
2 Contractual	2022-008	Insurance Premium Increase	1,756	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	1,756
3 Line Item Decrease	2022-069	Reduction in tile and drainage loan payments	(131,673)	-	Per review of the long term debt schedule debt payments for both drains and tile loans will be \$147,267, current budget is at 278,940, a reduction of \$131,673 is required.	(131,673)	-
Division Totals			<u>(123,603)</u>	-		<u>(125,359)</u>	<u>1,756</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Licences & Permits	2,169	2,981	392	-	-	-	-	-
Grant Revenue	108,472	74,859	97,340	97,340	97,340	97,340	97,340	-
Miscellaneous Revenue	-	-	-	-	-	-	-	-
Special Charges On Taxes	236,359	170,619	167,641	278,940	278,940	278,940	278,940	-
Transfer From Reserves	365,729	-	-	525,000	-	-	1,756	1,756
Total Revenues	712,729	248,459	265,373	901,280	376,280	376,280	378,036	1,756
Expenses								
Wages and Benefits	246,366	230,873	200,874	256,600	249,812	297,176	303,490	6,314
Office Supplies	579	530	-	-	-	-	-	-
Meeting Expense	18	-	-	-	-	-	-	-
Courier & Postage	1,011	1,009	2,000	2,000	2,000	2,000	2,000	-
Travel Expense	386	306	360	350	350	350	350	-
Training & Conferences	1,815	1,403	-	3,600	3,600	3,600	3,600	-
Memberships & Subscriptions	901	1,042	1,000	1,200	1,200	1,200	1,200	-
Telecommunications	1,301	1,046	1,660	1,890	1,890	1,890	1,890	-
Computer Expense	-	-	200	200	200	200	200	-
Debt Payments	218,130	34,793	130,380	278,940	278,940	278,940	147,267	(131,673)
Interest Expense	36,945	191,363	36,605	-	-	-	-	-
Bad Debts & Writeoffs	1,115	55	-	2,500	2,500	2,500	2,500	-
Consulting Services	-	-	2,000	5,000	5,000	5,000	5,000	-
Health & Safety Supplies	-	1,424	-	-	-	-	-	-
Drain Assessments	511,272	135,506	130,000	655,000	130,000	130,000	130,000	-
Fuel & Oil	3,216	1,057	1,190	4,000	4,000	4,000	4,000	-
Vehicle Repairs & Maintenance	120	787	-	-	-	-	-	-
Insurance Premiums	-	-	1,612	-	-	-	1,756	1,756
Total Expenses	1,023,174	601,194	507,881	1,211,280	679,492	726,856	603,253	(123,603)
Net Budget	310,445	352,735	242,508	310,000	303,212	350,576	225,217	(125,359)



Total FTE Count: 1.25 CUPE: 0 IBEW: 0.80 Management: 0.45 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Facilities Division is responsible for the preventative maintenance, repairs and safety of all municipal facilities (except for the ATRC).

BUDGET HIGHLIGHTS

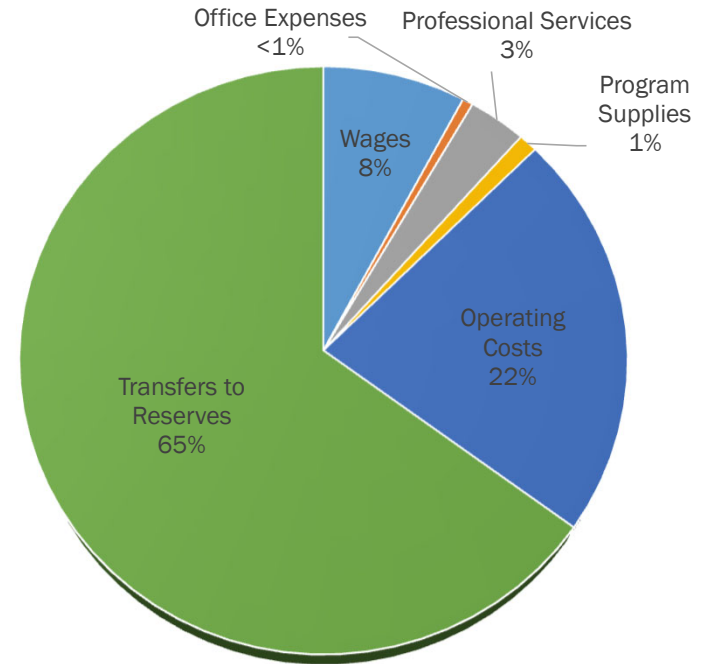
Major Operating Change Requests

- Removal of rent expense for former EIS Operations as EIS has moved to a municipal building - \$(23,000)
- Elimination of rental expense for Stoney Point Library - \$(10,700)
- Increase to generator maintenance budget – \$2,200

Major Capital Project Requests

- Solutions for Comber and Stoney Point Library - \$300,000
- Phase 1 OPP Building Refurbishment - \$295,000
- Salt Shed for East Public Works Yard - \$285,000
- Relocation of the Emergency Operations Centre - \$225,000
- Retrofitting Council Chambers - \$121,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	134,675	133,169	140,034
Office Expenses	10,840	10,340	10,340
Professional Services	56,775	56,775	56,775
Program Supplies	18,350	18,350	18,350
Operating Costs	426,025	426,025	400,892
Transfers to Reserves	1,060,400	1,160,400	1,160,400
Total Expenses	1,707,065	1,805,059	1,786,791
Revenues	(24,100)	(24,100)	(24,100)
Transfers from Reserves	-	-	(6,367)
Net Budget	1,682,965	1,780,959	1,756,324



	Change	Balance
Summary of Budget Changes		
2021 Budget		1,780,959
Add: Wage Adjustments	6,865	
Budget Issues:		
2022-008 Insurance Premium Increase	6,367	
2022-026 Facilities - Generator Maintenance	2,200	
2022-064 Removal of Rent Expense for EIS Operations	(23,000)	
2022-086 Elimination of rental expense for Stoney Point Library	(10,700)	
Budget Changes Subtotal		(18,268)
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(6,367)	(6,367)
Net Levy Impact		(24,635)
2022 Budget		1,756,324

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		6,865	-	Division salary and wage adjustment	6,865	-
2 Contractual	2022-008	Insurance Premium Increase	6,367	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	6,367
3 Line item increase	2022-026	Facilities - Generator Maintenance	2,200	-	The 2021 budget increased the generator inventory by two, an increase in the maintenance budget will need to be made to include the two new generators. Adding maintenance costs for monthly, annual and load testing to ensure the lifecycle of the new generators will be realized.	2,200	-
4 Line item decrease	2022-064	Removal of Rent Expense for EIS Operations	(23,000)	-	Rental expense is no longer required as EIS is now in the OPS building.	(23,000)	-
5 Line item decrease	2022-086	Elimination of rental expense for the Stoney Point Library	(10,700)	-	Removal of Stoney Point Library rental expense as it is not longer required.	(10,700)	-
Division Totals			<u>(18,268)</u>	-		<u>(24,635)</u>	<u>6,367</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.

2022 Budget

Facilities (non ATRC) & Properties

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Miscellaneous Revenue	-	-	-	-	-	-	-	-
Rental Income	30,638	8,522	14,380	24,100	24,100	24,100	24,100	-
Transfer From Reserves	50,000	-	-	50,000	-	-	6,367	6,367
Total Revenues	80,638	8,522	14,380	74,100	24,100	24,100	30,467	6,367
Expenses								
Wages and Benefits	79,868	105,955	75,336	133,400	134,675	133,169	140,034	6,865
Office Supplies	327	349	500	-	-	-	-	-
Advertising & Promotion	-	-	100	500	500	500	500	-
Training & Conferences	1,785	1,486	2,000	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	105	-	-	-	-	-	-	-
Telecommunications	5,972	6,754	8,530	5,840	7,840	7,840	7,840	-
Consulting Services	64,109	3,043	-	50,000	-	-	-	-
Grounds Maintenance	6,330	9,746	7,796	18,850	6,550	6,550	6,550	-
Winter Control Services	55,311	42,390	51,900	43,225	50,225	50,225	50,225	-
Health & Safety Supplies	499	-	-	500	500	500	500	-
Materials & Supplies	8,220	10,698	16,729	13,350	16,350	16,350	16,350	-
Small Tools & Equipment	1,175	865	1,500	1,500	1,500	1,500	1,500	-
Facility Maintenance	158,436	63,396	87,500	116,500	119,575	119,575	121,775	2,200
Janitorial Services	79,200	72,905	119,690	76,950	85,550	85,550	85,550	-
Utilities	116,168	133,338	166,519	118,800	154,800	154,800	154,800	-
Rent Expense	10,685	10,685	10,685	10,700	33,700	33,700	-	(33,700)
Property Taxes	-	2,562	2,192	2,500	2,500	2,500	2,500	-
Security Services	1,470	1,948	2,950	2,700	2,950	2,950	2,950	-
Waste Collection	8,093	9,268	7,060	9,480	8,500	8,500	8,500	-
Fuel & Oil	2,260	1,852	1,600	6,350	6,350	6,350	6,350	-
Equipment Rental	-	1,542	4,165	-	-	-	-	-
Insurance Premiums	8,860	14,533	16,956	9,100	12,100	12,100	18,467	6,367
Vehicle Repairs & Maintenance	2,001	792	100	-	-	-	-	-
Transfer To Reserves	1,060,400	1,060,400	1,160,400	1,060,400	1,060,400	1,160,400	1,160,400	-
Transfer To Capital	38,877	-	-	-	-	-	-	-
Total Expenses	1,710,150	1,554,506	1,744,208	1,682,645	1,706,565	1,805,059	1,786,791	(18,268)
Net Budget	1,629,513	1,545,984	1,729,828	1,608,545	1,682,465	1,780,959	1,756,324	(24,635)



Total FTE Count: 1 CUPE: 0 IBEW: 0 Management: 0.05 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Solid Waste Division includes management of the collection and disposal of waste generated by households and businesses.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Solid Waste Contract Increase and Tipping Fee Increase - \$42,237
- Major Capital Project Requests**
- None

Summary

	2020 Budget	2021 Budget	2022 Budget
Wages	6,817	7,616	7,885
Office Expenses	3,500	3,500	3,500
Tipping and Service Fees	1,262,000	1,420,453	1,465,690
Collection Contract	1,324,100	1,458,100	1,520,899
Total Expenses	2,596,417	2,889,669	2,997,974
Revenues	(1,319,100)	(1,453,100)	(1,518,899)
Net Budget	1,277,317	1,436,569	1,479,075

Summary of Budget Changes

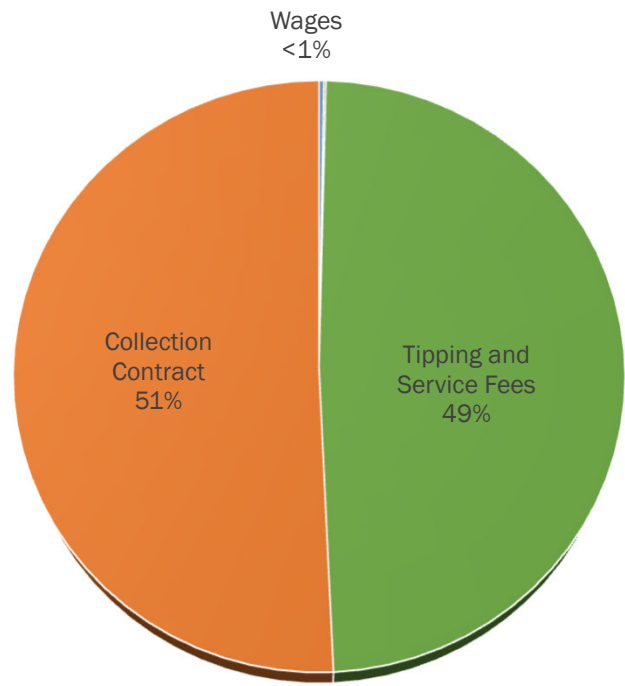
	Change	Balance
2021 Budget		1,436,569
Add: Wage Adjustments	269	

Budget Issues:

2022-061 Solid Waste Contract Increase and Tipping Fee Increase	42,237	
Budget Changes Subtotal		42,506

Net Levy Impact		42,506
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2022 Budget		1,479,075
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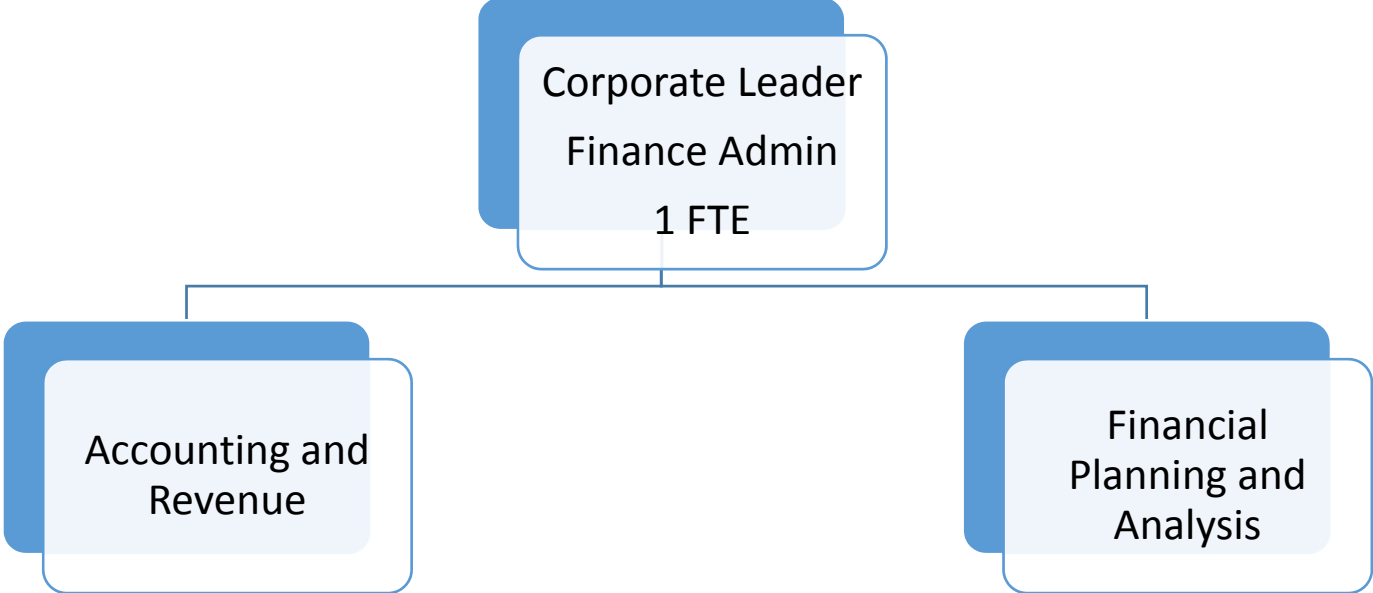


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		269	-	Division salary and wage adjustment	269	-
2 Contractual	2022-061	Solid Waste Contract Increase and Tipping Fee Increase	42,237	-	Based on a 2% increase in tonnage, a \$1/tonne increase in the rates, and a 4.1% increase in fixed costs, the tipping fees are expected to increase by \$40,459. The perpetual care expenses fee are expected to go up by \$1,687. These increases were noted in the Nov 20th 2020 letter from Essex-Windsor Solid Waste Authority. For waste collections, a CPI increase of 1.76% was applied to the rates and the number of households serviced increased by 230 households. This resulted in an expected increase of an \$84,760. The cost for the calendar this year is approximately \$3,000. These costs are fully recoverable and billed back to residence. As such a revenue increase is also required for 2022 for \$87,760.	42,237	-
Division Totals			<u><u>42,506</u></u>	-		<u><u>42,506</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Waste Collection	1,320,842	1,372,208	1,514,786	1,293,100	1,319,100	1,453,100	1,518,899	65,799
Total Revenues	1,320,842	1,372,208	1,514,786	1,293,100	1,319,100	1,453,100	1,518,899	65,799
Expenses								
Wages and Benefits	6,660	6,828	7,616	6,700	6,817	7,616	7,885	269
Advertising & Promotion	3,857	3,383	3,500	3,000	3,500	3,500	3,500	-
Service Fees	36,963	35,954	38,820	37,000	40,000	40,000	41,688	1,688
Tipping Fees	1,221,172	1,313,457	1,348,076	1,171,000	1,222,000	1,380,453	1,424,002	43,549
Waste Collection Contract	1,320,146	1,370,410	1,515,965	1,298,100	1,324,100	1,458,100	1,520,899	62,799
Total Expenses	2,588,797	2,730,032	2,913,977	2,515,800	2,596,417	2,889,669	2,997,974	108,305
Net Budget	1,267,955	1,357,825	1,399,191	1,222,700	1,277,317	1,436,569	1,479,075	42,506



Total FTE Count: 1 CUPE: 0 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

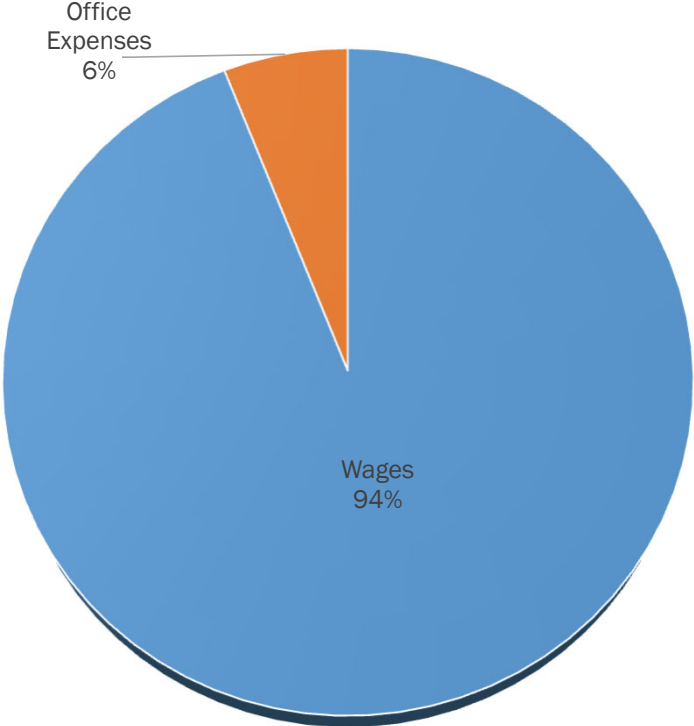
The Corporate Leader in this department is responsible for overseeing Accounting & Revenue and Financial Planning & Analysis.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

<u>Expenses</u>	2020 Budget	2021 Budget	2022 Budget
Wages	189,545	191,835	211,143
Office Expenses	15,509	13,509	13,509
Transfers to Reserves	-	-	-
Total Expenses	205,054	205,344	224,652
Transfers from Reserves	-	-	-
Net Budget	205,054	205,344	224,652

<u>Summary of Budget Changes</u>	Change	Balance
2021 Budget		205,344
Add: One-Time Items	-	
Wage Adjustments	19,308	
<u>Budget Issues:</u>		
Budget Changes Subtotal		19,308
<u>Budget Issues funded through the Reserve</u>		
		-
Net Levy Impact		19,308
2022 Budget		224,652



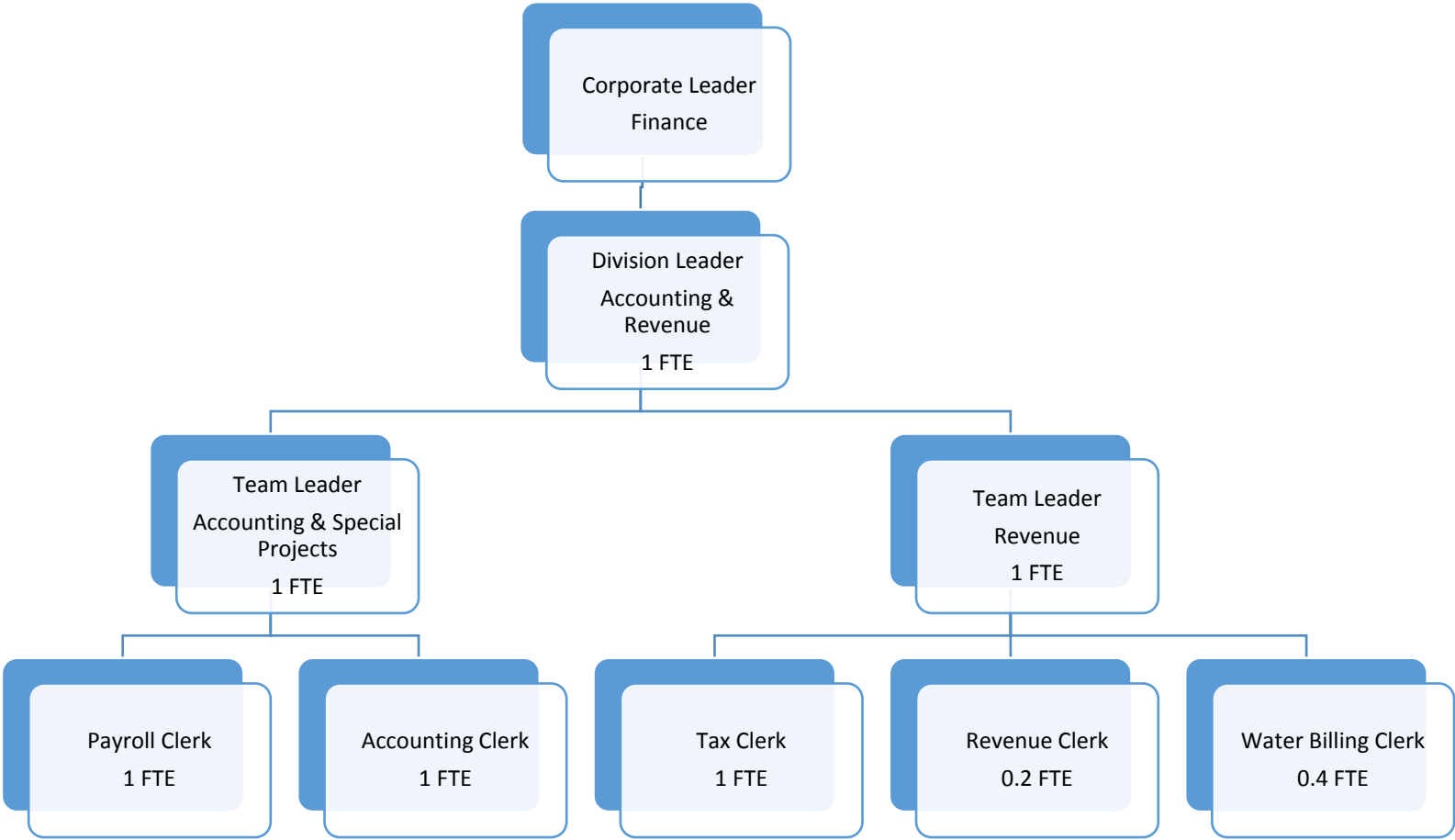
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		19,308	-	Division salary and wage adjustment	19,308	-
Division Totals			<u>19,308</u>	<u>-</u>		<u>19,308</u>	<u>-</u>

* 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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
Expenses								
Wages and Benefits	178,972	189,895	171,798	180,117	189,545	191,835	211,143	19,308
Meeting Expenses	697	334	500	500	500	500	500	-
Travel Expense	2,097	135	-	2,400	2,400	2,400	2,400	-
Training & Conferences	19,469	4,537	2,500	12,570	4,500	2,500	2,500	-
Memberships & Subscriptions	2,503	3,137	4,895	5,289	5,289	5,289	5,289	-
Telecommunications	3,849	772	2,476	2,820	2,820	2,820	2,820	-
Transfer To Reserves	-	-	-	-	-	-	-	-
Total Expenses	207,587	198,810	182,169	203,696	205,054	205,344	224,652	19,308
Net Budget	207,587	198,810	182,169	203,696	205,054	205,344	224,652	19,308





Total FTE Count: 6.60 CUPE: 3.60 IBEW: 0 Management: 3 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Tax & Revenue division is responsible for the billing and collection of all property tax, water and wastewater, accounts receivable, cash management, invoices for recoverable costs, drainage maintenance, and billing of developer services.

The Accounting division is responsible for accounts payable, payroll, general ledger account reconciliations and balancing, financial statement preparation, statutory reporting, and investments.

BUDGET HIGHLIGHTS

Major Operating Change Requests

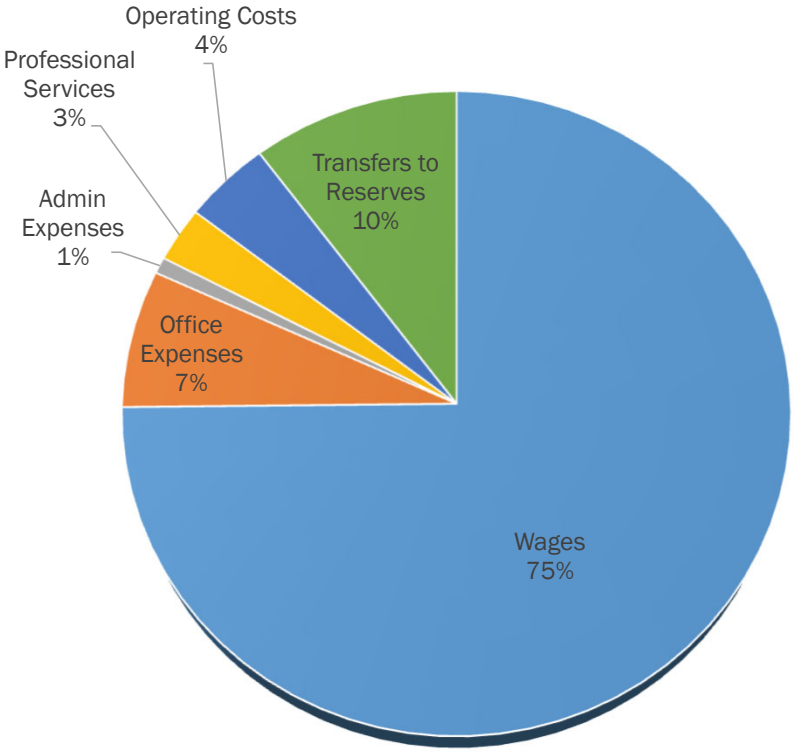
- Increase to farm rent revenue - \$(2,240)

Major Capital Requests

- Increase in consulting budget for automation of HRIS forms and processes - \$40,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	632,658	656,890	742,619
Office Expenses	65,705	68,605	68,605
Admin Expenses	8,200	8,200	8,200
Professional Services	27,600	27,600	27,600
Operating Costs	42,800	42,800	42,800
Transfers to Reserves	102,500	102,500	102,500
Total Expenses	879,463	906,595	992,324
Revenues	(1,446,000)	(1,446,000)	(1,448,240)
Transfers from Reserves	-	-	-
Net Budget	(566,537)	(539,405)	(455,916)

	Change	Balance
Summary of Budget Changes		
2021 Budget		(539,405)
Add: One-Time Items	-	
Wage Adjustments	85,729	
Budget Issues:		
2022-065 Increase in Farm Lease Rate - Columbus Drive	(2,240)	
Budget Changes Subtotal		83,489
Budget Issues funded through the Reserve		
	-	
Net Levy Impact		83,489
2022 Budget		(455,916)

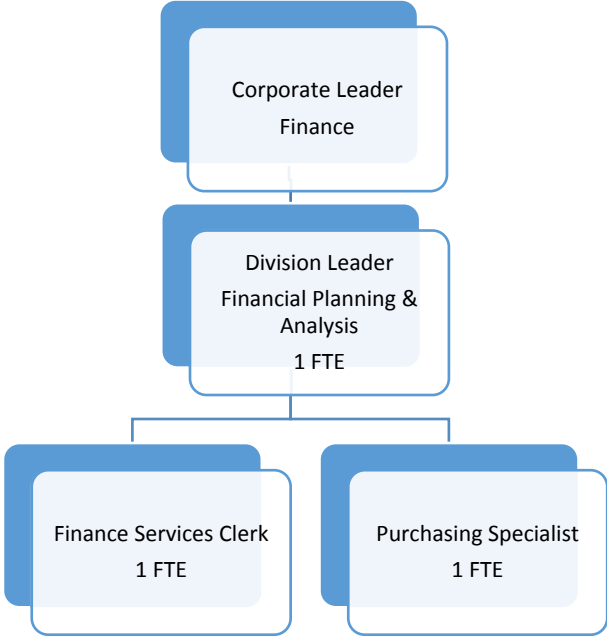


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		85,729	-	Division salary and wage adjustment	85,729	-
2 Contractual	2022-065	Increase in Farm Lease Rate - Columbus Drive	(2,240)	-	Per council resolution # 348-10-2021, the Mayor and Clerk were authorized to execute the leases for Columbus Drive.	(2,240)	-
Division Totals			<u>83,489</u>	<u>-</u>		<u>83,489</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	167,682	146,260	234,660	185,000	185,000	185,000	185,000	-
Recovery of Staff	737,000	737,000	737,000	737,000	737,000	737,000	737,000	-
Miscellaneous Revenue	153,471	209,114	7,150	16,000	16,000	16,000	18,240	2,240
Interest Revenue	851,680	532,022	520,610	303,000	503,000	503,000	503,000	-
Debenture Revenue	1,865	7,483	5,000	5,000	5,000	5,000	5,000	-
Transfer From Reserves	-	-	24,175	-	-	-	-	-
Total Revenues	1,911,699	1,631,879	1,528,595	1,246,000	1,446,000	1,446,000	1,448,240	2,240
Expenses								
Wages and Benefits	592,029	795,708	726,449	202,644	632,658	656,890	742,619	85,729
Office Supplies	13,464	13,973	14,500	14,500	14,500	14,500	14,500	-
Advertising & Promotion	(935)	-	500	500	500	500	500	-
Meeting Expenses	-	-	-	-	-	-	-	-
Courier & Postage	48,953	42,941	47,000	47,000	47,000	47,000	47,000	-
Travel Expense	-	-	-	-	-	-	-	-
Training & Conferences	-	-	4,000	(3,000)	2,000	4,000	4,000	-
Memberships & Subscriptions	1,586	1,341	1,311	1,705	1,705	1,705	1,705	-
Telecommunications	-	-	-	-	-	-	-	-
Computer Expense	-	-	100	-	-	900	900	-
Bank Charges	8,534	8,197	7,337	7,100	7,100	7,100	7,100	-
Bad Debts & Writeoffs	-	-	500	1,000	1,000	1,000	1,000	-
Cash Over/Short	111	21	-	100	100	100	100	-
Legal Services	1,085	1,080	3,000	-	-	-	-	-
Audit Fee	20,606	23,405	22,600	22,600	22,600	22,600	22,600	-
Outside Printing	-	1,247	1,400	5,000	5,000	5,000	5,000	-
Security Services	4,332	790	800	6,800	6,800	6,800	6,800	-
Equipment Rental	29,544	22,190	36,000	36,000	36,000	36,000	36,000	-
Transfer To Reserves	222,546	283,500	102,500	102,500	102,500	102,500	102,500	-
Total Expenses	941,856	1,194,392	967,996	444,449	879,463	906,595	992,324	85,729
Net Budget	(969,843)	(437,486)	(560,598)	(801,551)	(566,537)	(539,405)	(455,916)	83,489



Total FTE Count: 3 CUPE: 2 IBEW: 0 Management: 1 Students: 0

OBJECTIVES AND RESPONSIBILITIES

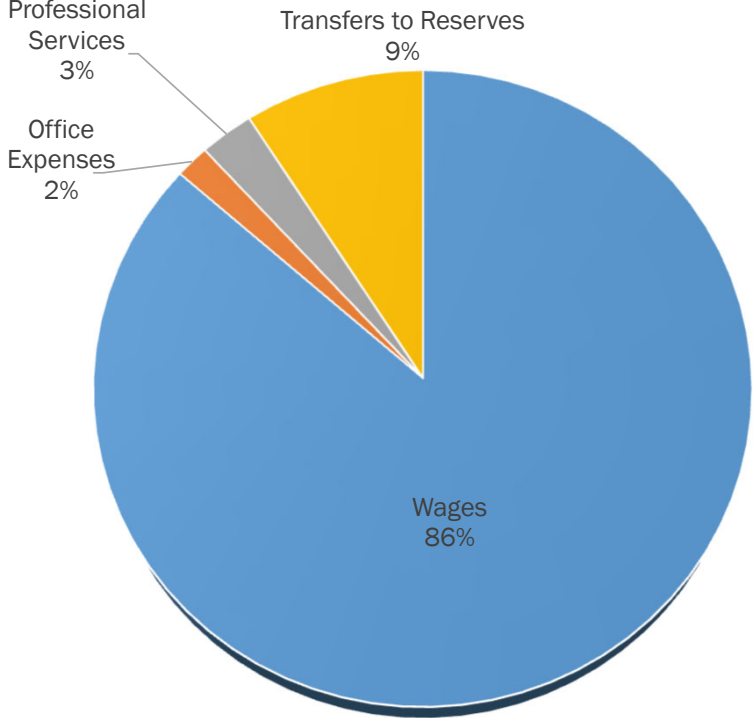
The Financial Planning division is responsible for asset management, grant applications, budget preparation with input from the various other departments, and planning to ensure that the financial resources are available for the provision of necessary services, now and in the long term, budget monitoring and financial analysis support. This area is also responsible for the centralized procurement services for the Municipality.

BUDGET HIGHLIGHTS

No operating and capital changes are requested for 2022.

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	298,476	310,579	315,128
Office Expenses	9,226	6,276	6,276
Professional Services	10,000	10,000	10,000
Transfers to Reserves	33,300	33,300	33,300
Total Expenses	351,002	360,155	364,704
Transfers from Reserves	(2,050)	-	-
Net Budget	348,952	360,155	364,704

	Change	Balance
Summary of Budget Changes		
2021 Budget		360,155
Add: One-Time Items	-	
Wage Adjustments	4,548	
<u>Budget Issues:</u>		
Budget Changes Subtotal		4,548
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		4,548
2022 Budget		364,704



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		4,548	-	Division salary and wage adjustment	4,548	-
Division Totals			<u><u>4,548</u></u>	<u><u>-</u></u>		<u><u>4,548</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	79,358	19,600	-	18,700	2,050	-	-	-
Total Revenues	79,358	19,600	-	18,700	2,050	-	-	-
Expenses								
Wages and Benefits	197,140	205,957	307,270	596,167	298,476	310,579	315,128	4,549
Office Supplies	-	-	1,000	1,000	1,000	1,000	1,000	-
Training & Conferences	-	-	3,500	930	4,000	4,000	4,000	-
Memberships & Subscriptions	997	997	881	1,276	1,276	1,276	1,276	-
Computer Expense	-	2,230	-	-	2,950	-	-	-
Consulting Services	32,250	34,683	10,000	62,000	10,000	10,000	10,000	-
Equipment Rental	-	-	33,300	-	-	-	-	-
Transfer To Reserves	10,850	33,300	-	-	33,300	33,300	33,300	-
Transfer To Capital	2,368	-	-	-	-	-	-	-
Total Expenses	243,605	277,167	355,951	661,373	351,002	360,155	364,704	4,549
Net Budget	164,247	257,567	355,951	642,673	348,952	360,155	364,704	4,549

Corporate Accounts

Total FTE Count: 0 CUPE: 0 IBEW: 0 Management: 0 Students: 0

OBJECTIVES AND RESPONSIBILITIES

The Corporate budget centre captures accounts that are of a corporate nature and not part of the costs of any one service area. Included in corporate accounts is the annual tax levy and all tax related revenue and expense account accounts. OMPF Funding a Provincial Offences are also included in this budget centre as well as taxes payable to the County and the School Boards, grants, and conservation authority budgets as well as grants to third party agencies.

BUDGET HIGHLIGHTS

Major Operating Change Requests

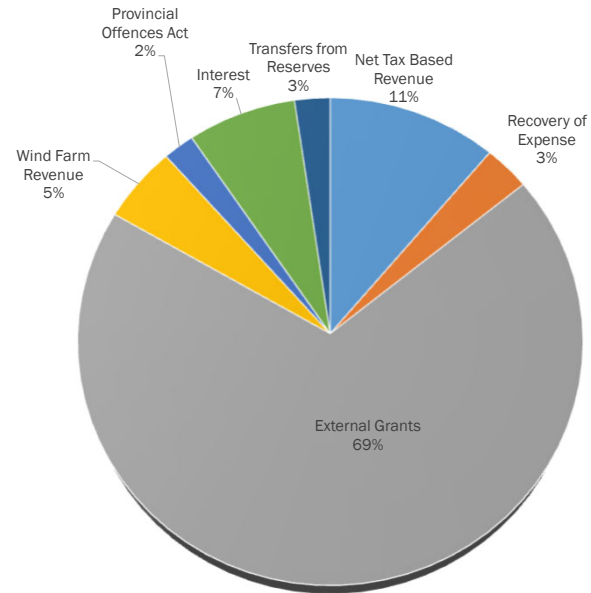
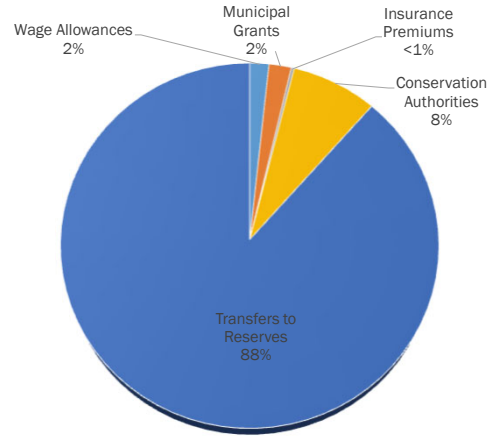
- John Freeman Walls Historic Site & Underground Rail Grant- \$11,500
- Increase to Lower Thames Conservation Authority Levy - \$ 9,784
- Increase to OCIF Funding - \$(1,426,911)
- Increase to Federal Gas Tax Funding – \$(80,797)
- Increase to OMPF Allocation - \$(11,100)

Summary

	2020 Budget	2021 Budget	2022 Budget
Tax Levy			
Municipal Tax Levy	33,425,246	34,980,140	34,980,140
County Levy	26,723,101	26,723,101	27,864,575
Education Levy	13,129,747	13,129,747	11,804,287
Less: Remittances	(39,852,848)	(39,852,848)	(39,668,862)
Municipal Portion of Tax Levy	33,425,246	34,980,140	34,980,140
Expenses			
Wage Allowances	303,400	211,877	103,400
Municipal Grants	75,000	109,844	121,344
Insurance Premiums	-	-	15,451
Conservation Authorities	452,710	457,237	467,021
Transfers to Reserves	3,666,390	3,767,395	5,440,103
	4,497,500	4,546,353	6,147,319
Total Expenses			
	4,497,500	4,546,353	6,147,319
Revenues			
Net Tax Based Revenue	865,000	865,000	865,000
Recovery of Expense	164,360	198,599	234,422
External Grants	3,694,450	3,806,755	5,325,563
Wind Farm Revenue	394,640	394,640	394,640
Provincial Offences Act	160,000	160,000	160,000
Interest	555,000	555,000	555,000
Transfers from Reserves	-	-	180,451
Total Revenue	5,833,450	5,979,994	7,715,076
Net Budget	(34,761,196)	(36,413,781)	(36,547,897)

Summary of Budget Changes

	Change	Balance
2021 Budget		(36,413,781)
Add: One Time	(108,477)	
Wage Adjustments		
Recovery of Expense		
Budget Issues:		
2022-060 OMPF Allocation	(11,100)	
2022-079 Adjust FGT Revenue and Transfer	(80,797)	
2022-091 County and Education Levies and Remittances	-	
2022-095 2022 OCIF Allocation	(1,426,911)	
2022-008 Insurance Premium Increase	15,451	
2022-085 Increase to Lower Thames Conservation Authority Levy	9,784	
2022-046 John Freeman Walls Historic Site & Underground Railroad Museum Grant	11,500	
2022-094 Salary Continuance	165,000	
2022-083 Overhead allocation for Building	(35,823)	
Budget Changes Subtotal		(1,461,373)
Budget Issues funded through the Reserve		
2022-079 Adjust FGT Revenue and Transfer	80,797	
2022-095 2022 OCIF Allocation	1,426,911	
2022-008 Insurance Premium Increase	(15,451)	
2022-094 Salary Continuance	(165,000)	
		1,327,257
Net Levy Impact		(134,116)
2022 Budget		(36,547,897)



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1		Annualized for One-Time adjustments from prior year	(108,477)	-	Division One-time adjustments from prior year	(108,477)	-
2	2022-060	OMPF Allocation	(11,100)	-	To record additional funding received from OMPF. 2021 allocation was \$553,500, 2022 allocation is \$564,600. An adjustment for \$11,100 is required.	(11,100)	
3	2022-079	Adjust FGT Revenue and Transfer	(80,797)	-	Federal Gas tax funding for 2022 is estimated to be \$1,857,797. An adjustment to increase both the revenue and transfer to reserve of \$80,797 is required.	-	(80,797)
4	2022-091	County and Education Levies and Remittances	-	-	To record the County and Education levy and remittances. The County is expecting an increase of 1.56 %. In 2021 the levy was 27,436,565, the 1.5% increase would increase the levy to \$27,864,575. The education levy is expecting a decrease of 1% respectively for 2022. The budgeted amount collected and remitted offset each other.	-	-
5	2022-095	2022 OCIF Allocation	(1,426,911)	-	2022 OCIF allocation is \$2,903,166.00. An adjustment to increase the venue and transfer to reserve for \$1,426,911 is required.	-	(1,426,911)
6	2022-008	Insurance Premium Increase	15,451	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	15,451
7	2022-085	Increase to Lower Thames Conservation Authority Levy	9,784	-	Per correspondence from Lower Thames Conservation Authority Levy the levy for 2022 is \$143,038, currently the budget is at 133,254, leaving a shortfall of \$9,784.	9,784	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
8 Council Initiative	2022-046	John Freeman Walls Historic Site & Underground Railroad Museum Grant	11,500	-	Per council resolution # 269-08-2021 ""Whereas the John Freeman Walls Historic Site & Underground Railroad Museum has been recognized as a national and international historic site since 1976 when Dr. Bryan Walls founded the Museum on his ancestral property; And whereas the Municipality of Lakeshore deems the site to be an important part of our heritage which must be preserved for future generations; And whereas the Municipality of Lakeshore has continually provided financial assistance to the Comber Agricultural Museum and the Maidstone Bicentennial Museum in the form of annual grants; Therefore be it resolved that the Municipality of Lakeshore hereby provide the John Freeman Walls Historic Site & Underground Railroad Museum with an annual financial grant in the same amount and under the same terms and conditions as provided to the Comber Agricultural Museum and the Maidstone Bicentennial Museum and that the grant for 2021 be funded from municipal reserves.	11,500	-
9 Line item increase	2022-094	Salary Continuance	165,000	-	Confidential	-	165,000
10 Budget Reallocation	2022-083	Overhead allocation for Building	(35,823)	-	Costs associated from other divisions for the support of the building operations. The recovery of these expenses is recorded in the corporate division.	(35,823)	-
Division Totals			<u>(1,461,373)</u>	-		<u>(134,116)</u>	<u>(1,327,257)</u>

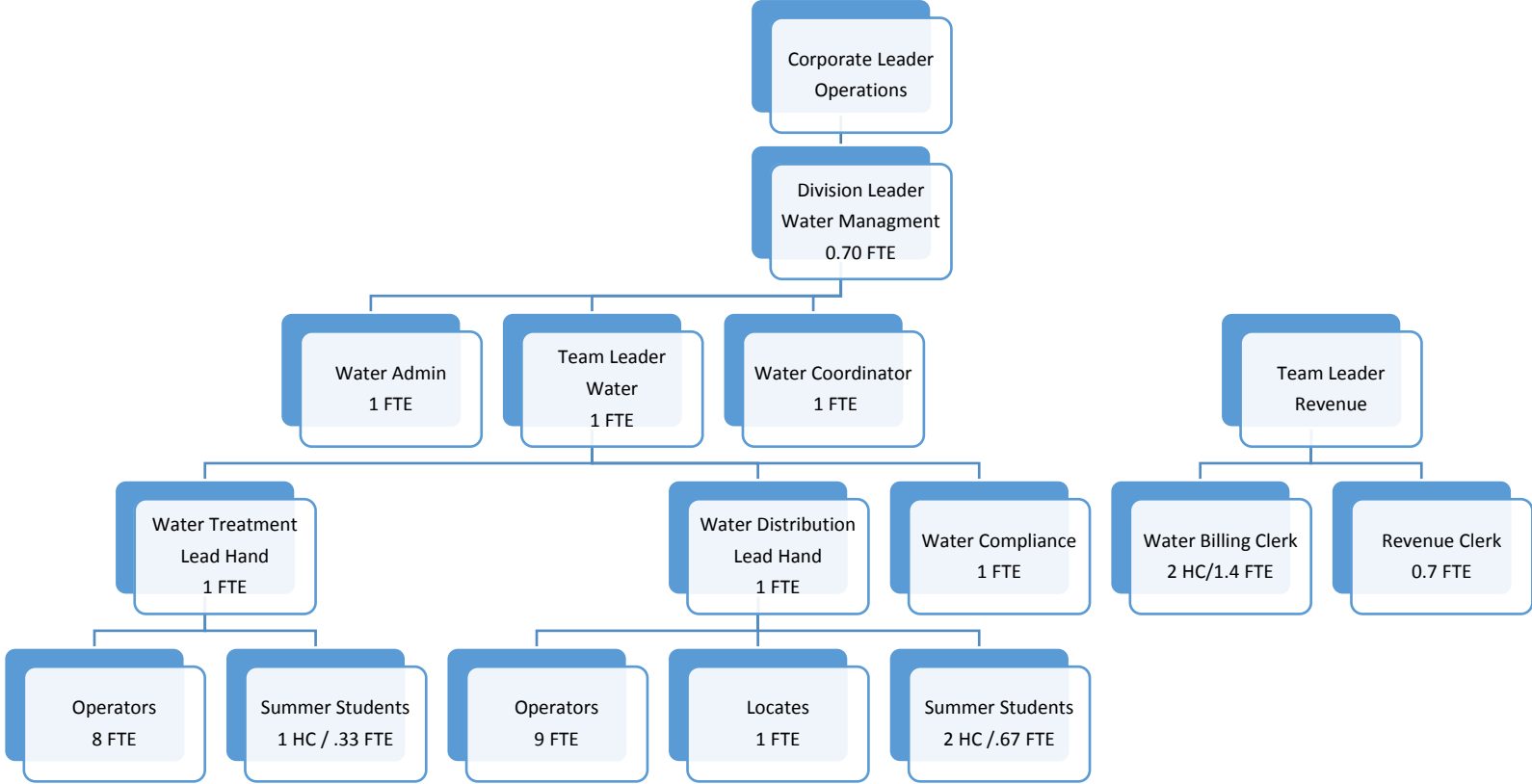


2022 Budget

Corporate Accounts

	2019 Actual	2020 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues							
Municipal Levy	30,662,842	33,433,556	30,663,024	33,425,246	34,980,140	34,980,140	-
Education Levy	12,823,524	12,982,575	12,891,209	13,129,747	13,129,747	11,804,287	(1,325,460)
Education Levy Remittance	(13,109,049)	(13,222,209)	(12,891,209)	(13,129,747)	(13,129,747)	(11,804,287)	1,325,460
County Levy	24,791,429	26,588,954	24,797,195	26,723,101	26,723,101	27,864,575	1,141,474
County Levy Remittance	(25,544,913)	(27,091,702)	(24,797,195)	(26,723,101)	(26,723,101)	(27,864,575)	(1,141,474)
	29,623,834	32,691,174	30,663,024	33,425,246	34,980,140	34,980,140	-
MMAH - Efficiency Grant Revenue	620,201	-	-	-	-	-	-
Sponsorships & Donations	3,500	-	-	-	-	-	-
Proceeds on Sale	1,000	-	-	-	-	-	-
Interest Revenue	609,563	336,363	555,000	555,000	555,000	555,000	-
Payments in Lieu	741,058	610,144	300,000	365,000	365,000	365,000	-
Recovery of Expense	157,250	140,964	32,973	164,360	198,599	234,422	35,823
Provincial Offences	229,935	30,028	150,000	160,000	160,000	160,000	-
Supplementary Tax	2,002,276	1,228,972	700,000	700,000	700,000	700,000	-
	4,364,783	2,346,471	1,737,973	1,944,360	1,978,599	2,014,422	35,823
Wind Farm Revenue	396,115	443,707	394,640	394,640	394,640	394,640	-
Transfer From Contingency Reserve	-	-	-	-	-	-	-
Transfer To Reserves	(274,902)	(563,207)	(239,640)	(514,140)	(514,140)	(498,689)	15,451
	121,213	(119,500)	155,000	(119,500)	(119,500)	(104,049)	15,451
OCLIF	34,262	-	23,300	-	-	-	-
Grant Revenue	-	238,985	-	-	-	-	-
Safe Restart Grant	-	1,411,300	-	-	-	-	-
Federal Gas Tax	3,570,329	1,777,024	1,777,024	1,777,000	1,777,000	1,857,797	80,797
OCIF Grant	1,375,250	1,722,297	1,375,250	1,375,250	1,476,255	2,903,166	1,426,911
OMPF	547,300	542,200	564,100	542,200	553,500	564,600	11,100
Transfer To Reserve Funds	(5,565,780)	(4,431,609)	(3,175,574)	(3,152,250)	(3,253,255)	(4,760,963)	(1,507,708)
	(38,639)	1,260,197	564,100	542,200	553,500	564,600	11,100
Total Revenues	34,071,190	36,178,342	33,120,097	35,792,306	37,392,739	37,455,113	62,374

	2019 Actual	2020 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Expenses							
Allowance for Wage Increases	-	-	-	200,000	108,477	-	(108,477)
Retiree Benefits	85,647	97,471	103,400	103,400	103,400	103,400	-
Events & Functions	-	138,836	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-
Insurance Premiums	-	-	-	-	-	15,451	15,451
Municipal Tax Write Offs	468,704	227,296	200,000	200,000	200,000	200,000	-
Bad Debts & Other Writeoffs	-	-	-	-	-	-	-
Conservation Authorities Levies	433,196	455,886	430,020	452,710	457,237	467,021	9,784
	987,547	919,489	733,420	956,110	869,114	785,872	(83,242)
DC Discounts and Exemptions	-	-	-	-	34,844	34,844	-
Grants & Subsidies	2,000	12,170	2,000	27,500	27,500	27,500	-
Comber Historical Museum Grant	10,000	11,500	10,000	11,500	11,500	11,500	-
Maidstone Historical Museum Grant	10,000	11,500	10,000	11,500	11,500	11,500	-
Walls & Underground Railroad Grant	-	-	-	-	-	11,500	11,500
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	-
	45,997	59,167	46,500	75,000	109,844	121,344	11,500
Total Expenses	1,033,544	978,656	779,920	1,031,110	978,958	907,216	(71,742)
Net Budget	(33,037,646)	(35,199,686)	(32,340,177)	(34,761,196)	(36,413,781)	(36,547,897)	(134,116)



Total FTE Count: 27.80 CUPE: 5.10 IBEW: 20 Management: 1.70 Students: 1

OBJECTIVES AND RESPONSIBILITIES

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 Municipal’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.

BUDGET HIGHLIGHTS**Major Operating Change Requests**

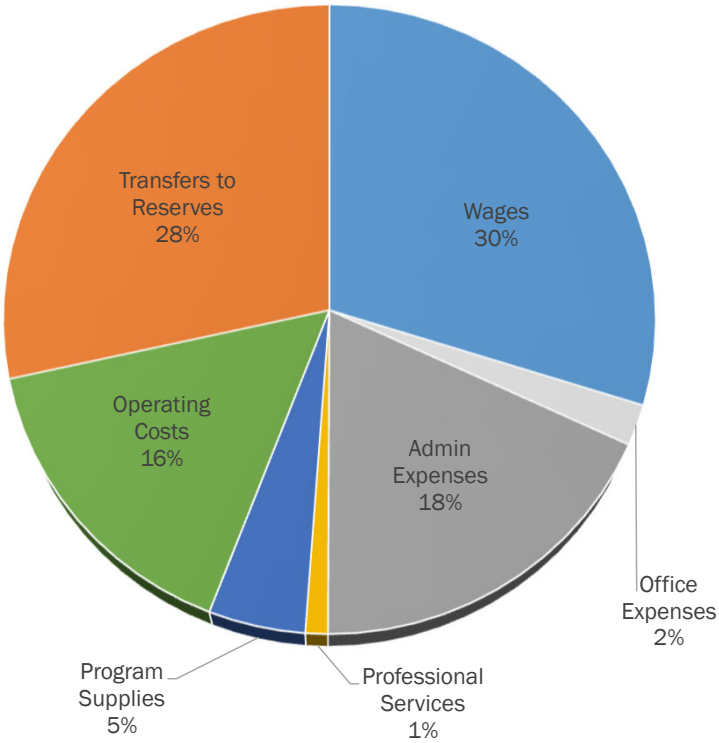
- Addition of Water Coordinator to assist with the overall administration operations of the Water division
- Removal of the repayment of the debt reduction fund - \$(248,920)
- In accordance with the 2018 Rate Study, a consumption rate increase from \$1.54 to \$1.56 per cubic metre and a basic charge rate increase from \$20.61 to \$20.82 per month is recommended. This would result in an annual increase of \$7 to the average household based on consumption of 210 cm per year.

Major Capital Change Requests

- Water Treatment Van Replacement- \$50,000
- Water Distribution Crew Cab Replacement - \$50,000
- Filter Study Performance at John George Water Treatment Plant - \$72,000
- PLC (pro logic controller) Replacement at John George Water Treatment Plant - \$50,000

	2020 Budget	2021 Budget	2022 Budget
Summary			
Wages	2,633,845	2,693,813	3,017,201
Office Expenses	208,300	205,300	212,078
Admin Expenses	1,830,686	1,830,686	1,830,686
Professional Services	99,200	104,200	109,200
Program Supplies	472,900	472,900	472,900
Operating Costs	1,488,300	1,488,300	1,584,588
Transfers to Reserves	2,840,664	3,125,531	2,879,679
Total Expenses	9,573,895	9,920,730	10,106,332
Revenues	(9,573,895)	(9,920,730)	(10,010,044)
Transfers from Reserves	-	-	(96,288)
Net Budget	-	-	-

	Change	Balance
Summary of Budget Changes		
2021 Budget		-
Add: One-Time Items		
Net Reserve Adjustment		
Wage Adjustments	236,705	
Budget Issues:		
2022-008 Insurance Premium Increase	96,288	
2022-074 Annual Adjustment to Water Reserve	3,068	
2022-023 Water Memberships & Subscriptions	1,000	
2022-063 Office Supplies	1,000	
2022-071 DWQMS Consulting Fees	5,000	
2022-070 Removal of Transfer to Debt Reduction Fund	(248,920)	
2022-073 Water Rate Increases	(89,314)	
2022-024 Water Coordinator - New Full Time Position	91,461	
Budget Changes Subtotal		96,288
Budget Issues funded through the Reserve		
2022-008 Funded Reserves	(96,288)	
		(96,288)
Net Levy Impact		-
2022 Budget		-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves									
1 *Annualized Salary and Wages	*		236,705	-	Division salary and wage adjustment	236,705	-									
2 Legislated	2022-074	Annual Adjustment to Water Reserve	3,068	-	To adjust the annual transfer to reserve for the net changes to the 2022 budget.	3,068	-									
3 Contractual	2022-008	Insurance Premium Increase	96,288	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	96,288									
4 Line item increase	2022-023	Water Memberships & Subscriptions	1,000	-	Consistent overages in this account. Increase by \$500 as the cost and conversion from USD money is increasing annual.	1,000	-									
5 Line item increase	2022-063	Office Supplies	1,000	-	Increase budget for coffee and water due to constant overages	1,000	-									
6 Line item increase	2022-071	DWQMS Consulting Fees	5,000	-	DWQMS requirements are increasing annually, the increase in consulting is required in order to meet the requirements.	5,000	-									
7 Line item decrease	2022-070	Removal of Transfer to Debt Reduction Fund	(248,920)	-	Repayment from the water reserve fund to the debt reduction fund is no longer required. The final debt repayment regarding the ELK funds that were used to fund a watermain replacement was completed in 2020.	(248,920)	-									
8 Revenue increase	2022-073	Water Rate Increases	(89,314)	-	Water consumption and basic charge rate increases as per the Water/Wastewater Rate Study. Below is a comparison of the 2021 rate and the recommended 2022 rate based on the rate study. <div style="margin-left: 40px;"> <table border="0"> <tr> <td></td> <td style="text-align: center;">2021</td> <td style="text-align: center;">2022</td> </tr> <tr> <td>Basic Charge</td> <td style="text-align: right;">\$20.61</td> <td style="text-align: right;">\$20.82</td> </tr> <tr> <td>Consumption</td> <td style="text-align: right;">\$1.54</td> <td style="text-align: right;">\$1.56</td> </tr> </table> </div>		2021	2022	Basic Charge	\$20.61	\$20.82	Consumption	\$1.54	\$1.56	(89,314)	-
	2021	2022														
Basic Charge	\$20.61	\$20.82														
Consumption	\$1.54	\$1.56														



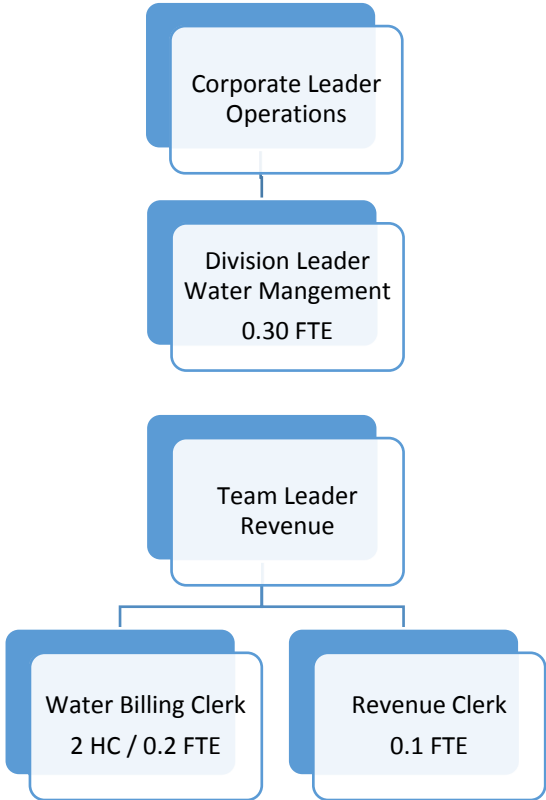
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
9 Service Enhancement	2022-024	Water Coordinator - New Full Time Position	91,461	4,478	Reporting to the Division Leader of Water Management, the Water Management Coordinator is responsible for assisting with the overall administrative operations of the Water division. The responsibilities will include: Maintaining a database on projects to assist with the coordination of staffing resources and to track and report on costs in comparison to budget for each project; Administering process management relating to water, wastewater and locate services, field operations and DWQMS Assisting Division Leader with coding invoices; Providing ongoing customer service training to all frontline staff in Water Management; Managing work order management system (City Works); Assisting Team Leader, Division Leader and Corporate Leader as required in the day to day operations.	91,461	-
Division Totals			<u>96,288</u>	<u>4,478</u>		<u>-</u>	<u>96,288</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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	121,269	142,924	182,627	95,950	95,950	95,950	95,950	-
Recovery of Staff	156,000	156,000	156,000	156,000	156,000	156,000	156,000	-
Miscellaneous Revenue	44,479	41,492	33,827	41,000	41,000	41,000	41,000	-
Proceeds from Sale of Equipment	-	2,340	-	-	-	-	-	-
Interest Revenue	120,359	92,908	147,402	95,000	95,000	95,000	95,000	-
Watermain Revenue	23,723	23,723	-	23,723	23,723	23,723	23,723	-
Meter Sales	60,265	110,760	115,174	95,000	95,000	95,000	95,000	-
Consumption Charge	5,277,828	5,791,715	5,632,849	5,308,950	5,349,950	5,563,744	5,563,744	-
Basic Charge	3,441,228	3,484,278	3,572,448	3,444,272	3,483,272	3,616,313	3,705,627	89,314
Recovery Of Wages	(136)	-	-	-	-	-	-	-
Recovery Of Expense	221,680	131,540	153,780	234,000	234,000	234,000	234,000	-
Wage Subsidy	1,260	1,280	-	-	-	-	-	-
Transfer From Reserve Funds	57,103	-	-	52,401	-	-	96,288	96,288
Total Revenues	9,525,058	9,978,961	9,994,107	9,546,296	9,573,895	9,920,730	10,106,332	185,602
Expenses								
Wages and Benefits	2,168,471	2,465,161	2,693,813	2,329,055	2,633,845	2,693,813	3,017,201	323,388
Office Supplies	1,999	4,512	6,566	5,000	5,000	5,000	6,000	1,000
Advertising & Promotion	-	2,219	899	1,000	1,000	1,000	1,000	-
Meeting Expenses	460	219	171	500	500	500	500	-
Courier & Postage	81,568	84,815	70,413	75,000	75,000	75,000	75,000	-
Travel Expense	1,584	1,162	802	600	600	1,600	1,600	-
Training & Conferences	25,702	24,880	6,766	35,000	39,500	39,500	39,500	-
Memberships & Subscriptions	7,740	10,912	11,182	7,600	7,900	7,900	8,900	1,000
Telecommunications	50,316	52,921	46,075	48,200	48,200	48,200	48,200	-
Computer Expense	45,973	21,634	28,517	30,200	30,600	26,600	31,378	4,778
Administration Fee	440,039	439,707	439,527	445,700	445,700	445,700	445,700	-
Bank Charges	3,521	3,506	3,500	3,500	3,500	3,500	3,500	-
Debt Payments	1,042,645	1,073,815	1,372,986	1,372,986	1,372,986	1,372,986	1,372,986	-
Bad Debts & Writeoffs	3,044	8,145	1,111	500	500	500	500	-
Service Fees	6,341	-	8,000	8,000	8,000	8,000	8,000	-
Interest Expense	330,341	299,399	-	-	-	-	-	-

	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Consulting Services	73,269	37,805	60,836	60,200	30,200	30,200	35,200	5,000
Legal Services	5,870	148	-	2,000	2,000	2,000	2,000	-
Winter Control Services	25,122	12,130	18,600	27,000	15,000	15,000	15,000	-
Grounds Maintenance	-	11,886	20,664	-	12,000	12,000	12,000	-
Locate Services	-	2,028	6,120	-	10,000	10,000	10,000	-
Water Meter Reading	26,466	28,671	28,000	35,000	30,000	35,000	35,000	-
Health & Safety Supplies	6,896	10,082	11,785	13,000	13,000	13,000	13,000	-
Materials & Supplies	165,522	96,534	142,693	121,900	121,900	121,900	121,900	-
Water Purchases Tecumseh	71,403	20,946	22,282	26,000	26,000	26,000	26,000	-
Water Purchases	343,426	465,901	463,802	312,000	312,000	312,000	312,000	-
Facility Maintenance	34,368	36,843	22,949	23,000	23,000	23,000	23,000	-
Janitorial Services	11,689	10,703	12,301	11,800	11,800	11,800	11,800	-
Utilities	415,791	424,648	408,425	385,900	385,900	385,900	385,900	-
Property Taxes	176,773	109,272	90,000	45,000	90,000	90,000	90,000	-
Security Services	4,524	8,317	18,726	3,200	3,200	3,200	3,200	-
Fuel & Oil	55,833	57,179	34,844	61,000	61,000	61,000	61,000	-
Equipment Rental	5,008	2,808	2,438	2,400	2,400	2,400	2,400	-
Insurance Premiums	99,101	99,183	166,903	85,500	85,500	85,500	181,788	96,288
Water Purification Chemicals	222,835	227,092	254,605	233,200	212,500	212,500	212,500	-
Water Sample Testing	34,306	34,982	46,697	53,000	53,000	53,000	53,000	-
Water Meters	2,555	5,108	400	10,000	10,000	10,000	10,000	-
Installations	124,070	50,527	(4,107)	37,500	37,500	37,500	37,500	-
Equipment Repairs & Maintenance	2,377	889	1,820	-	-	-	-	-
System Repairs & Maintenance	564,990	663,502	363,075	487,000	477,000	477,000	477,000	-
Vehicle Repairs & Maintenance	35,109	38,503	22,822	35,500	35,500	35,500	35,500	-
Transfer To Reserve Funds	3,112,355	2,840,664	3,125,531	3,112,355	2,840,664	3,125,531	2,879,679	(245,852)
Transfer To Capital	182,558	-	-	-	-	-	-	-
Total Expenses	10,011,959	9,789,361	10,032,538	9,546,296	9,573,895	9,920,730	10,106,332	185,602
Net Budget	486,901	(189,599)	38,431	-	-	-	-	-



Total FTE Count: 0.6 CUPE: 0.3 IBEW: 0 Management: 0.3 Students: 0

OBJECTIVES AND RESPONSIBILITIES

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

BUDGET HIGHLIGHTS**Major Operating Change Requests**

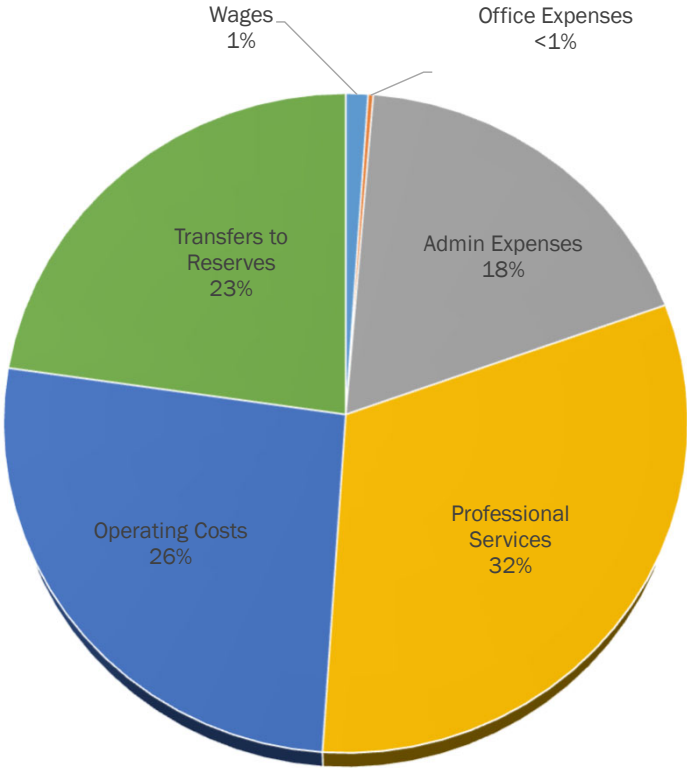
- In accordance with the 2018 Rate Study, a consumption rate increase from \$1.60 to \$1.68 per cubic metre and a basic charge rate increase from \$19.74 to \$21.32 per month is recommended. This would result in an annual increase of \$35.76 to the average household based on consumption of 210 cm per year.
- OCWA Operational Maintenance Contract Increase - \$446,383
- Increase to the inflow and infiltration repairs program - \$150,000
- Creation of Inflow & Infiltration Consulting program - \$75,000
- Reduction of sanitary sewer plant loan payment for Wastewater - \$(63,534)
- Increase in Farm Lease Revenue \$(20,260)

Major Capital Project Requests

- OCWA Capital Repairs - \$2,820,375
- User fee and DC Update for Wastewater -\$ 15,000

Summary	2020 Budget	2021 Budget	2022 Budget
Wages	64,986	70,519	74,573
Office Expenses	17,150	17,150	17,150
Admin Expenses	1,348,526	1,348,526	1,269,992
Professional Services	1,795,900	1,795,900	2,192,283
Operating Costs	1,936,800	1,636,800	1,824,261
Transfers to Reserves	947,332	1,612,016	1,582,608
Total Expenses	6,110,694	6,480,911	6,960,867
Revenues	(6,110,694)	(6,480,911)	(6,923,406)
Transfers from Reserves	-	-	(37,461)
Net Budget	-	-	-

Summary of Budget Changes	Change	Balance
2021 Budget		-
Add: One-Time Items		
Net Reserve Adjustment		
Wage Adjustments	4,054	
<u>Budget Issues:</u>		
2022-008 Insurance Premium Increase	37,461	
2022-075 Annual Adjustment to Wastewater Reserve	(154,408)	
2022-022 OCWA Operational Maintenance Contract	446,383	
2022-066 Increase in Farm Lease Rate - Lakeshore Road 115	(20,260)	
2022-068 Reduction of Debt Payment for Wastewater	(63,534)	
2022-055 Grants & Subsidies - Flood Mitigation Programs	(15,000)	
2022-059 Inflow & Infiltration Consulting	75,000	
2022-072 Wastewater Rate Increases	(422,235)	
2022-049 I&I Repairs	150,000	
Budget Changes Subtotal		37,461
<u>Budget Issues funded through the Reserve</u>		
2022-008 Funded Reserves	(37,461)	(37,461)
Net Levy Impact		-
2022 Budget		-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves	
1	*Annualized Salary and Wages *		4,054	-	Division salary and wage adjustment	4,054	-	
2	Contractual	2022-008	Insurance Premium Increase	37,461	-	2021 insurance premiums were a total of \$1,213,772 the budget was \$980,800, a shortfall of \$232,972 should be budgeted for in 2022. With an expected increase in 2022 of \$108,250, the total insurance expense for 2022 is \$1,322,022. The Municipality experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be from the hardening of the municipal insurance market, and negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. However, cyber liability policies have increased significantly due to significant losses throughout the industry. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Many municipalities have received increases of over 50%. The increase noted below captures an increase in the insurance budget of 25% for cyber liability and 8.5% for all other policies.	-	37,461
3	Legislative	2022-075	Annual Adjustment to Wastewater Reserve	(154,408)	-	To adjust the annual transfer to the operating and capital reserves for Wastewater.	(154,408)	-
4	Contractual	2022-022	OCWA Operational Maintenance Contract	446,383	-	Ontario Clean Water Agency (OCWA) has managed the Municipality of Lakeshore's wastewater treatment and collection systems since 1971. They are responsible for the Denis St. Pierre Treatment Plant, the Comber and Stoney Point Lagoons, all pumping stations that are part of the waste water system. OCWA is also responsible for maintenance of the North and South Woodslee Treatment Plants and the sewage tanks. Furthermore, all compliance that is required by the Ministry of the Environment, Conservation and Parks (MECP). The Denis St. Pierre Pollution Control Plant is getting an expansion up to another 70 percent capacity, which is taking place now over the next three (3) years for completion. OCWA has the same compliment of staff for over fifteen years through expansions (2010) and now in (2021). Moreover, the capital budget has been getting bigger to retrofit the existing system such as pump replacements. The tanks that had a five year life cycle are now entering into 18 years old and starting to fail faster than can be replaced. They went from changing one or two to now ten in one year. Once again this has to be done as every time they fail a report to the Ministry and spills action center has to be completed. Also with the climate change and the frequent hundred year storms OCWA has to be out to make sure the system stays operational no matter what the situation becomes. OCWA has also taken on more pumping stations since 2015, which are Forest Hills, Bacon, and Seasons of the Creek, and more recent River Ridge and eventually Wallace Line developments which will increase the flows to the plant. Comber Development (Tracey Subdivision) is slated to come on line in 2021, requiring increased personnel to maintain. OCWA is requesting three (3) more personnel, which are a Team Lead. Operator Mechanic and an Instrumentation and SCADA support/Operator which will keep the Municipality in compliance with the growth and operation of the wastewater system. Also attached is OCWA's Business case for additional staff.	446,383	-

5	Contractual	2022-066	Increase in Farm Lease Rate - Lakeshore Road 115	(20,260)	-	Per council resolution # 348-10-2021, the Mayor and Clerk were authorized to execute the leases for Lakeshore Road 115.	(20,260)	-									
6	Contractual	2022-068	Reduction of Debt Payment for Wastewater	(63,534)	-	Reduction in sanitary sewer plant loan payment as loan payments are completed Jan 4th 2022.	(63,534)	-									
7	Line Item Increase	2022-055	Grants & Subsidies - Flood Mitigation Programs	(15,000)	-	To transfer sump pump and flood mitigation grant subsidies to the engineering department, as it is the engineering department who oversees this. The include in the budget the cost of the supplies(USB & Mailings) required for minicam inspections that are completed per the request of homeowners.	(15,000)	-									
8	Line Item Increase	2022-059	Inflow & Infiltration Consulting	75,000	-	To transfer sump pump and flood mitigation grant subsidies to the engineering department, as it is the engineering department who oversees this. The include in the budget the cost of the supplies(USB & Mailings) required for minicam inspections that are completed per the request of homeowners.	75,000	-									
9	Revenue Increase	2022-072	Wastewater Rate Increases	(422,235)	-	Wastewater consumption and basic charge rate increases in accordance with the Water/Wastewater Rate Study. Below is a comparison of the 2021 rate and the recommended 2022 rate based on the rate study.	(422,235)	-									
						<table border="0"> <tr> <td></td> <td>2021</td> <td>2022</td> </tr> <tr> <td>Basic Charge</td> <td>\$19.74</td> <td>\$21.32</td> </tr> <tr> <td>Consumption</td> <td>\$1.60</td> <td>\$1.68</td> </tr> </table>		2021	2022	Basic Charge	\$19.74	\$21.32	Consumption	\$1.60	\$1.68		
	2021	2022															
Basic Charge	\$19.74	\$21.32															
Consumption	\$1.60	\$1.68															
10	Service Enhancement	2022-049	I&I Repairs	150,000	-	The Municipality has been dealing with inflow and infiltration for years. Since approximately 2012 Council has been trying to get some I & I programs to camera sections of the Municipality by camera inspection on sanitary mainline sewers. This was done in some sections of the Municipality and the last couple of years the focus was on the cleanouts right at the property line. Moving on we would like to do more smoke testing to identify any cross connections of big catchment areas in the Old Tecumseh section of the Municipality. This project will consist of more camera inspections and smoke testing as well as dye testing to find where the repairs are needed. An increase of \$150,000 is required to have an I&I budget of \$450,000, which will go towards the repairs, whether it be inhouse or contracted out.	150,000	-									
Division Totals				37,461	-		-	37,461									

* 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.



	2019 Actual	2020 Actual	2021 (Q3) Projected	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change
Revenues								
User Fee Revenue	63,316	11,679	63,173	-	-	-	-	-
Grant Revenue	480,018	57,701	-	-	-	-	-	-
Miscellaneous Revenue	73,440	30,640	10,400	8,725	8,725	8,725	28,985	20,260
Consumption Charge	3,722,599	4,207,490	4,199,000	3,666,827	3,776,727	4,146,944	4,146,944	-
Basic Charge	1,895,793	2,178,561	2,244,000	1,902,872	2,182,472	2,182,472	2,604,707	422,235
Local Improvements	98,015	83,886	142,770	142,770	142,770	142,770	142,770	-
Transfer From Reserve Funds	-	-	-	(453,400)	-	-	37,461	37,461
Total Revenues	6,333,181	6,569,957	6,659,343	5,267,794	6,110,694	6,480,911	6,960,867	479,956
Expenses								
Wages and Benefits	64,073	64,992	70,519	64,002	64,986	70,519	74,573	4,054
Advertising & Promotion	-	-	500	500	500	500	500	-
Telecommunications	18,419	18,929	16,650	16,650	16,650	16,650	16,650	-
Administration Fee	462,000	461,970	462,000	462,000	462,000	462,000	462,000	-
Debt Payments	588,175	611,933	866,526	866,526	866,526	866,526	802,992	(63,534)
Grants & Subsidies	12,000	24,000	15,000	15,000	15,000	15,000	-	(15,000)
Service Fees	7,060	5,338	5,000	5,000	5,000	5,000	5,000	-
Interest Expense	278,350	254,591	-	-	-	-	-	-
Consulting Services	170,269	35,941	50,000	303,400	50,000	50,000	-	(50,000)
Locate Services	107,800	62,140	55,789	97,000	97,000	97,000	97,000	-
Winter Control Services	16,338	12,751	15,000	15,000	15,000	15,000	15,000	-
Grounds Maintenance	27,244	36,263	41,000	23,000	23,000	23,000	23,000	-
OCWA Contract	1,443,890	1,620,889	1,679,651	1,403,200	1,610,900	1,610,900	2,057,283	446,383
Utilities	936,912	934,515	823,872	893,900	893,900	893,900	893,900	-
Property Taxes	129,388	87,992	80,000	60,000	80,000	80,000	80,000	-
Insurance Premiums	33,253	36,233	62,029	30,100	30,100	30,100	67,561	37,461
Equipment Repairs & Maintenance	12,364	-	-	30,000	-	-	-	-
System Repairs & Maintenance	913,964	793,349	590,799	783,600	924,800	624,800	774,800	150,000
Vehicle Repairs & Maintenance	18,265	11,536	7,228	8,000	8,000	8,000	8,000	-
Transfer To Reserve Funds	1,209,315	1,005,033	1,612,016	190,916	947,332	1,612,016	1,582,608	(29,408)
Transfer To Capital	256,978	-	-	-	-	-	-	-
Total Expenses	6,706,055	6,078,395	6,453,580	5,267,794	6,110,694	6,480,911	6,960,867	479,956
Net Budget	372,874	(491,562)	(205,763)	-	-	-	-	-

Information Management & Technology Services

1 Computer Lifecycle Replacement 50,000

Civic Affairs

2 Election Communications, Training, & Supplies 221,500

Workforce Development

3 Employer of Choice Initiatives 50,000

Fire

4 Bunker Gear Replacement Program 30,000
 5 2009 GM Special Service Vehicle Replacement- Unit # 2912 72,000
 6 2011 GM Special Service Vehicle Replacement- Unit # 5589 77,000
 7 High Volume Ventilation Fan for Hotel/Condo Developments 8,000
 8 Fire Truck Lifecycle Replacement 780,000

Growth & Sustainability

9 Community Parks- Review,Visioning, Design 15,000

Economic Development Management

10 EDC Office Furniture 1,000

ATRC

11 Addition of H Channel to the Rink Glass Spaces 23,000

Community Planning

12 Shoreline Management Plan Phase 1 and Phase 2 34,000
 13 Parkland Dedication By Law Update 30,000

GIS

14 GIS Master Plan 40,000

Building

15 Vehicle Replacement Life Cycle - Unit 206 2012 Ford Focus 39,000

By Law

16 Bylaw- Vehicle for New Division Leader 38,000

Roads & Fleet

17 Wallace Line Road Reconstruction - Design 100,000
 18 Lifecycle Asphalt Road Resurfacing Program 1,142,559
 19 Roads Lifecycle Surface Treatment Program 675,000
 20 Sidewalk Lifecycle Replacement 100,000
 21 CWATS - Lake 9 Segment Construction 268,857
 22 Gravel Road Conversion to Surface Treatment Program 1,062,000
 23 New Chipper for Operations 85,000
 24 New Half-Ton Crew Cab Pick-Up - Unit 625 Replacement 45,000
 25 New Tractor and Bush Hog Mower Unit - Replace Unit 325 125,000
 26 6" Dewatering Pump 90,000
 27 Storm Pond Sediment Removal 300,000
 28 Remote Monitoring for 10 Storm Pumping Stations 152,029

Parks & Trails

29 Park Garbage Receptacles (Deep Well) 15,000
 30 Spectator Bleachers Replacement Program 15,000
 31 Asphalt pathways for accessibility in Parks 20,000
 32 Lifecycle Renewal - Park Furniture 15,000
 33 Playground Equipment Lifecycle Replacements 115,000
 34 Pavilion Rehabilitation - Geralyn Tellier Perdu Memorial 12,000
 35 Parks Electrical Upgrade 6,000
 36 Maidstone Tennis (Pickle Ball Conversion) 100,000
 37 Tree Planting - Parks 10,000
 38 New Parks Maintenance Tractor- Unit 611 Replacement 45,000
 39 New Half-Ton Cab Pickup - Unit 621 Replacement 45,000
 40 Replacement Rotary Mower for Parks 30,000

Engineering & Infrastructure

41 Engineering Field Data Capture Devices	11,000
42 Transportation Master Plan Update	150,000
43 County Rd 22 Corridor	640,000
44 Storm, Sewer & Flood Modelling Software	38,000
45 Engineering Crewcab Truck	45,000
46 Traffic Calming and Speed Criteria Plan	5,000
47 Traffic Speed Study	30,000
48 Tree Planting - Subdivisions	25,000
49 Flooding Outreach & Educational Program	25,000
50 Feasibility Study - County Road 22 Sidewalk (Duck Creek)	20,000

Capital Projects

51 Patillo Rd Reconstruction	308,000
52 Bridge Life-cycle Rehabilitation	300,000
53 Puce Road Reconstruction CR22 to North Limit	1,800,000
54 Rourke Line Reconstruction	2,368,698
55 Improvements to St Clair Shores Park	250,000
56 East Puce, Major St., & Lilydale Ave Reconstruction- Detailed Design	870,000
57 Community Park Design - Stoney Point	60,000
58 Comber Side Road Watermain Replacement Preliminary Design	612,177
59 Stormwater Masterplan Improvement - Leffler Pump Station Sluice Gate	310,000
60 County Road 22 Watermain Replacement	325,683

Drainage

61 Capital Drainage Assessments	40,500
62 4th Concession Pump - Preliminary Investigation & Design	25,000
63 Corbett Pumping Scheme - Preliminary Investigation & Design	25,000
64 Lefaive Drain - Pump Upgrades	100,000
65 Monarch Meadows Pumping Scheme - Preliminary Investigation & Design	25,000

Facilities (non ATRC) & Properties

66 Salt Shed for East Public Works Yard	285,000
67 New Generators for Public Works and Fire	70,000
68 Exterior Wall Repairs	57,000
69 Phase 1 OPP Building Refurbishment	295,000
70 Relocating Council Chambers	16,000
71 Retrofitting of Council Chambers	121,000
72 Solutions for Comber and Stoney Point Library	300,000
73 Relocation of the Emergency Operations Centre	225,000
74 Bike Shelters and Racks	55,000

Finance

75 Accounting/HRIS System Upgrade	40,000
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Water

76 Water Treatment Van - Replace unit 616	50,000
77 Water Distribution Crewcab - Replace Unit 617	50,000
78 Filter Study Performance at John George WTP	72,000
79 PLC (pro logic controller) Replacement at John George WTP	50,000

Wastewater

80 OCWA Capital System Repairs and Maintenance	2,820,375
81 User Fee and DC update for Wastewater	15,000

Total Capital Projects

19,012,378

Project Name / Funding	Project Description	2022 Budget
<p>1 IT-20-6448 Computer Lifecycle Replacement</p> <p>Funding Source: Technology and 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. 2022.</p>	50,000
<p>2 CIV-21-6534 Election Communications, Training & Supplies</p> <p>Funding Source: Election Reserve</p>	<p>The next municipal election will be held October 24, 2022. Per council resolution #246-08-2021, Council has directed Administration to proceed with in-person voting. In addition to the annual election expenses (\$1,910 for corrections/additions to the Voters List and \$35,000 transfer to Election Reserve), there will be one-time project expenses for the conduct of the election. The costs for the 2022 are outlined as follows: Staffing: 10 month contract (February-November) for Elections Coordinator position as well as Advanced Voting and Election Day staff (poll clerks, runners, greeters, counters, etc.); Training: ongoing Training for elections team as well as Training for Election Day staff; Supplies: ballots, privacy screens, forms, pencils, signs, Personal Protective Equipment for staff; Voting Equipment/Technology: rental of 10 tabulators, rental or purchase of laptops or equipment (depending upon most feasible option); Voting Locations: rental of non-municipal Voting Locations and any necessary Equipment/fees associated with the rental; Costs for any by-elections during the term or recount expenses should such events occur to require the funds.</p>	221,500
<p>3 WD-22-6590 Employer of Choice Initiatives</p> <p>Funding Source: Employee Related Reserve</p>	<p>The Employer of Choice Master Plan is expected be released by Spring of 2022. A one-time funding of \$50,000 to the Employee Related Reserve will be required for the initiatives that will be recommended from the Master Plan. This funding will be used to fund the cost of implementing initiatives that will increase job and employee satisfaction with the objective of becoming an Employer of Choice.</p>	50,000
<p>4 FIRE-29-6224 Bunker Gear</p> <p>Funding Source: Fire Vehicles & Equipment</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. An ideal situation would see each firefighter outfitted with a complete set to start and then replaced at 10 years. However, in an effort to minimize costs, as FFs retire, bunker gear less than 10 yrs old is re-assigned to existing or new members as needed. Damaged gear, firefighter physical height and weight changes can impact how gear is assigned/ replaced. Rank promotions from FF to Captain to District Chief require helmet replacements. The budget amount requested reflects the standard anticipated 10 year replacement cycle (~100 FFs/ 10 yr gear life span = 10 sets per year) but is impacted by many variables. The Occupational Health & Safety Act (OHSA) identifies the 10 year lifecycle requirement: 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>	30,000
<p>5 FIRE-21-6530 2009 GM Special Service Vehicle Replacement Unit # 2912</p> <p>Funding Source: Fire Vehicles & Equipment Reserve</p>	<p>2009 GM Special Services Vehicle: Approximate mileage August 2021 is 204,000 km - as of 2020 \$35,000 to maintain/insure - body rust deterioration around wheel wells, door bottoms and wheel rims. Based on the last 4 year average expense to maintain/insure, it is estimated that this vehicle will have an annual impact of \$4600 per year to keep it on the road without bodywork. Asset life cycle replacement was scheduled for 2019. Vehicles are used as a travelling office to carry equipment, clothing, reference materials and laptop to support the fulltime chief officers when required to act as incident commanders, respond to emergencies to support staff, and provide fire investigation services. The SSV or police Special Services Vehicle are designed and built specifically for heavy duty use emergency response and are offered to police, fire and EMS at pre-determined pricing across North America. After the vehicles are purchased, they are sent to a 3rd party for up to 65 hours of up fitting that includes push bar, an LED emergency lighting/siren package, safety cage, ergonomic laptop/tablet docking station, installation of multiple radios, antennas and radio charging equipment from the old vehicle to new, highly reflective decal striping and other related equipment. Service life is anticipated to be a 12 year minimum but is dependent on vehicle wear and tear from response volumes, idle time, kilometers traveled, body condition, reasonable annual maintenance spend, and vehicle performance/ driver safety in an emergency response environment.</p>	72,000

Project Name / Funding	Project Description	2022 Budget
<p>6 FIRE-21-6531 2011 GM Special Service Vehicle Replacement- Unit # 5589</p> <p>Funding Source: Fire Vehicles & Equipment Reserve</p>	<p>2011 GM Special Service Vehicle: Approximate mileage August 2021 is 226,000 km - as of 2020 \$31,000 to maintain/insure - body rust deterioration, driver seat worn out, interior rattles/ noisy. Based on the last 4 year average expense to maintain/insure, it is estimated that this vehicle will have an annual impact of \$4400 per year to keep it on the road without bodywork. Asset life cycle replacement was scheduled for 2020. Vehicles are used as a travelling office to carry equipment, clothing, reference materials and laptop to support the fulltime chief officers when required to act as incident commanders, respond to emergencies to support staff, and provide fire investigation services. The SSV or police Special Services Vehicle are designed and built specifically for heavy duty use emergency response and are offered to police, fire and EMS at pre-determined pricing across North America. After the vehicles are purchased, they are sent to a 3rd party for up to 65 hours of up fitting that includes push bar, an LED emergency lighting/siren package, safety cage, ergonomic laptop/tablet docking station, installation of multiple radios, antennas and radio charging equipment from the old vehicle to new, highly reflective decal striping and other related equipment. Council Consideration: The Ford Explorer all wheel drive police package offers a Hybrid Electric Vehicle option for a \$5,000 upfront purchase price investment. The hybrid suggests a 24 mile per gallon (MPG) fuel economy compared to the 17 MPG on the regular vehicle. After reviewing our current 4 year average command vehicle mileages, the 17 MPG rating and the 4 year average price of fuel, it was calculated that one hybrid vehicle driven over the same time frame could have potentially saved \$3100 in fuel costs. The upfront hybrid investment pays for itself within 5 years with an estimated 10 year fuel savings of \$8000. Although there is an upfront \$5,000 cost, the hybrid option saves fuel, reduces our carbon footprint, provides an opportunity to test a hybrid vehicle in a heavy duty use environment and could potentially set the stage for future hybrid vehicle consideration for other municipal departments.</p>	77,000
<p>7 FIRE-22-6588 High Volume Ventilation Fan for Hotel/Condo Developments</p> <p>Funding Source: Fire Vehicles & Equipment Reserve</p>	<p>The Lakeshore Fire Department currently maintains one portable electric ventilation fan at each fire station. The fans are used at emergency response locations to push fresh air into buildings to force removal of carbon monoxide, natural gas, and smoke generated from a careless cook. The forced air is also used to push products of combustion out of a building during structural firefighting activities. The current size of fan and the air it can move is effective on the typical residential size building but is not practical for a large occupancy building like a school, hotel, condo and larger commercial/ industrial buildings. The physical dimensions of the ventilation fan we can purchase are restricted to the available physical size of the fire truck compartment that it would be stored in. . The 2020 Development Charges Review identified within the fire department category, that with the planned hotel and condo development, a larger capacity ventilation fan would be required. An amount of \$8,000 was identified in that review for this purpose.</p>	8,000
<p>8 FIRE-22-6596 Fire Truck Lifecycle Replacement</p> <p>Funding Source: Fire Vehicles & Equipment Reserve</p>	<p>Lakeshore Station 1 in Puce is the Municipality's busiest station responding to over 260 requests for assistance annually. The lead fire truck (Engine 1) was built in 2000 and has over 80,000 kms. The vehicle has experienced a significant amount of repairs and downtime based on its age and response experience. The Fire Underwriter Survey (FUS) assesses the municipal fire service capabilities and determines through various categories(including firefighting vehicle age) a corresponding insurance grading that insurance brokers and insurance companies use to determine constituent fire policy protection rates. The FUS recommends that based on the age of the truck, it should no longer be a primary response vehicle. As such, a new vehicle is required. The current fire truck manufacturing market is experiencing a 2 year timeframe from order placement to customer delivery. Fire truck pricing typically sees a 6% increase per year with a variable U.S. exchange rate that is unpredictable.</p>	780,000
<p>9 GSA-21-6571 Community Parks- Review,Visioning, Design</p> <p>Funding Source: Plans & Studies Reserve</p>	<p>Per the 5 year parks plan, the 2022 design and visioning priorities are as follows:</p> <p>Community Park Review/Visioning- Stoney Point- \$7,500 Community Park Review/Visioning- Millen-\$7,500</p>	15,000
<p>10 EDM-22-6602 EDC Office Furniture</p> <p>Funding Source: Furniture & Fixtures Reserve</p>	<p>Allows for hosting of business meetings in office as opposed to in other boardrooms or spaces throughout Town Hall.</p>	1,000
<p>11 ATC-22-6799 Addition of H Channel to the Rink Glass Spaces</p> <p>Funding Source: Facilities Reserve</p>	<p>The spaces between the glass panels on all three ice rinks have been noted as a safety concern. Adding uniform 64 inch tall H posts in between the glass panels, will hold the glass panels in place, and not allow space for fingers to fit through.</p>	23,000

Project Name / Funding	Project Description	2022 Budget
<p>12 CP-20-6495 Shoreline Management Plan Phase 1 and Phase 2</p> <p>Funding Source: Plans & Studies Reserve</p>	<p>Based on discussions with the consultant they advised that if the Municipality would like to complete any enhanced public engagement, or any scope change to the shoreline masterplan that additional support will be required. A total budget of \$153,805.47, was budgeted for the project and \$19,158 is remaining out of the original budget. Based on our conversation with the project consultant, administration recommends an additional \$34,000.00 to complete the project. 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 Strategic Plan: 3.1 & 1.3 Ensure the long term resiliency of Lakeshore communities. Improved access to the lake.</p>	34,000
<p>13 CP-22-6595 Parkland Dedication By Law Update</p> <p>Funding Source: Plans & Studies Reserve</p>	<p>The Parkland Dedication By-law was last reviewed and updated in 2014, and the Cash in Lieu values were revised in 1999. Since 1999 land values have significantly changed, as such the Municipalities cash in lieu values, need to be reviewed and updated. Having a parkland dedication by-law that is updated and legally defensible will assist Lakeshore in ensuring that it is collecting its full entitlement for Parkland or the cash value for the use and enjoyment of its current and future residents. Administration requests \$30,000.00 to hire a Land Economist to assist with establishing a new rate, that is defensible.</p>	30,000
<p>14 GIS-22-6632 GIS Master Plan</p> <p>Funding Source: Plans & Studies Reserve</p>	<p>A new GIS Master Plan is required to guide GIS operations and technology decisions over the next five years. The last GIS Master Plan was completed in 2008. Lakeshore is long overdue for an update which will address process mapping and work flow matters within the GIS unit. In the absence of proceeding with a new Master Plan the GIS Unit will remain under utilized.</p>	40,000
<p>15 BLDG-22-6587 Vehicle Replacement Life Cycle - Unit 206 2012 Ford Focus</p> <p>Funding Source: Vehicles & Equipment Reserve</p>	<p>Replacing 2012 Ford Focus - Repairs include transmission rebuild, coolant issues unable to resolve, air conditioning continues to be an issue. Exhaust must be replaced at this time as there is a hole in exhaust.</p>	39,000
<p>16 BYLW-22-6586 Bylaw- Vehicle for New Division Leader</p> <p>Funding Source: Vehicles & Equipment Reserve</p>	<p>Per council resolution # 264-08-21 Council approved for the addition of a Division Leader for By-Law. This position requires a vehicle for inspections and onsite meetings. The current fleet consists of mid size SUV's and medium size vehicles. Due to the nature of the inspections and locations a SUV is preferred in the By-Law Division.</p>	38,000
<p>17 RDS-19-6259 Wallace Line Road Reconstruction - Design</p> <p>Funding Source: Roads Reserve</p>	<p>This project is part of the 5 year Capital Projects is expected to be constructed in 2023. This budget will allow for final completion of design in advance of construction.</p>	100,000
<p>18 RDS-20-6478 Lifecycle Asphalt Road Resurfacing Program</p> <p>Funding Source: Roads Reserve</p>	<p>Below is a list of the proposed mill and pave road work for 2022 based on conditions in the roads needs study and field assessment. The proposed 2022 budget for life cycle asphalt resurfacing consists of 2022 roads identified in the 5 Year plan plus Taylor Ave and Emerson Ave which was deferred from 2021 due to the proximity of the road reconstruction project being completed on Highway 77 and the cost estimates. The following road sections of will be completed as follows: Taylor Ave from Main St. to Country RD 46 Emerson Ave from Wallace Ave. to both the North and South End Lambert Crt from Terra Lou Dr. to End Terra Lou Dr. from Lambert Crt. to George Cres. Cleophas Dr. from Russel Woods Dr. to Mocerri Cres. Russel Woods Dr. from Majestic Dr. to Cleophas Dr. Majestic Dr. from Russel Woods Dr. to Cleophas Dr. Fourth St. from Railway Ave. to Broadway St. West Belle River Rd from Notre Dame St. to Parklane Dr. Rochester Townline Rd. from Lange Ave. & Sunset View Ln. to Tecumseh Rd (CR 2)</p>	1,142,559

Project Name / Funding	Project Description	2022 Budget
19 RDS-20-6486 Roads Reserve Surface Treatment Program Funding Source: Roads Reserve	The Roads Lifecycle Surface Treatment Resurfacing program prioritizes road sections to resurface utilizing the pavement condition ratings of the updated Road Needs Study. A five (5) year capital plan has been developed for existing surface treatment road resurfacing which will be updated each year as conditions change and other factors such as alignment with other infrastructure improvements and grant availability. 2022 Projects W Belle River Rd: Rehabilitation - County Rd. 42 to Rogers Rd. Harbour Drive: 3rd Lift - Lakeside Dr. to Lower Thames Lane. Island Crescent: 3rd Lift - Canal Rd. to Melody Dr. Canal Road: 3rd - Island Cres. to End. Mariners Drive: 3rd Lift - Tisdelle Dr. to Admiral Dr. Lakeshore Road 107: 3rd Lift - County Rd 42 to N. Rear Rd. Lakeshore Road 213: 3rd Lift - South Middle Rd. to South of Former CN Railway. Lakeshore Road 217: 3rd Lift - County Rd. 46 to South Middle Rd.	675,000
20 RDS-20-6489 Sidewalk Lifecycle Replacement Funding Source: Trails - Existing Reserve	Sidewalk conditions are identified through minimum maintenance standard inspections completed annually and further updated during the 2018 road need study. The lifecycle funding will target larger sidewalk replacements, targeting full block sections in various locations to address tripping hazards, inadequate sidewalk width and large areas of deterioration. The new sidewalk sections will be constructed at a minimum width of 1.5m and include tactile plates in accordance with AODA standards. This was approved in the 2020 budget and deferred into 2021. The lifecycle budget is \$100,000.00 annually. A 5 year lifecycle replacement plan will be forthcoming for this project.	100,000
21 RDS-21-6550 CWATS - Lake 9 Segment Construction Funding Source: Trails - New Reserve	Per council resolution # 293-09-2021, Approve the construction of a paved shoulder (Lake-9) along Tecumseh Road (County Road 2) between the Moison Creek Bridge to Stuart Lane for submission to the CWATS Committee for consideration in 2022; and Direct Administration to include \$268,857.00 for the construction of the paved shoulder in the 2022 budget	268,857
22 RDS-21-6551 Gravel Road Conversion to Surface Treatment Program Funding Source: Gravel Roads Conversion Reserve	The Gravel Roads Conversion to Surface Treatment program is prioritized by residential house density and connectivity to existing paved roads. A 10 year capital plan has been developed. The 2022 Gravel Roads Conversion Program is as follows: Lucs Lane : \$11,000 - From : Tecumseh Road To: End of Street Lakeshore Road 115 : \$370,000 - From : Rogers Road To: County Road 42 N Middle Road: \$180,000 - From : Myers Road To : Lakeshore Road 123 Lakeshore Road 243: \$410,000 - From : South Middle Road To : Lakeshore Road 123	1,062,000
23 RDS-22-6599 New Chipper for Operations Funding Source: Vehicles & Equipment Reserve	Life-cycle replacement of 2002 Vermeer 1250A Chipper that has a 10 year life-cycle. It is currently 10 years over it's life-cycle replacement date. This chipper is used for regular tree trimming and maintenance, Christmas tree cleanup, and it's most vital operation being during heavy storm events, down bursts, and tornadoes that create many downed trees and fallen branches. This unit has not seen many repairs but is prone to plugging up due to it's design causing staff to delay work to unplug the system. It often needs to be brought back to the shop where steel bars, hammers, and high pressure water are needed to remove the blockage. Newer units have larger more efficient capacity with an auto feed option that eliminates plug up potential.	85,000
24 RDS-22-6609 New Half-Ton Crew Cab Pick-Up Funding Source: Vehicles & Equipment Reserve	Lifecycle replacement of Unit #625 (road patrol vehicle) This 2014 regular cab Ford F150 currently has 267,395 kms and has a life cycle of 8 years. It is used regularly throughout the month to perform the 3-day(twice per week), 7-day(once per week), 14-day(twice per month), and 30-day(once per month). While performing the road patrol duties this unit is also responsible to collect water meter reads throughout the Municipality. In the past 2 years this vehicle has seen approximately \$2,702 in repairs and maintenance including new brakes in 2020. This is a regular cab pick up that we would like to upgrade to a crew cab as the water meter reading equipment takes up a lot of space in the passenger seat. Upgrading to a crew cab would also permit this vehicle to be used for maintenance when not on patrol and provide the department with more seating capacity with crew members.	45,000
25 RDS-22-6611 New Tractor and Bush Hog Mower Unit Funding Source: Vehicles & Equipment Reserve	Life-cycle replacement of 2007 New Holland TL100 tractor & Bush Hog mower unit (Unit 325). The unit is responsible to maintain all of the roadside grass, drains, and storage pond areas for the West side of the Municipality. This unit also serves a power plant for auxiliary PTO pumps stationed at the Leffler and River Ridge pump stations. These auxiliary PTO pumps are used in the event of a power or pump failure in these Municipal storm water systems. This current tractor just barely meets the horse power requirements to operate these auxiliary PTO pumps efficiently. The Bush Hog mower unit is drastically in need of replacement. It requires weekly crack welding and hydraulic maintenance. The hydraulic system is experiencing sporadic failures that require repair. In 2020/2021 this combination unit required \$23,751 in repairs and maintenance. The new tractor will have the capability to mow roadsides, ditches and drainage ponds. It will also have increased horse power capabilities to efficiently operate the auxiliary PTO pumps at the upmost efficiency.	125,000
26 RDS-22-6622 6" Dewatering Pump Funding Source: Storm Water Reserve	High lake levels and flood prone areas have brought the need for an additional 6" high capacity centrifugal emergency dewatering trash pump. This new pump would increase the Municipalities flood response by ensuring that dewatering flooded areas can be done more effectively. This pump would be able to dewater at a rate of 2700 GPM and pass solids up to 3 inches. This will be a tow behind unit that could be maneuvered into tight areas. The Municipalities current resources for dewatering flooded areas consists of one 6" Cooper dewatering, two 3" pumps, three 3" pumps, and three 2" submersible pumps.	90,000

2022 Budget

Capital Budget Detail

Project Name / Funding	Project Description	2022 Budget
<p>27 RDS-22-6630 Storm Pond Sediment Removal</p> <p>Funding Source: Storm Water Reserve</p>	<p>Outlined in the Storm Water Master Plan Phase one " All SWP require sediment to be removed approximately every 10 years. The Municipality as of 2022 will own 22 ponds and of those, 3 ponds are considered dry ponds and maintenance cleaning would be minimal e.g. Inlets & outlets grass cutting. Overtime sediment, vegetation, erosion and debris have an effect on the size of a pond, making cleaning a crucial part of maintenance on a storm sewer system. The remaining 19 ponds will require sediment to be removed, too date only three (3) ponds have been completely cleaned and 4 others have had the outlets cleaned and phragmite removed. Moving forward in 2023, this is recommended to be added to the operating budget.</p>	300,000
<p>28 RDS-22-6798 Remote Monitoring for 10 Storm Pumping Stations</p> <p>Funding Source: Storm Water Reserve</p>	<p>Cost of the construction and installation of 10 OCWA standard monitoring panels. These panels have extensive monitoring capabilities and can adapt to monitor almost any type of facility control systems. They also have built in cellular communication capabilities and advanced cyber security features. The level, pump statuses and alarms will be collected and stored in AVEVA cloud and made available to users through simple mobile and web interfaces. The integration with cloud and mobile is seamless and active immediately after the panel installations. Data collected is stored and maintained for the lifetime of the panels in the panel itself and for 5 years in the cloud. The data quality allows accurate analysis, reporting and cloud alarm notifications. Alarms can also be provided through emails directly from panels to on call operators without the need for cloud generated alerts or alarms.</p>	152,029
<p>29 PRK-18-6362 Park Garbage Receptacles (Deep Well)</p> <p>Funding Source: Parks Furniture & Fixtures Reserve</p>	<p>Account is to be used for the supply and installation of deep well garbage containers throughout the parks and trails. This initiative was put forth as part of the Parks Master Plan (PMP). In 2022 the plan would be to install units at West Beach Pavilion and parking lot and the Puce Parkette.</p>	15,000
<p>30 PRK-20-6417 Spectator Bleachers Replacement Program</p> <p>Funding Source: Parks Furniture & 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 2022 the budget is to replace 4 bleachers in Millen Park.</p>	15,000
<p>31 PRK-20-6418 Asphalt pathways for accessibility in Parks</p> <p>Funding Source: Trails - Existing Reserve</p>	<p>Installation of new AODA asphalt pathway to accommodate residents with a hard surface to get to the playgrounds. 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>	20,000
<p>In 2022 the following parks paths will be completed : Shanahan, Staples, Stoney Point</p>		
<p>32 PRK-20-6436 Lifecycle Renewal - Park Furniture</p> <p>Funding Source: Parks Furniture & Fixtures Reserve</p>	<p>Lifecycle funding used for replacement of park furniture (benches, picnic tables and other tables) as part of life cycle replacement. In 2022, the following are up for renewals: New bench install with pad in Millen Park south west corner of the trail. (1) Upgrade benches with pads in Helena Parkette (2) New bench install with pad in Russell Woods Parkette (1)</p>	15,000
<p>33 PRK-20-6437 Playground Equipment Lifecycle Replacements</p> <p>Funding Source: 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 Parks Master Plan (PMP) (2017) and asset management. Below is the proposed order of replacement. The fall safe surface will be EWF unless otherwise noted. In 2022 will be replacing the equipment in Stoney Point Park. It has been reduced to one structure due to proposed splash pad planned in PMP.</p>	115,000
<p>34 PRK-21-6540 Geraldyn Tellier Perdu Park Pavilion Renovation</p> <p>Funding Source: Parks Furniture & Fixtures Reserve</p>	<p>A complete renovation of the pavilion serving area at Geraldyn Tellier Perdu Park is required due to potential hazard. The pavilion has separated from the main building causing a large gap which is a safety concern. There is approximately 7" of separation. The west and north exterior walls need to be removed as well as the ceiling above the concession space in the pavilion. The electrical panels needs to be protected from the weather and the storage section for the user groups need to be rebuilt. This project was approved in 2021 budget for \$8,000, however due to the amount of damage to the structure, and the increase in material costs, an additional \$12,000 is required.</p>	12,000

Project Name / Funding	Project Description	2022 Budget
35 PRK-21-6541 Parks Electrical Upgrade Funding Source: Parks Furniture and Fixtures Reserve	Parks facilities currently use a bulb-ballast fixture which is inefficient and costly to maintain. This plan is to upgrade the remaining T8 light to LED fixtures. In 2022 the lighting in the Lakeview and Ladoucer park washrooms will be upgraded.	6,000
36 PRK-21-6578 Maidstone Tennis (Pickle Ball Conversion) Funding Source: Park Development Reserve	Per the Parks Masterplan, it was recommended to recondition the Maidstone Park tennis Courts for future tennis or pickleball play. Based on the Parks Masterplan finalized in 2017, \$60,000 was identified for asphalt. Based on 2022 costs, a 30% increase in materials is warranted totaling and additional \$18,000. \$22,000 is required to replace the fence surrounding the tennis court.	100,000
37 PRK-22-6603 Tree Planting Funding Source: Tree Replacement Reserve	Based on the Parks Master Plan, recommendation #21 is to plant trees at community parks. 2022 - Optimist Park identified however as that park has a high density of trees already, Maidstone Park is being proposed instead	10,000
38 PRK-22-6605 New Parks Maintenance Tractor- Unit 611 Replacement Funding Source: Vehicles & Equipment Reserve	Life-cycle replacement of 2010 New Holland tractor (Unit 611). Last year the maintenance and repairs totaled \$2,847.00. The new tractor will have capacity to maintain trails as well.	45,000
39 PRK-22-6608 New Half-Ton Cab Pickup - Unit 621 Replacement Funding Source: Vehicles & Equipment Reserve	Life cycle replacement of 2014 Unit #621, currently has 178,987 kms. This is the current parks garbage truck and it only seats two employees. This truck will be a 4 door model used to transport parks crew for gardening, tree service and parks clean up including garages and washrooms.	45,000
40 PRK-22-6626 Replacement Rotary Mower for Parks Funding Source: Vehicles & Equipment Reserve	A lifecycle replacement for current Grasshopper rotary out-front mower is required. This equipment was used for ball diamond maintenance and leaf pick along park fences. It current no longer meets safety requirements and is unusable. By purchasing the same brand of UTV currently used by Parks, attachments and replacement parts will be better utilized. UTV would be used for similar tasks, is more versatile and would be used for diamond maintenance, maintenance with the new River Ridge Park, and gardening during the summer months and leaf cleaning in the fall. It can also serve as vehicle for the day for staff working close to the Operation Centre	30,000
41 ENG-20-6428 Engineering Field Data Capture Devices Funding Source: Technology & Office equipment	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 a RTK GPS Solution. This is a collection device that has sub centimeter accuracy in real time. The total cost is \$20,000. \$9,000 of which has been encumbered since 2020. An additional \$11,000 is required.	11,000
42 ENG-20-6492 Transportation Master Plan Update Funding Source: Plans & Studies Reserve	The last transportation master plan was completed in 2008. As per frequency recommendations, a new plan is due.	150,000



Project Name / Funding	Project Description	2022 Budget
43 ENG-20-6500 County Rd 22 Corridor Funding Source: Roads Reserve	This project is a joint project with the County of Essex. Traffic signals are being added at Emery Drive. The closures of local roads are also being supported by the extension of Faith Drive from St. Mary's Road to Renaud Line Road to provide additional connectivity in the Emeryville neighbourhood. The detailed design, the traffic assessment, and the closures of extension of Faith Drive and Road Closures will commence in 2022.	640,000
44 ENG-22-6610 Storm, Sewer & Flood Modelling Software Funding Source: Technology Software Reserve	As part of the Council Initiative to combat flooding in Lakeshore, storm, sewer & flood modelling software will provide real time information. InfoWorks will allow Lakeshore to model complex hydraulic and hydrologic network elements quickly, accurately, and collaboratively. The software provides comprehensive solutions to real-world water problems.	38,000
45 ENG-22-6615 Engineering Crewcab Truck Funding Source: Vehicles & Equipment Reserve	The vehicle shall be stationed at the OPS Centre for shared use between the 4 Engineering Technologists and Team Leaders. The additional new vehicle is in greater need with the upcoming addition of the Flood Mitigation & Protection Team Leader and the additional 3 Engineering Technologists.	45,000
46 ENG-22-6633 Traffic Calming and Speed Criteria Plan Funding Source: Plans & Studies Reserve	To develop a traffic calming program, including rotation of speed trailers and other devices/deterrents and speed reduction criteria.	5,000
47 ENG-22-6794 Traffic Speed Study Funding Source: Plans & Studies Reserve	As per council resolution # 378-11-2020, Administration was directed to prepare an amendment to the Traffic By-law to reduce the speed limit to 50 kilometers per hour on all of the Highway 401 overpasses on roads under the jurisdiction of the municipality. As a result, a traffic speed study is required in order to determine if additional reductions are required.	30,000
48 ENG-22-6800 Tree Planting - Subdivisions Funding Source: Tree planting - Subdivisions Reserve	Planting of trees in new subdivisions as noted in our Development Manual. Allowance for the increase in tree prices per subdivision agreements with developers.	25,000
49 ENG-22-6802 Flood Outreach & Educational Program Funding Source: Storm Water Reserve	Outcome of smoke testing program will require resident education program & support of resolution of private contributions to I&I.	25,000
50 ENG-22-6803 Feasibility Study - County Road 22 Sidewalk (Duck Creek) Funding Source: Plans & Studies Reserve	A feasibility Study for Notre Dame Extension over Duck Creek for connectivity, based on the Notre Dame Project	20,000
51 CAP-19-6257 Patillo Road Reconstruction Funding Source: Roads Reserve	This budget is for the full reconstruction of Patillo Rd. It includes Property Acquisition, engineering and drainage report. This will be a 4 phase project over the next four (4) years. The preliminary design work was completed in 2019. The Town has applied for ICIP and DMAP funding for this project. To date \$4.2M in ICIP has been approved, DMAP results has not been released. 2022 costs are for the acquisition of land.	308,000

Project Name / Funding	Project Description	2022 Budget
<p>52 CAP-20-6408 Bridge Life-cycle Rehabilitation</p> <p>Funding Source: Bridges & 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 2022: Ruscom River: PW-BC-01018 (\$150,000) - Engineering only; Big Creek: PW-BC-02005 (\$150,000) - Engineering only.</p>	300,000
<p>53 CAP-20-6414 Puce Road Reconstruction CR22 to North Limit</p> <p>Funding Source: Roads Reserve</p>	<p>The Puce Road Reconstruction CR22 to North limit is identified in the 5 Year Capital Road Plan and being aligned with drainage improvements under the Drainage Act process. Design work completed in 2019. Project contingent upon the Drainage Act approvals.</p> <p>The project consists of full road construction and upgrades to an urban cross section along with drainage upgrades to the existing municipal drain following the Drainage Act process. The road construction is being prioritized in alignment with the drainage improvements. The project will include street lights, sidewalk and pathway along Puce Road from CR22 north to the end of the cul-de-sac. The \$1,800,000 includes the Town's road share of the drainage assessment for upgrades to the existing municipal drain.</p>	1,800,000
<p>54 CAP-21-6566 Rourke Line Reconstruction</p> <p>Funding Source: Roads Reserve</p>	<p>Rourke Line reconstruction is identified in the 5 Year Capital Road Plan and being aligned with the construction of the Denis St. Pierre Plant Expansion Outfall Sewer along with drainage improvements under the Drainage Act process. The Plant Expansion Outfall Sewer will be constructed under a separate contract along with the road reconstruction to upgrade road to an urban cross section. The project funding consists of a full road construction and upgrades to an urban cross section in conjunction with the Denis St. Pierre Plant Expansion Outfall Sewer and drainage upgrades to the existing municipal drain following the Drainage Act process. The project will include street lights, sidewalk and pathway along Rourke Line from CR22 to Caille Ave. The project and funding was approved through council resolution # 282-09-2021 to be funded through the roads reserve in the 2022 budget.</p>	2,368,698
<p>55 CAP-21-6577 Improvements to St. Clair Shores Park</p> <p>Funding Source: Community Benefit Reserve</p>	<p>Per five year parks plan St Clair Shores Park improvements is slated for 2022. The improvements include pavilion on concrete pad with seating, pedestrian trails, landscaping metal bench on concrete pad and additional play equipment.</p>	250,000
<p>56 CAP-22-6574 East Puce, Major St., & Lilydale Ave Reconstruction- Detailed Design</p> <p>Funding Source: Roads Reserve</p>	<p>The Major St. Reconstruction is identified in the 5 Year Capital Road Plan and being aligned with drainage improvements under the Drainage Act process. The project consists of full road construction and upgrades to an urban cross section along with drainage upgrades to the existing municipal drain following the Drainage Act process. The road construction is being prioritized in alignment with the drainage improvements. The project will include street lights, sidewalk and pathway along Major Street from Puce Rd to the end of the cul-de-sac. The \$1,500,000 includes the Town's road share of the drainage assessment for upgrades to the existing municipal drain.</p>	870,000
<p>57 CAP-22-6607 Community Park Design - Stoney Point</p> <p>Funding Source: Plans & Studies Reserve</p>	<p>Per the 5 year parks plan the 2022 design priority is Stoney Point Park.</p>	60,000
<p>58 CAP-22-6614 Comber Side Road Watermain Replacement Preliminary Design</p> <p>Funding Source: Water Reserve</p>	<p>This DR25 Grey PVC watermain was installed in 1972. The quality of the pipe material is not the best and has been failing over the last several years with pressure breaks. This watermain is the only distribution line that feeds Comber from the Stoney Point Water Treatment Plant, with a pump station at Hay Croft and another pump station on Taylor Avenue. There is no storage accept for the plant and stations with very minimal storage and presently there is a 4 to 6 hour window if the plant should go down before this area would run out of water.</p>	612,177
<p>59 CAP-22-6623 Stormwater Masterplan Improvement - Leffler Pump Station Sluice Gate</p> <p>Funding Source: Storm Water Reserve</p>	<p>In 2020 Stantec Consulting completed phase 1 on the Municipality of Lakeshore Stormwater Masterplan (SMP). The main objective of this SMP is to identify the causes of existing flooding and drainage issues within the Town, develop a strategy to implement stormwater management measures that protect public and private property from flooding, preserve receiving water systems, and minimize stormwater servicing costs. One of the recommendations identified within the Masterplan was to undertake improvements to the Leffler Pump Station to mitigate localized flooding. These improvements are to add a 4th duty pump and an automatic sluice gate to provide a gravity outlet under high lake level conditions and the removal of the stop logs to reduce maintenance need during and following high rain events. The road widening of Patillo Road South of County Road 22 has a requirement by ERCA to install the sluice gate or the 4th duty pump, prior approval for construction of the project.</p>	310,000

Project Name / Funding	Project Description	2022 Budget
60 CAP-22-6628 County Road 22 Watermain Replacement Funding Source: Water Reserve	This is a cast iron watermain that needs to be replaced. The existing 300 mm cast iron watermain that runs on County Road 22 between West Puce and Wallace Line is undersized . The Maidstone Water Tower was taken of line a few years ago which resulted in having minimum fire flow which meets requirements but should be increased to be able to maintain maximum fire flow. This will will help with future water flows for the development of Wallace Line.	325,683
61 DRN-19-6512 Capital Drainage Assesments Funding Source: Road Share Drainage Works	Assessment to the Local Road Authority based on Engineer's report. Lefaive (LRA Assessment): 25,000.00 Chauvin-Blanchette & Kennedy Drain: 15,500.00	40,500
62 DRN-22-6616 4th Concession Pump - Preliminary Investigation & Design Funding Source: Road Share Drainage Works	Council will direct the Road Authority to initiate Section 78 of the Drainage Act to appoint an engineer under the Drainage Act to commence a preliminary design for the upgrades to the 4th Concession Pumping Scheme under the provisions of the Drainage Act. All costs associated with the upgrades to the 4th Concession Pumping Scheme will be cost shared as per the schedule of assessment that will be prepared by the engineer in said report.	25,000
63 DRN-22-6617 Corbett Pumping Scheme - Preliminary Investigation & Design Funding Source: Road Share Drainage Works	Council will direct the Road Authority to initiate Section 78 of the Drainage Act to appoint an engineer under the Drainage Act to commence a preliminary design for the upgrades to the Corbett Pumping Scheme under the provisions of the Drainage Act.	25,000
64 DRN-22-6618 Lefaive Drain - Pump Upgrades Funding Source: Road Share Drainage Works	As per the Stormwater Master Plan prepared by Stantec in 2020 - Lefaive Drain and pumping system will be abandoned in accordance with the provisions of the Drainage Act and replaced with a new storm sewer and will include at least two pump stations. Council will direct the Road Authority to initiate Section 78 of the Drainage Act and direct Administration to commence the process of upgrades and abandonment of said pumping station through the provisions of the Drainage Act. A 5 year plan will be developed. All costs associated with these upgrades and abandonment will be assessed out in accordance with the schedule of assessments that will be prepared by the engineer appointed to complete said works.	100,000
65 DRN-22-6619 Monarch Meadows Pumping Scheme - Preliminary Investigation & Design Funding Source: Road Share Drainage Works	Council will direct the Road Authority to initiate Section 78 of the Drainage Act to appoint an engineer under the Drainage Act to commence a preliminary design for the upgrades to the Monarch Meadows Pumping Scheme under the provisions of the Drainage Act. All costs associated with the upgrades to the Corbett Pumping Scheme will be cost shared as per the schedule of assessment that will be prepared by the engineer in said report.	25,000
66 FAC-20-6488 Salt Shed for East Public Workds Yard Funding Source: Facilities Reserve	Replacement of the current salt shed at the Public Works East yard located at 2065 County Road 31. The East Public Works yard services the eastern half of the Municipality from County Road 27 to Kent road 1 (West to East) and County road 8 to Lake St Clair (North to South). The salt shed at this location services six snow plow routes which include four tandem axle plow trucks, one single axle plow truck, and a one 1 ton truck with a plow and a salter plow truck. The current salt shed at the East Public Works yard has served well beyond its life expectancy and is need of major repair work. It has virtually no siding left on the structure, deteriorating concrete foundation, bowed side walls, no doors, and holes in the roof, some repairs were completed in 2017 to shore up the walls but even this patch work is failing. The growth of the Municipality and the aggressive gravel conversion program and the current storage capacity of only 400 tons makes this facility inadequate for Municipalities needs. The capacity of the storage shed can be depleted during one significant winter control event making on demand salt deliveries more costly with no capacity for extended events. Replacement of a larger salt shed placed at the back of the yard in the fenced in area is warranted. The cost estimate is from neighboring municipal works completed in the last 4 years.	285,000
67 FAC-21-6520 New Generators for Public Works and Fire Funding Source: Facilities Reserve	New Generators are required at the East Public Works Yard and Fire Hall Station # 2. All sites require back-up power to operate during a power outage. The Public Works shops have fuel depots that supply all other departments with fuel. A generator at these locations will ensure that fuel is available in the event of a power outage. This will finalize the generator project.	70,000

Project Name / Funding	Project Description	2022 Budget
68 FAC-21-6523 Exterior Wall Repairs Funding Source: Facilities Reserve	Fire Hall 5, Comber OPP Station and Comber Library are all in need of exterior wall repairs. The Comber OPP Station, Fire Hall 5 and Comber Library require repointing of all masonry, rebuilding of sills and complete building coating.	57,000
69 FAC-22-6598 Phase 1 OPP Building Refurbishment Funding Source: Facilities/Properties - New Reserve	The Strategic Facilities Plan identified that the current location is ideal for OPP services, however there is a lack of space in the building , lack of public amenity and meeting space, makeshift lockers and sub-optimal detention cell configuration. As well, the second floor area is not AODA accessible. The 2022 budget is amount is for the design and phase 1 construction costs.	295,000
70 FAC-22-6600 Relocating Council Chambers Funding Source: Provincial Funding - MMAH - Safe Restart Agreement	Included in the report to Council on August 10 2021 was a recommendation to relocate Council Chambers offsite at the ATRC or The Libro Center, (still to be determined). In order to comply with Covid standards a modular desk will need to be purchased along with the needed IT components to hold a televised meeting.	16,000
71 FAC-22-6601 Retrofitting of Council Chambers Funding Source: Facilities Reserve	As Identified in the report to council on August 10th 2021, staffing pressures continue to grow as Lakeshore works towards a full re-opening after the COVID-19 pandemic. In order to accommodate staffing requirements, some staff will need to continue to work remotely and make use of temporary hoteling space at municipal facilities when needed to be physically in the office. It is anticipated that the space can fit 8 cubicles and 3 offices. The furniture and cubicle installation costs are estimated to be \$41,000. Retrofitting Council Chambers requires installations of electrical works including fixtures, wiring and permits, HVAC balancing and installations, IT support for connectivity, wall construction, construction hardware, doors, trim etc., and flooring. The estimated cost for this work is \$160.00 a sq. ft. with a contingency of \$10,000.	121,000
72 FAC-22-6556 Solutions for Comber and Stoney Point Library Funding Source: Facilities Reserve	Improvements to Comber and Stoney Point Library to be determined.	300,000
73 FAC-22-6620 Relocation of the Emergency Operations Centre Funding Source: Facilities Reserve	In order to comply with all relevant ministry standards, an energy audit along with permits is required to be completed in order to convert a facility to become an Emergency Operations Centre (EOC). A preliminary cost for this process is \$75,000.00. The other required component to relocate the EOC is a generator to ensure the facilities functionality during an emergency event to remain fully operational. The audit will layout the ground work for the size of the generator and the necessary electrical components needed to achieve the switchover during outages to keep the facility operational is estimated at \$150,000.	225,000
74 FAC-22-6801 Bike Shelters and Racks Funding Source: Facilities Reserve	7 bike racks with shelter (4 bikes) at all of our urban facilities	55,000
75 FIN-20-6424 Accounting/HRIS System Upgrade Funding Source: Technology Software Reserve	Workforce Development wishes to maximize the functionality available through HRIS technology automating forms and processes related to Workforce Development activities. Automating these workflows will improve efficiencies at every level of the organization with respect to Workforce Development practices. Administration is requesting purchasing 80 hours of consultant time with Unit 4.	40,000
76 WTR-21-6562 Water Treatment Van - Replace unit 616 Funding Source: Water Reserve	The water treatment Van is 2012 Savanna and is used for flushing hydrants and repairing water main breaks. It is also used for sampling by the treatment operators and the on call vehicle. The unit 616 has over 300 k for mileage.	50,000

Project Name / Funding	Project Description	2022 Budget
77 WTR-21-6563 Water Distribution Crewcab - Replace Unit 617 Funding Source: Water Reserve	The water treatment Van is 2012 Savana and is used for meter replacements, repairs, sampling by the treatment operators and is used as the on call vehicle. Unit 617 has over 300k for mileage. This Town purchased a half ton van in 2012 to be used as a maintenance vehicle for repairing water meters or new installs. The van carries the necessary equipment such as pressure gauges , wrenches and compressor to flush out water lines. There are water meters of different sizes that stay in the van all the time the operator does not have to travel back and for parts.	50,000
78 WTR-22-6624 Filter Study Performance at John George WTP Funding Source: Water Reserve	The John George Water Treatment Plant was built twelve years ago and now the Municipality should be starting to look at the GAC Filters to gauge the performance that is left on them because they are the original filters. This is a very important process for the raw water coming into the plant. The Municipality should start off by completing a filter study performance as this has not been done since the plant was commissioned. The GAC Filters have no bench mark to determine what stage of the life cycle is left on them. There is a quote from AWI Filters.	72,000
79 WTR-22-6625 PLC (pro logic controller) Replacement at John George WTP Funding Source: Water Reserve	The John George Water Treatment Plant was built twelve years ago. The municipality should be starting to look at replacing the GE-Fanuc Series PLC's. There are 7 PLC's at the John George Water Treatment Plant and 3 at the Stoney Point Water Treatment Plant. This is the programmers that run the system such as SCADA (Supervisory Control And Data Acquisition) for optimum functions in the plant when making potable water. The Municipality should start off by replacing two a year so it can be slowly integrated with the original PLC's. This will prevent failure in the future and have a more proactive approach as the regulations become more stringent.	50,000
80 WW-19-6300 OCWA Capital System Repairs and Maintenance Funding Source: Wastewater Reserve Fund	Ontario Clean Water Agency (OCWA) has managed the Town of Lakeshores wastewater treatment and collections systems since 1971. They are responsible for the Denis St. Pierre Treatment Plant, the Comber and Stoney Point Lagoons and all pumping stations that are part of the wastewater system. Every year the Town discusses capital budget needs for capital repairs to items such as pump replacements, facility repairs, pump station repairs, collection mains and such. These costs are per the OCWA agreement and based on works identified in the agreement both from a preventative maintenance and reactive maintenance standpoint. The total request for 2022 is \$2,820,375.	2,820,375
81 WW-22-6795 User Fee and DC update for Wastewater Funding Source: Plans & Studies Reserve	Per council resolution 328-10-2021, Update the Development Charge Study related to wastewater to reflect the costs according to the tender results; and, Update the 2018 Wastewater User Rates Study as the capital and operating expenditures have considerably changed since the previous study.	15,000
Total Capital Projects		19,012,378



Deferred Operating Requests for Future Consideration

Change Request Deferred	Change Request Title	Total
2022-003	Staff Appreciation	7,000.00
2022-010	Leadership Development Program	14,000.00
2022-014	Workforce Advisor	114,354.00
2022-017	Third Party Recruitment Fees	40,000.00
2022-019	IT Consulting Support	35,000.00
2022-031	Tourism, Hospitality and Culture Development and Place Marketing	18,000.00
2022-032	Marketing and Branding Program Supplies	10,000.00
2022-033	Tourism/Event Attraction - Event bidding and hosting costs	25,000.00
2022-036	Grass Cutting (Grounds Maintenance)	50,000.00
2022-039	Contractor Snow Removal Parks/Roads	100,338.00
2022-047	Paid Duty Officers Victoria Day to Labour Day Weekend	68,000.00
2020-050	Division Leader - Legal	162,238.00
2022-052	Financial Analyst	102,302.00
2022-053	Administrative Assistant - By Law	88,566.00
2022-057	Additional Seasonal Park Staff	100,528.00
2022-058	Additional Park Student Staff	32,942.00
2022-080	IT Summer Student	14,915.00
Deferred Total		983,183.00
Amount Cut from Original Request		
2022-045	Fence Maintenance	32,500.00
2022-059	Inflow & Infiltration Consulting	75,000.00
Amount Cut from Original Request Total		107,500.00
Grand Total		1,090,683.00

Deferred Capital Projects For Future Consideration

Project Code	Project Name	Total
ATC-22-6591	Addition of 20 foot fencing at the ATRC Soccer Fields	130,000
CAP-20-6408	Bridge Life-cycle Rehabilitation	1,000,000
CAP-21-6574	East Puce, Major St., & Lilydale Ave Reconstruction	630,000
CAP-22-6629	Russell Woods Pump Station Improvements	3,915,000
FAC-22-6598	Phase 1 OPP Building Refurbishment - Remaining Phases of Construction	400,000
FAC-22-6631	Design & Consulting for Washbay, Washroom and Lunch Room Upgrades at Public Works Shops	75,000
PRK-20-6474	West Beach / Lakeview Park Upgrades	1,500,000
RDS-22-6604	New Tandem Axle Cab & Chassis - Unit 603 Replacement	400,000
RDS-22-6612	New Pay Loader for Operations - Unit # 321	260,000
REC-22-6593	Lions Park Batting Cages Replacement	55,000
Total		8,365,000



Net One-Time 2021 Costs Carrying to 2022

2021 Change Request	Division	Change Request Name	Total	Total by Department
2021-007	Chief Administrative Office	Culture Developments and Strategic Planning	(50,000)	(50,000)
2021-004	Council	Staff Appreciation Banquet	(15,000)	
2021-065	Council	One-time reduction of training and conferences	32,000	17,000
2021-044	Civic Affairs	Short Term Accommodation Rentals - Public Consultation	(6,000)	(6,000)
2021-039	Fire	Annual Volunteer Firefighter Training	(2,000)	
2021-040	Fire	Setup Costs New Municipal Fire Prevention Officer	(12,600)	(14,600)
2021-046	ATRC Facilities & Fields	COVID Impact on Revenue and Expenses for ATC	(228,800)	
2021-052	ATRC Facilities & Fields	DC Repayment Transfer for the Atlas Tube Centre	780,000	551,200
2021-047	Recreation	COVID Impact on Revenue and Expenses for Recreation Programming	(63,500)	(63,500)
2021-055	Building	Building Reserve Fund Operations Transfer	302,287	302,287
2021-025	By-Law	By-Law-Protective Vests	(2,000)	(2,000)
2021-022	Engineering & Infrastructure	Senior Leader and Advisor to the CAO	150,000	
2021-030	Engineering & Infrastructure	Setup Costs for New Engineering Technologist	(8,725)	141,275
2021-029	Capital Projects	Setup Costs for New Project Manager - Engineering	(8,725)	(8,725)
2021-064	Crossing Guard	Setup Costs for New Crossing Guard	(420)	(420)
2021-001	Corporate	Salary and Wage Provision	(100,000)	(100,000)
Total			766,517	766,517