



# 2021 Budget



The 2021 Budget represents the 2021 Operating Budget, Capital Budget and Reserve Fund transfers for the Town 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.

Although the Town experienced a slight decline in building permit activity in early 2020, the Town of Lakeshore continues to lead in development growth within Essex County. The Town continues to be challenged by a number of key operating conditions including resourcing challenges, reductions in grant funding, and for 2021 the impacts of the COVID pandemic. At the time of preparing the budget, the status of the OCIF grant program for 2021 was unknown. The budget was compiled based on OCIF program being suspended for 2021. This represents a potential loss of \$1,375,205 in grant funding that has traditionally subsidized the capital roads program. To maintain the same level of service in future years, additional funding will need to be subsidized by the rate payers. Although this will not impact the overall five year capital roads program, it may impact future year's roads projects.

In 2021, due to the COVID pandemic, MPAC announced a delay in releasing the updated assessment values and the 4 year phasing in program. The 2021 assessment values will be based on the 2020 phased in values. Assessment growth however has remained constant for Lakeshore, with an anticipated increase of approximately \$650,000 for 2021.

Total expenditures for 2021 are budgeted at approximately \$47.51 million (\$47.6 million in 2020) with approximately \$12.5 million (\$14.1 million in 2020) in recoveries (provincial grants, user fees, investment income etc.) resulting in a total levy requirement of \$35M for 2021. This represents an additional levy requirement of approximately \$1.55 million (4.65%) from the prior year. When factoring in anticipated assessment growth, the municipal levy will result in a 2.71% net levy increase for 2021.

In 2020 the average home in Lakeshore had an assessed value of \$300,000 based on data provided by MPAC. Factoring in a 1% increase for the County levy and a projected decrease in the School the annual increase on the overall tax bill of the average home will be \$37.00 or an increase of 1.17% from 2020. As both the County Levy and Education Levy are projections at the time of writing this report, the final levies may vary from this projection.

The 2021 Capital budget is focused on Council's strategic priority to maintain roads, infrastructure and parks development. The 2021 Capital Budget was developed with a focus on long term planning and financial sustainability for 5 year capital programs including funding for the expansion of the Denis St. Pierre Wastewater Treatment facility. In 2020 it was necessary

to defer approximately \$8M of projects due to COVID. These projects along with the projects identified in the 2021 capital budget are planned for 2021. Funding for these projects is achievable through financial planning in accordance with the Town's asset management plan and prudent financial planning for the future needs of the Town.

The 2021 budget provides for:

- Assessment growth translating into \$650,000 of additional tax revenue.
- \$23 million capital expenditure program (including water and wastewater) supported by Federal Gas Tax grant funding of \$1,777,000.
- Service level enhancements including: increase funding for facility needs and vehicles and equipment, enhanced service delivery in Engineering and Infrastructure Services, addressing resource constraints in Public Works, enhancing the current by-law enforcement program and enhancements to the fire prevention program.
- Some of the proposed Service level enhancements will require additional staffing resources which are detailed throughout the various budget center summaries.

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 2021 draft budget is focused on the Town Strategic Priorities adopted by Council in 2019 which include:

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

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<b>2020 Municipal Levy</b>	33,425,246
<u>Adjustments:</u>	
Net One-Time Costs Carrying To 2020	509,420
Annualized Wage	250,185

**2021 CHANGE REQUESTS**

	<u>Gross Cost</u>	<u>Reserves</u>	<u>Levy</u>
<b><u>Non-Discretionary</u></b>			
Legislative Impacts	(6,773)	302,287	(309,060)
Council Initiatives	61,757	-	61,757
Adjustments to Meet Contractual Requirements	275,846	48,887	226,959
	<u>330,830</u>	<u>351,174</u>	<u>-20,344</u>
<b><u>Discretionary</u></b>			
Net Budget Maintenance (Line Increases & Decreases)	521,310	780,000	(258,690)
COVID Impact	292,300	-	292,300
Service Enhancements – New Staffing	572,024	150,000	422,024
Other Service Enhancements	10,000	-	10,000
Infrastructure Funding	350,000	-	350,000
	<u>1,745,634</u>	<u>930,000</u>	<u>815,634</u>
<b>Total Changes</b>	<u><u>2,076,464</u></u>	<u><u>1,281,174</u></u>	<u><u>1,554,894</u></u>
<b>Adjusted 2021 Levy</b>			<u><u>34,980,140</u></u>



## HISTORICAL SUMMARY

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<b><u>Municipal Levy</u></b>				
Lakeshore Municipal Levy	28,308,976	30,663,024	33,425,246	34,980,140
Levy Change (\$) before growth	1,058,691	2,354,048	2,762,222	1,554,894
Levy Change (%) before growth	3.96%	8.32%	9.00%	4.65%
Projected Assessment Growth	534,600	989,000	697,500	650,000
Levy Change After Growth	2.03%	4.82%	6.73%	2.71%
<b><u>Tax Rate</u></b>				
Residential Rate Change	-0.08%	1.50%	2.51%	2.38%
<b><u>Water Rates</u></b>				
Consumption (per cubic metre)	1.48	1.5	1.52	1.54
Basic Charges	20.01	20.21	20.41	20.61
Consolidated Change (%)	0%	1%	1%	1.20%
<b><u>Wastewater Rates</u></b>				
Consumption (per cubic metre)	1.38	1.45	1.52	1.6
Basic Charges	15.68	16.45	18.71	19.74
Consolidated Change (%)	3%	5%	8%	5%
<b>Capital Budget</b>	<b>11,082,700</b>	<b>20,619,900</b>	<b>24,436,400</b>	<b>22,939,450</b>

	2018 Actual	2019 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
<b>1 Taxation Revenue</b>	28,309,051	30,662,842	28,308,976	30,663,024	33,425,246	33,425,246
<b>Operating Revenue</b>						
2 CAO	15,000	-	30,000	-	-	-
3 Human Resources	-	1,293	-	-	-	-
4 Legislative Services	165,489	31,240	141,400	68,300	44,860	47,225
5 Animal Control	31,459	41,050	33,300	32,400	51,400	40,900
6 Fire	44,940	42,553	36,000	36,000	36,000	81,000
7 Police	163,349	93,451	138,800	138,500	274,279	187,137
8 Atlas Tube Centre	2,009,245	2,611,436	1,654,815	2,463,815	2,162,116	1,832,015
9 Development Services	94,317	68,087	183,900	530,900	79,900	79,900
10 Committees of Council	54,875	73,012	55,000	60,000	60,000	60,000
11 Building	1,112,474	757,400	940,800	1,111,300	1,061,050	1,120,837
12 Recreation	471,391	528,447	442,500	472,500	486,405	273,605
13 Marina	707,159	699,058	600,665	619,865	626,365	619,865
14 Engineering	92,300	20,847	76,000	76,000	58,250	206,000
15 Public Works	671,813	204,913	1,008,800	888,800	138,800	138,800
16 Drainage	384,754	347,000	376,280	901,280	376,280	376,280
17 Facilities	23,756	30,638	28,100	74,100	24,100	24,100
18 Parks	125,320	188,461	50,300	137,300	27,300	38,200
19 Solid Waste	1,273,780	1,320,842	1,202,200	1,293,100	1,319,100	1,453,100
20 Finance	1,720,629	1,911,698	915,000	1,298,000	1,448,050	1,446,000
21 Information Technology Services	-	-	65,000	-	-	-
22 Corporate Accounts	6,111,277	10,130,789	5,112,797	5,839,314	5,869,090	4,505,140
	15,273,327	19,102,215	13,091,657	16,041,474	14,143,345	12,530,104
<b>Operating Expenses</b>						
23 CAO	384,659	540,093	388,381	381,780	370,196	432,633
24 Council Services	284,653	305,560	301,684	351,240	347,345	337,171
25 Human Resources	290,167	396,583	287,067	303,408	358,008	390,418
26 Legislative Services	988,461	952,757	1,183,269	1,256,752	1,339,318	1,541,632

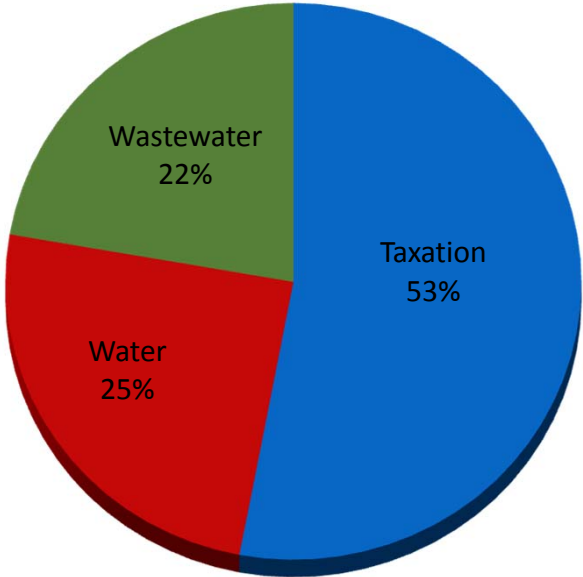


	2018 Actual	2019 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
27 Animal Control	43,878	61,553	73,800	70,750	81,050	71,050
28 Fire	1,711,289	1,859,873	1,739,537	1,968,150	2,111,571	2,313,668
29 Police	4,683,932	4,958,995	4,696,963	4,972,907	5,108,686	5,137,324
30 CDS Admin	297,919	310,421	323,029	332,490	386,036	525,516
31 Atlas Tube Centre	5,358,546	5,726,094	5,497,604	5,385,800	5,293,823	4,769,397
32 Development Services	514,381	611,872	564,311	1,098,800	728,178	802,119
33 Committees of Council	28,196	34,013	40,225	37,625	37,625	43,775
34 Building	1,211,732	1,018,123	996,003	1,176,000	1,085,790	1,135,342
35 Recreation	868,169	1,052,661	885,795	1,027,915	1,044,104	899,275
36 Marina	748,106	786,086	746,422	701,800	712,131	705,934
37 Engineering	729,632	716,156	777,908	803,262	888,856	1,044,698
38 Public Works	10,689,294	12,616,862	10,927,544	13,316,300	13,888,941	14,471,649
39 Drainage	855,013	663,738	1,091,969	1,211,980	691,109	738,550
40 Facilities	1,054,457	1,660,150	1,111,464	1,683,145	1,707,065	1,805,559
41 Parks	1,910,713	1,798,470	1,685,070	1,745,770	1,815,069	1,860,694
42 Solid Waste	2,492,165	2,588,797	2,403,874	2,515,800	2,596,417	2,889,669
43 Finance	1,359,787	1,313,691	1,302,934	1,342,818	1,435,519	1,472,095
44 Information Technology Services	620,722	873,590	716,163	824,872	844,254	860,455
45 Corporate	3,761,316	7,781,051	3,659,617	4,195,134	4,697,500	3,261,621
	<u>40,887,186</u>	<u>48,627,190</u>	<u>41,400,633</u>	<u>46,704,498</u>	<u>47,568,591</u>	<u>47,510,244</u>
47 Tax Revenue Required Before Assessment Growth						1,554,894
48 Assessment Growth						<u>(650,000)</u>
49 Total Own Purpose Levy Requirement						<u>904,894</u>
50 % Own Purpose Levy Requirement						<b>2.71%</b>

2021 BUDGET - SUMMARY OF IMPACT - TAX, WATER, WASTEWATER

	2020	2021	Change
Taxation	1,837	1,881	44
Water	564	571	7
Wastewater	544	573	29
	<u>\$2,945</u>	<u>\$3,025</u>	<u>\$80</u>
Taxation	62.4%	62.2%	
Water	19.2%	18.9%	
Wastewater	18.5%	18.9%	
	<u>100.0%</u>	<u>100.0%</u>	

2021 Budget



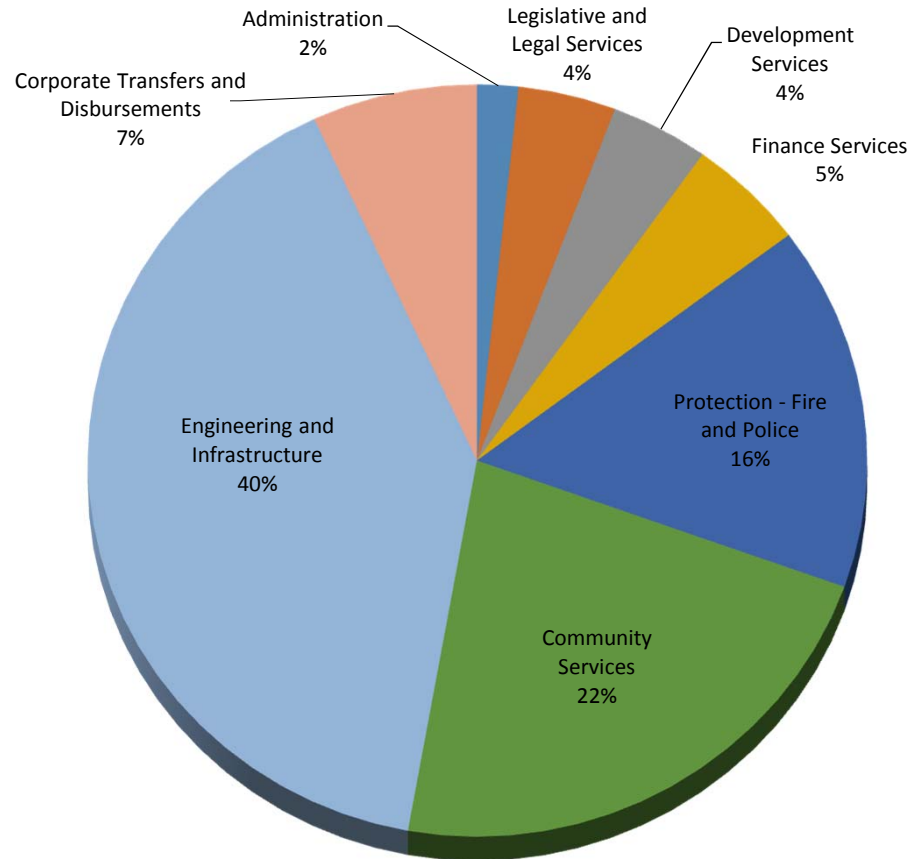
Note: Calculation based on an average home assessed at \$300,000 using on average 210 cubic meter of water per year.

**2021 BUDGET - SUMMARY OF TOTAL EXPENDITURES**

## 2021 Budget

Administration	813,579
Legislative and Legal Services	1,932,050
Development Services	1,937,461
Finance Services	2,332,550
Protection - Fire and Police	7,450,992
Community Services	10,637,425
Engineering and Infrastructure	19,144,566
Corporate Transfers and Disbursements	3,261,621
	<u>47,510,244</u>

Administration	1.71%
Legislative and Legal Services	4.07%
Development Services	4.08%
Finance Services	4.91%
Protection - Fire and Police	15.68%
Community Services	22.39%
Engineering and Infrastructure	40.30%
Corporate Transfers and Disbursements	6.87%
	<u>100.00%</u>



	Projected Opening Balance	Contributions	Operating and Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
<b><u>Obligatory Reserve Funds</u></b>						
Parkland Dedication	204,027	-	(240,000)	150,000	-	114,027
Development Charges	10,239,595	-	(780,000)	3,949,000	(3,501,548)	9,907,047
Federal Gas Tax	671,716	1,777,000	-	-	(1,777,000)	671,716
Ontario Community Infrastructure Fund (OCIF)	175,397	-	-	-	-	175,397
WEEDC - Economic Development	190,037	-	-	-	-	190,037
Building Services – Operating	1,538,641	-	(302,537)	-	-	1,236,104
Building Services – Capital	149,599	-	-	-	-	149,599
Tree Planting – Subdivisions	103,297	-	(20,000)	-	-	83,297
Parking Lot Development	704	-	-	-	-	704
	<b>13,273,013</b>	<b>1,777,000</b>	<b>(1,342,537)</b>	<b>4,099,000</b>	<b>(5,278,548)</b>	<b>12,527,928</b>
<b><u>Discretionary Reserve Funds</u></b>						
Future Employee Benefits	703,862	-	-	-	-	703,862
Debt Reduction	1,175,280	248,920	-	-	-	1,424,200
	<b>1,879,142</b>	<b>248,920</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,128,062</b>
<b><u>Discretionary Reserve Funds – Wastewater</u></b>						
Wastewater	2,376,023	1,340,416	(9,387,150)	-	3,477,000	(2,193,711)
Wastewater – Capital	996,830	271,600	-	-	-	1,268,430
	<b>3,372,853</b>	<b>1,612,016</b>	<b>(9,387,150)</b>	<b>-</b>	<b>3,477,000</b>	<b>(925,281)</b>
<b><u>Discretionary Reserve Funds – Water</u></b>						
Water	11,333,736	2,773,611	(3,945,367)	-	1,400,000	11,561,980
Water – Filters	977,016	103,000	-	-	-	1,080,016
Water Working Funds	1,061,541	-	-	-	-	1,061,541
Water – Contingency	319,172	-	-	-	-	319,172
Provincial Funding - OCLIF - Cannabis	34,952	-	-	-	-	34,952
Provincial Funding - MMAHO - Efficiency	631,700	-	-	-	-	631,700
	<b>14,358,116</b>	<b>2,876,611</b>	<b>(3,945,367)</b>	<b>-</b>	<b>1,400,000</b>	<b>14,689,360</b>

	Projected Opening Balance	Contributions	Operating and Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
<b>Reserves</b>						
Working Funds	2,872,727	-	-	-	-	2,872,727
Contingency	880,669	-	(150,000)	-	-	730,669
Encumbrance	7,246,434	-	-	-	-	7,246,434
Community Improvement Plan	60,241	-	-	-	-	60,241
Assessment Stabilization	1,566,300	-	-	-	-	1,566,300
Accumulated Sick Leave	55,000	-	-	-	-	55,000
Employee Related	118,614	13,100	(35,000)	-	-	96,714
Self-Insuring	625,114	16,000	-	-	-	641,114
Community Benefit	1,137,290	239,640	(725,500)	-	-	651,430
Police Operating	129,821	54,300	(48,637)	-	-	135,484
Winter Control	373,996	-	-	-	-	373,996
Facilities – New	1,239,389	1,249,500	(1,400,000)	-	-	1,088,889
Facilities	2,167,020	972,800	(533,000)	-	-	2,606,820
Furniture and Fixtures	60,487	24,600	-	-	-	85,087
Vehicles & Equipment	800,555	603,500	(759,333)	-	-	644,722
Technology & Office Equipment	129,117	70,600	(95,100)	-	-	104,617
Technology Software	48,238	131,900	(106,500)	-	-	73,638
Fire Vehicles & Equipment	832,605	452,200	(150,000)	-	-	1,134,805
Roads	9,206,725	5,346,000	(2,930,000)	-	91,548	11,714,273
Railway Crossings	49,433	-	-	-	-	49,433
Bridges & Culverts	324,648	498,300	(45,000)	-	-	777,948
Storm water	1,454,483	834,600	(1,910,000)	-	-	379,083
Road Share of Drainage	948,483	378,700	-	-	-	1,327,183
Gravel Road Conversion	1,419,264	845,200	(40,000)	-	-	2,224,464
Street Lights – New	1,039,608	239,000	-	-	-	1,278,608
Playground Equipment	194,584	164,500	(157,000)	-	-	202,084
Trails – New	425,265	361,900	(75,000)	-	-	712,165
Trails – Existing	213,064	99,600	(20,000)	-	-	292,664
Parks Signage	30,900	10,300	-	-	-	41,200
Parks Furniture & Fixtures	41,987	225,000	(60,000)	-	-	206,987
Building Repairs & Maintenance	740,093	57,700	(65,000)	-	-	732,793
Election	71,356	35,000	(17,500)	-	-	88,856
Tree Replacement	58,130	-	(20,000)	-	-	38,130
Plans & Studies	653,953	319,500	(248,500)	-	310,000	1,034,953
Legal Reserve	96,623	-	-	-	-	96,623
Heritage Committee	-	5,000	-	-	-	5,000
	<b>37,312,215</b>	<b>13,248,440</b>	<b>(9,591,070)</b>	-	<b>401,548</b>	<b>41,371,133</b>
<b>Total Reserves &amp; Reserve Funds</b>	<b>70,195,340</b>	<b>19,762,987</b>	<b>(24,266,124)</b>	<b>4,099,000</b>	-	<b>69,791,203</b>

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
Committees of Council	Heritage Committee	Discretionary Reserve: Operating			5,000
Legislative Services	Self Insuring	Discretionary Reserve: Non-Lifecycle	16,000	16,000	16,000
	Election	Discretionary Reserve: Operating	35,000	35,000	35,000
			<u>51,000</u>	<u>51,000</u>	<u>51,000</u>
Human Resources	Employee Related	Discretionary Reserve: Non-Lifecycle	13,100	13,100	13,100
Fire	Technology & Office Equipment	Discretionary Reserve: Capital	10,500	10,500	10,500
	Fire Vehicles & Equipment	Discretionary Reserve: Capital	252,200	352,200	452,200
			<u>262,700</u>	<u>362,700</u>	<u>462,700</u>
Police	Police Operating	Discretionary Reserve: Non-Lifecycle	54,300	54,300	54,300
Atlas Tube Centre	Facilities	Discretionary Reserve: Capital	582,500	582,500	582,500
Marina	Facility/Property - New	Discretionary Reserve: Capital	162,000	162,000	162,000
Development Services	Plans & Studies	Discretionary Reserve: Operating	126,300	126,300	126,300
Building	Vehicles & Equipment	Discretionary Reserve: Capital	-	3,500	3,500
Public Works	Vehicles & Equipment	Discretionary Reserve: Capital	536,700	536,700	586,700
	Roads Lifecycle	Discretionary Reserve: Capital	4,846,000	5,346,000	5,346,000
	Bridges & Culverts	Discretionary Reserve: Capital	425,000	498,300	498,300
	Storm Water	Discretionary Reserve: Capital	509,600	834,600	834,600
	Road Share Drainage Works	Discretionary Reserve: Capital	378,700	378,700	378,700
	Gravel Road Conversion	Discretionary Reserve: Capital	345,200	845,200	845,200
	Street Lights - New	Discretionary Reserve: Capital	239,000	239,000	239,000
	Trails - New	Discretionary Reserve: Capital	201,600	201,600	201,600
	Trails - Existing	Discretionary Reserve: Capital	79,600	79,600	79,600
	Plans & Studies	Discretionary Reserve: Operating	142,700	142,700	142,700
			<u>7,704,100</u>	<u>9,102,400</u>	<u>9,152,400</u>

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
Parks	Playground Equipment	Discretionary Reserve: Capital	83,500	164,500	164,500
	Trails - New	Discretionary Reserve: Capital	160,300	160,300	160,300
	Trails - Existing	Discretionary Reserve: Capital	20,000	20,000	20,000
	Parks Signage - New	Discretionary Reserve: Capital	10,300	10,300	10,300
	Parks Furniture & Fixtures	Discretionary Reserve: Capital	25,000	125,000	225,000
	Plans & Studies	Discretionary Reserve: Operating	17,200	17,200	17,200
	Vehicles & Equipment	Discretionary Reserve: Capital	7,000	7,000	7,000
			<u>323,300</u>	<u>504,300</u>	<u>604,300</u>
Engineering	Vehicles & Equipment	Discretionary Reserve: Capital	3,500	3,500	3,500
	Technology & Office Equipment	Discretionary Reserve: Capital	700	700	700
			<u>4,200</u>	<u>4,200</u>	<u>4,200</u>
Facilities	Vehicles & Equipment	Discretionary Reserve: Capital	2,800	2,800	2,800
	Facility/Property - New	Discretionary Reserve: Capital	650,000	585,000	685,000
	Building Repairs & Maintenance	Discretionary Reserve: Operating	57,700	57,700	57,700
	Facilities	Discretionary Reserve: Capital	325,300	390,300	390,300
	Furniture & Fixtures	Discretionary Reserve: Capital	24,600	24,600	24,600
			<u>1,060,400</u>	<u>1,060,400</u>	<u>1,160,400</u>
Finance	Facility/Property - New	Discretionary Reserve: Capital	102,500	102,500	102,500
	Plans & Studies	Discretionary Reserve: Operating	33,000	33,300	33,300
			<u>135,500</u>	<u>135,800</u>	<u>135,800</u>
Information Technology	Technology & Office Equipment	Discretionary Reserve: Capital	24,400	59,400	59,400
	Technology Software	Discretionary Reserve: Capital	96,900	131,900	131,900
			<u>121,300</u>	<u>191,300</u>	<u>191,300</u>
Corporate	Federal Gas Tax	Obligatory Reserve Funds	1,777,024	1,777,000	1,777,000
	Provincial Funding	Obligatory Reserve Funds	1,398,550	1,375,250	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	239,640	239,640	239,640
	Facility/Property - New	Discretionary Reserve: Capital	-	300,000	300,000
			<u>3,415,214</u>	<u>3,691,890</u>	<u>2,316,640</u>

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
Water	Water	Discretionary Reserve Funds	2,762,650	2,488,744	2,773,611
	Water Plant Filter	Discretionary Reserve Funds	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>
Wastewater	Debt Reduction	Discretionary Reserve Funds	248,920	-	-
	Wastewater	Discretionary Reserve Funds	577,196	675,732	1,340,416
	Wastewater - Capital	Discretionary Reserve Funds	271,600	271,600	271,600
			<u>1,097,716</u>	<u>947,332</u>	<u>1,612,016</u>
<b>Total Transfers to Reserve</b>			<b>18,225,985</b>	<b>19,830,186</b>	<b>19,762,987</b>



Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
CAO	Provincial Funding - OCIF	Obligatory Reserve Funds	-	(200,000)	-
Human Resources	Employee Related	Discretionary Reserve: Non-Lifecycle	-	-	(35,000)
Legislative Services	Technology Software Election	Discretionary Reserve: Capital Discretionary Reserve: Operating	(25,000) -	- -	- (17,500)
			(25,000)	-	(17,500)
Fire	Fire Vehicles & Equipment	Discretionary Reserve: Capital	(49,600)	(316,500)	(150,000)
	Technology & Office Equipment	Discretionary Reserve: Capital	(9,000)	-	-
	Furnitures & Fixtures	Discretionary Reserve: Capital	(2,000)	-	-
	Technology Software	Discretionary Reserve: Capital	-	(32,000)	(6,500)
	Plans & Studies	Discretionary Reserve: Operating	-	-	(100,000)
			(60,600)	(348,500)	(256,500)
Police	Police Operating	Discretionary Reserve: Non-Lifecycle	-	(135,779)	(48,637)
Atlas Tube Centre	Facilities	Discretionary Reserve: Capital	-	(101,000)	(260,000)
	Technology & Office Equipment	Discretionary Reserve: Capital	-	(23,000)	-
	Furnitures & 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)	Discretionary Reserve Funds	(666,000)	(332,600)	(780,000)
	Employee Related	Discretionary Reserve: Non-Lifecycle	-	(51,701)	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	(20,000)	-	-
			(831,000)	(531,301)	(1,105,000)
Recreation	Community Benefit	Discretionary Reserve: Non-Lifecycle	(30,000)	-	-
Marina	Facilities	Discretionary Reserve: Capital	-	(6,500)	-
	Parks Furniture & Fixtures	Discretionary Reserve: Capital	-	(50,000)	-
			-	(56,500)	-
Development Services	Plans & Studies	Discretionary Reserve: Operating	(455,000)	(338,000)	-

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
Building	Building Services - Operating	Obligatory Reserve Funds	(218,000)	(240,000)	(302,537)
	Vehicles & Equipment	Discretionary Reserve: Capital	-	(35,000)	-
	Technology & Office Equipment	Discretionary Reserve: Capital	-	(2,750)	-
			<u>(218,000)</u>	<u>(277,750)</u>	<u>(302,537)</u>
Public Works	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 and Culverts	Discretionary Reserve: Capital	(600,000)	(790,000)	(45,000)
	Roads	Discretionary Reserve: Capital	(5,108,000)	(4,930,000)	(2,930,000)
	Gravel Road Conversion	Discretionary Reserve: Capital	(200,000)	(900,000)	(40,000)
	Street lights	Discretionary Reserve: Capital	(20,000)	(25,000)	-
	Vehicles & Equipment	Discretionary Reserve: Capital	(456,000)	(295,000)	(681,333)
	Trails - Existing	Discretionary Reserve: Capital	-	(100,000)	-
	Trails - New	Discretionary Reserve: Capital	(810,000)	(150,000)	-
	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)
	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)
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(27,000)	-	-
			<u>(13,379,000)</u>	<u>(13,591,000)</u>	<u>(5,709,000)</u>
Parks	Community Benefit	Discretionary Reserve: Non-Lifecycle	(800,000)	(627,000)	(700,000)
	Parks Furniture & Fixtures	Discretionary Reserve: Capital	(25,000)	(34,000)	(60,000)
	Playground Equipment	Discretionary Reserve: Capital	(226,000)	(175,000)	(157,000)
	Trails - Existing	Discretionary Reserve: Capital	(80,000)	(15,000)	(20,000)
	Trails - New	Discretionary Reserve: Capital	-	(40,000)	(75,000)
	Vehicles & Equipment	Discretionary Reserve: Capital	(170,500)	(38,000)	(40,000)
	Park Development	Obligatory Reserve Funds	(91,000)	(965,000)	(240,000)
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(40,000)	-	-
	Plans & Studies	Discretionary Reserve: Operating	(80,000)	(14,000)	-
			<u>(1,512,500)</u>	<u>(1,908,000)</u>	<u>(1,292,000)</u>

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
Engineering	Technology & Office Equipment	Discretionary Reserve: Capital	-	(11,250)	-
	Vehicles & Equipment	Discretionary Reserve: Capital	(30,000)	-	(38,000)
	Tree Planting - Subdivisions	Obligatory Reserve Funds	(40,000)	(20,000)	(20,000)
	Contingency	Discretionary Reserve: Non-Lifecycle	-	-	(150,000)
			<u>(70,000)</u>	<u>(31,250)</u>	<u>(208,000)</u>
Drainage	Road Share Drainage	Discretionary Reserve: Capital	(525,000)	(10,000)	-
	Vehicles & Equipment	Discretionary Reserve: Capital	(40,000)	-	-
			<u>(565,000)</u>	<u>(10,000)</u>	<u>-</u>
Facilities	Plans & Studies	Discretionary Reserve: Operating	(50,000)	-	-
	Building Repairs & Maintenance	Discretionary Reserve: Operating	(376,500)	-	-
	Facility/Property - New	Discretionary Reserve: Capital	(2,200,000)	(1,530,700)	-
	Furniture & Fixtures	Discretionary Reserve: Capital	(20,000)	-	-
	Facilities	Discretionary Reserve: Capital	-	(177,000)	(273,000)
			<u>(2,646,500)</u>	<u>(1,707,700)</u>	<u>(273,000)</u>
Finance	Technology & Office Equipment	Discretionary Reserve: Capital	(31,300)	(2,050)	-
	Technology Software	Discretionary Reserve: Capital	(12,000)	(650,000)	(100,000)
	Plans & Studies	Discretionary Reserve: Operating	(40,000)	-	(142,500)
			<u>(83,300)</u>	<u>(652,050)</u>	<u>(242,500)</u>
Information Technology Services	Technology & Office Equipment	Discretionary Reserve: Capital	(35,000)	(150,200)	(45,100)
	Technology Software	Discretionary Reserve: Capital	(35,000)	-	-
			<u>(70,000)</u>	<u>(150,200)</u>	<u>(45,100)</u>
Corporate	Community Benefit	Discretionary Reserve: Non-Lifecycle	-	(25,500)	(25,500)
	Facility/Property - New	Discretionary Reserve: Capital	-	-	(1,400,000)
			<u>-</u>	<u>(25,500)</u>	<u>(1,425,500)</u>
Water	Water	Discretionary Reserve Funds	(2,745,401)	(2,036,000)	(3,918,700)

Department	Name of Reserve/Reserve Fund	Type of Fund	2019 Budget	2020 Budget	2021 Budget
Wastewater	Wastewater	Discretionary Reserve Funds	(1,283,400)	(2,214,000)	(9,387,150)
	Federal Gas Tax	Obligatory Reserve Funds	-	-	-
	Provincial Funding - OCIF	Obligatory Reserve Funds	-	(1,000,000)	-
			<hr/>	<hr/>	<hr/>
			(1,283,400)	(3,214,000)	(9,387,150)
Total Transfers to Operating			(3,509,801)	(819,130)	(1,326,674)
Total Transfers to Capital			(20,464,900)	(24,394,400)	(22,939,450)
<b>Total Transfers from Reserves</b>			<b>(23,974,701)</b>	<b>(25,213,530)</b>	<b>(24,266,124)</b>

<b>CAO</b>		
1	Annualized Salary and Wages	12,437
2	2021-007 Culture Developments and Strategic Planning	50,000
<b>Council</b>		
3	Annualized Salary and Wages	1,826
4	2021-065 One-time Reduction of Training and Conferences	(32,000)
5	2021-004 Staff Appreciation Banquet	15,000
<b>Committees of Council</b>		
6	2021-066 Heritage Designation	10,000
7	2021-005 Ontario Association of Committees of Adjustment (OACOA) Membership Increase	750
8	2021-006 Heritage Committee Training and Conferences	400
<b>Legislative Services</b>		
9	Annualized Salary and Wages	26,571
10	Annualized for One-Time adjustments from prior year	(21,170)
11	2021-016 Increase to Membership Fees and Publications	5,059
12	2021-017 Insurance Premium Increase	184,000
13	2021-018 Recovery of Legal Costs-User Fee	(1,365)
14	2021-019 New User Fees for Appeal to Hearing Committee, Services Routinely Provided, Offset Costly Inquiries	(1,000)
15	2021-064 New Crossing Guard - École élémentaire catholique Pavillon des Jeunes	7,854
<b>Human Resources</b>		
16	Annualized Salary and Wages	8,410
17	2021-012 Increase to Mileage Reimbursement Account	500
18	2021-013 Training and Conferences for HR Staff	5,000
19	2021-014 Corporate Training	16,000
20	2021-015 Advertising for Job Postings	2,500
<b>Animal</b>		
21	Annualized for One-Time adjustments from prior year	500

<b>Fire</b>		
22	Annualized Salary and Wages	13,766
23	Annualized for One-Time adjustments from prior year	(32,500)
24	2021-039 Annual Volunteer Firefighter Training	6,050
25	2021-040 2nd Municipal Fire Prevention Officer	114,781
26	2021-042 Industrial/Commercial Inspection User Fee	(15,000)
27	2021-043 Change in the Fire Inspections User Fee Structure	(30,000)
28	2021-049 2021 Capital Program Funding Enhancements	100,000
<b>Police</b>		
29	Annualized for One-Time adjustments from prior year	60,474
30	2021-028 2021 Annual Policing Services (OPP)	55,306
<b>Community and Development Services Admin</b>		
31	Annualized Salary and Wages	13,320
32	Annualized for One-Time adjustments from prior year	101,250
33	2021-009 Communication Support Increase	15,000
34	2021-010 Lakeshore Waves Newsletter budget increase	1,700
35	2021-020 Economic Development Officer Support Costs	2,210
36	2021-044 Short Term Accommodation Rentals - Public Consultation	6,000
<b>Atlas Tube Centre</b>		
37	Annualized Salary and Wages	24,275
38	Annualized for One-Time adjustments from prior year	332,600
39	2021-046 COVID Impact on Revenue and Expenses for ATC	228,800
40	2021-052 DC Repayment Transfer for the Atlas Tube Centre	(780,000)
<b>Recreation</b>		
41	Annualized Salary and Wages	4,471
42	2021-047 COVID Impact on Revenue and Expenses for Recreation Programming	63,500

## Marina

43 Annualized Salary and Wages 303

## Development Services

44 Annualized Salary and Wages 10,441  
 45 Annualized for One-Time adjustments from prior year 50,000  
 46 2021-021 Advertising for Planning Act Matters 9,800  
 47 2021-023 CityView License 3,700

## Building

48 Annualized Salary and Wages 50,052  
 49 Annualized for One-Time adjustments from prior year 240,000  
 50 2021-025 Building/By-Law-Protective Vests 2,000  
 51 2021-055 Building Reserve Fund Operations Transfer (302,287)

## Public Works

52 Annualized Salary and Wages 187,758  
 53 2021-033 Traffic Calming Measures 40,000  
 54 2021-034 Storm Sewer Maintenance 200,000  
 55 2021-035 Road Needs Pavement Management Database Software License 9,500  
 56 2021-036 New Public Works Operator 95,450  
 57 2021-049 2021 Capital Program Funding Enhancements 50,000

## Parks

58 Annualized Salary and Wages (1,325)  
 59 Annualized for One-Time adjustments from prior year (21,700)  
 60 2021-049 2021 Capital Program Funding Enhancements 100,000  
 61 2021-058 Increase to Lakeview Park West Beach Concession Lease (10,900)  
 62 2021-062 Elimination of Rental Expense (31,350)

## Engineering and Infrastructure Services

63 Annualized Salary and Wages (203,701)  
 64 2021-022 Senior Leader and Advisor to the CAO -  
 65 2021-029 New Project Manager-Engineering 109,243  
 66 2021-030 New Engineering Technologist 102,550

## Drainage

67 Annualized Salary and Wages 47,441

## Facilities

68 Annualized Salary and Wages (1,506)  
 69 2021-049 2021 Capital Program Funding Enhancements 100,000

## Finance Services

70 Annualized Salary and Wages 38,626

## Information Technology Services

71 Annualized Salary and Wages 16,201

## Solid Waste

72 Annualized Salary and Wages 799  
 73 2021-032 Solid Waste Contract Increase 158,453

## Corporate Accounts

74 Annualized Salary and Wages -  
 75 Annualized for One-Time adjustments from prior year (200,000)  
 76 2021-001 Salary and Wage Provision 100,000  
 77 2021-051 Conservation Authorities 4,527  
 78 2021-059 DC Waivers 34,844  
 79 2021-060 OCIF Provincial Capital Funding -  
 80 2021-063 2021 OMPF Allocation Adjustment (11,300)

**Water**

81	Annualized Salary and Wages	38,406
82	Annualized for One-Time adjustments from prior year	1,000
83 2021-031	Water Mileage Expense	1,000
84 2021-045	Convert Part Time Admin to Full Time Admin	21,562
85 2021-053	Transfer to Water Reserve Fund Adjustment	284,867
86 2021-056	Water Rate Increases	(346,835)

**Wastewater**

87	Annualized Salary and Wages	5,533
88	Annualized for One-Time adjustments from prior year	(300,000)
89 2021-054	Transfer to Reserve Adjustment	664,684
90 2021-057	Wastewater Rate Increase	(370,217)



SERVICE AREA: Administration	BUDGET CENTRE: CAO
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## STAFFING

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	2	2	2	1 CAO 1 Executive Assistant
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	2	2	2	

## OBJECTIVES AND RESPONSIBILITIES

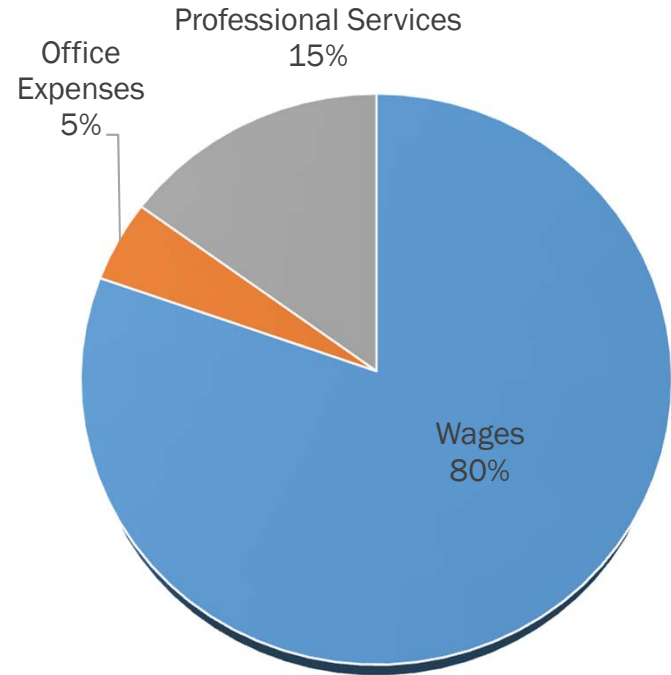
The Chief Administrative Officer's primary role is to provide effective and efficient administrative services to Council, staff and the public. In addition, the CAO is responsible for the overall administration of the Corporation.

## BUDGET HIGHLIGHTS

- A \$50,000 increase in consulting services is being requested to implement a leadership coaching program and corporate strategic planning program.



	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	339,700	335,116	347,553
Office Expenses	17,080	20,080	20,080
Professional Services	25,000	15,000	65,000
Total Expenses	381,780	370,196	432,633
Revenues	-	-	-
Transfer From Reserves	-	-	-
<b>Net Budget</b>	<b>381,780</b>	<b>370,196</b>	<b>432,633</b>



	Change	Balance
<b>Summary of Budget Changes</b>		
2020 Budget		370,196
Wage Adjustments	12,437	
<u>Budget Issues:</u>		
2021-007 Leadership Coaching	50,000	
Subtotal		62,437
<b>2021 Budget</b>		<b>432,633</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		12,437	-	Division salary and wage adjustment	12,437	-
2 Line Item Increase	2021-007	Culture Developments and Strategic Planning	50,000	50,000	Increased Level of Service leadership coaching, and corporate strategic planning cycling for the CAO. This budget is one time and being spread over multiple years.	50,000	-
<b>Division Totals</b>			<u><b>62,437</b></u>	<u><b>50,000</b></u>		<u><b>62,437</b></u>	<u><b>-</b></u>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Grant Revenue	15,000	-	-	15,000	-	-	-	-
Transfer From Reserve Funds	-	-	-	15,000	-	-	-	-
<b>Total Revenues</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>								
Wages and Benefits	325,399	504,599	335,116	325,301	339,700	335,116	347,553	12,437
Office Supplies	371	303	250	500	500	500	500	-
Advertising & Promotion	3,712	3,440	2,000	4,000	4,000	4,000	4,000	-
Meeting Expenses	1,089	1,124	500	1,500	1,500	1,500	1,500	-
Courier & Postage	-	5	-	-	-	-	-	-
Travel Expense	1,167	1,606	750	1,650	1,650	1,650	1,650	-
Training & Conferences	4,380	5,578	4,755	6,000	6,000	8,000	8,000	-
Memberships & Subscriptions	1,950	1,978	2,405	1,800	1,800	2,800	2,800	-
Telecommunications	2,422	1,494	1,630	2,630	1,630	1,630	1,630	-
Computer Expense	-	87	-	-	-	-	-	-
Consulting Services	44,170	19,880	10,345	45,000	25,000	15,000	65,000	50,000
<b>Total Expenses</b>	<b>384,659</b>	<b>540,093</b>	<b>357,751</b>	<b>388,381</b>	<b>381,780</b>	<b>370,196</b>	<b>432,633</b>	<b>62,437</b>
<b>Net Budget</b>	<b>369,659</b>	<b>540,093</b>	<b>357,751</b>	<b>358,381</b>	<b>381,780</b>	<b>370,196</b>	<b>432,633</b>	<b>62,437</b>

SERVICE AREA: Administration	BUDGET CENTRE: Council
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## STAFFING

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	8	8	8	1 Mayor 1 Deputy Mayor 6 Councillors
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	8	8	8	

## OBJECTIVES AND RESPONSIBILITIES

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

## BUDGET HIGHLIGHTS

- Wage adjustments for 2021 is based on a CPI of 0.7%.
- A \$15,000 increase in the staff appreciation expense is being requested for the long term service awards function that is held every 3 years.
- Per council resolution number 411-11-2020, a one-time 50% reduction to training and conferences expense.

**Summary**

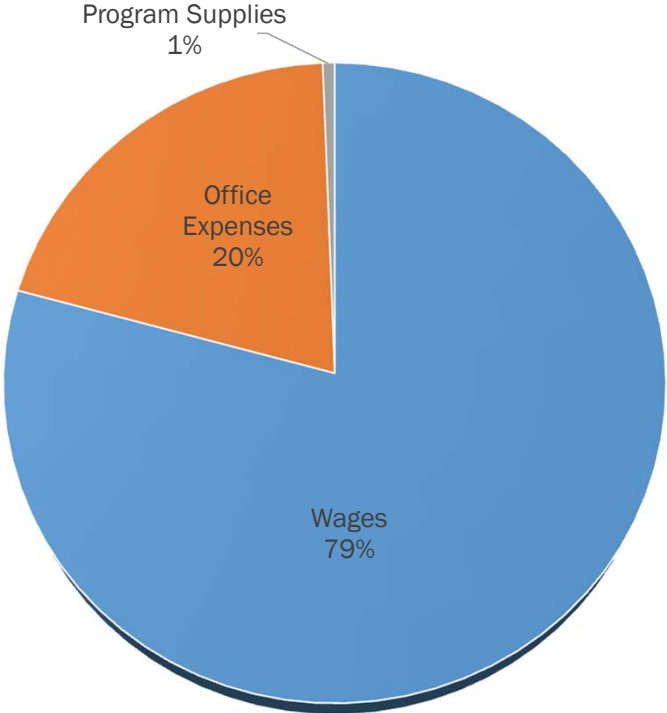
Wages  
Office Expenses  
Program Supplies  
**Net Budget**

<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
257,600	261,205	263,031
91,640	84,140	67,140
2,000	2,000	2,000
<b>351,240</b>	<b>347,345</b>	<b>332,171</b>

**Summary of Budget Changes**

2020 Budget  
Wage Adjustments  
2021-004 Staff Appreciation Banquet  
2021-065 One-time reduction of training  
and conferences  
Subtotal  
**2021 Budget**

<b>Change</b>	<b>Balance</b>
	347,345
1,826	
15,000	
(32,000)	
	(15,174)
	<b>332,171</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		1,826	-	Division salary and wage adjustment	1,826	-
2 Council Initiative	2021-065	One-time reduction of Training and Conferences	(32,000)	(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)	
3 Line Item Increase	2021-004	Staff Appreciation Banquet	15,000	15,000	The Long Term Service Awards Function is held every three years to honour municipal employees with 10 - 45 years of service with a reception, dinner and presentation of awards. Approximately 78 employees are eligible to receive an award in 2021. Employees are entitled to bring one guest each to the reception. Watches are presented to employees with 25 years of service and a service bar/plaque are provided to the remaining honourees. The budget expense is estimated to be \$15,000. This cost is over and above the current budget of \$5,500 which is used for staff appreciation lunches / barbecues throughout the year for all staff.	15,000	-
<b>Division Totals</b>			<u><b>(15,174)</b></u>	<u><b>(17,000)</b></u>		<u><b>(15,174)</b></u>	<u><b>-</b></u>

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

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Expenses</b>								
Wages and Benefits	194,317	247,473	261,205	201,844	257,600	261,205	263,031	1,826
Advertising & Promotion	12,033	8,952	5,000	8,000	5,000	5,000	5,000	-
Training & Conferences	38,097	26,247	4,350	56,000	64,000	64,000	32,000	(32,000)
Memberships & Subscriptions	407	438	500	500	500	500	500	-
Telecommunications	5,297	6,605	5,640	8,340	5,640	5,640	5,640	-
Events and Functions	15,330	8,347	200	8,000	11,000	3,500	3,500	-
Staff Appreciation	16,114	5,733	5,500	17,000	5,500	5,500	20,500	15,000
Materials & Supplies	3,060	1,766	1,400	2,000	2,000	2,000	2,000	-
<b>Total Expenses</b>	<b>284,653</b>	<b>305,560</b>	<b>283,795</b>	<b>301,684</b>	<b>351,240</b>	<b>347,345</b>	<b>332,171</b>	<b>(15,174)</b>
<b>Net Budget</b>	<b>284,653</b>	<b>305,560</b>	<b>283,795</b>	<b>301,684</b>	<b>351,240</b>	<b>347,345</b>	<b>332,171</b>	<b>(15,174)</b>

SERVICE AREA: Community and Development Services

BUDGET CENTRE: Committees of Council

**STAFFING**

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0	0	0	
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0 FT	0 FT	0 FT	

**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.



SERVICE AREA: Community and Development Services

BUDGET CENTRE: Committees of Council

## BUDGET HIGHLIGHTS

- Per council resolution number 403-11-2020, a heritage reserve fund was created to fund for heritage consulting. A transfer of \$5,000 to the reserve to a maximum of \$20,000.
- An increase of \$5,000 in the advertising and promotion expense is being requested for advertising costs in the Windsor Star for Notice of Intention to Designate and Notice of Passing for heritage designations.
- A \$750 increase to memberships is being requested for the Ontario Association of Committees of Adjustments as it is now required for each committee member.

**Summary**

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

**Net Budget**

Revenues

**Net Budget**

	2019 Budget	2020 Budget	2021 Budget
Committee of Adjustment	22,825	22,825	23,575
Accessibility Committee	5,300	5,300	5,300
Heritage Committee	3,000	3,000	8,400
Drainage Board	6,500	6,500	6,500
Transfer to Reserve	-	-	5,000
<b>Net Budget</b>	<b>37,625</b>	<b>37,625</b>	<b>48,775</b>
Revenues	(60,000)	(60,000)	(60,000)
<b>Net Budget</b>	<b>(22,375)</b>	<b>(22,375)</b>	<b>(11,225)</b>

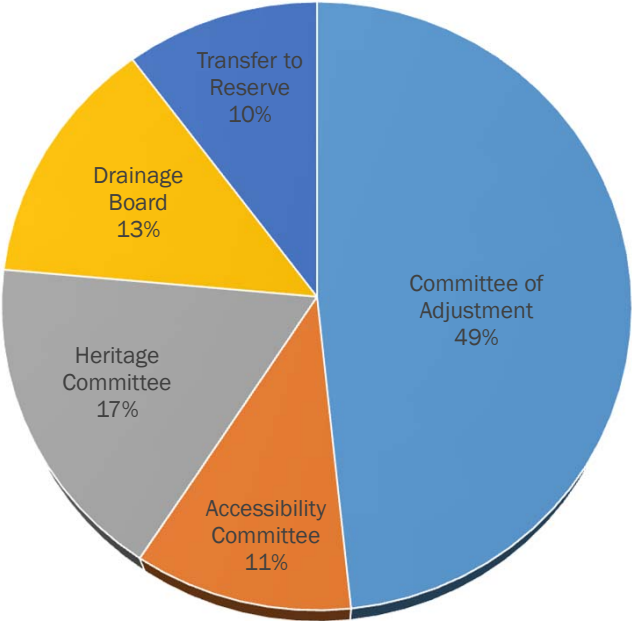
**Summary of Budget Changes**

2020 Budget  
 2021-005 Committees of Adjustment (OACOA) Membership Increase  
 2021-006 Heritage Committee Training and Conferences  
 2021-066 Heritage Designation

Subtotal

**2021 Budget**

	Change	Balance
2020 Budget		(22,375)
2021-005 Committees of Adjustment (OACOA) Membership Increase	750	
2021-006 Heritage Committee Training and Conferences	400	
2021-066 Heritage Designation	10,000	
Subtotal		11,150
<b>2021 Budget</b>		<b>(11,225)</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		-	-	Division salary and wage adjustment	-	-
2 Line Item Increase	2021-006	Heritage Committee Training and Conferences	400	-	New Account: Previously the annual cost for the membership to Ancestry.CA and Community Heritage was charged to the Training and Conferences Budget. The \$3,000 Training and Conference Budget will be dedicated solely for a member to attend the annual conference. The Subscription Costs are as follows: Ancestry.ca \$300, Community Heritage \$100.	400	-
3 Line Item Increase	2021-005	Ontario Association of Committees of Adjustment (OACOA) Membership Increase	750	-	The Ontario Association of Committees of Adjustment (OACOA) now requires members to pay their membership subscriptions upfront. In prior years the membership was paid when members attended the annual conference; since not all members attended, the full cost of membership was not paid. The cost is \$150 per member. There are 5 committee members in addition to the Planner 1 which equates to a cost of \$900. There are also subscriptions to newsletters at a cost of \$400. The total budget for 2021 is \$1300 which requires an increase to the base budget of \$750.	750	-
4 Service Enhancement	2021-065	Heritage Designation	10,000	-	This account has been created to allow Council, if they so choose, to designate a building under the Heritage Act themselves or as a result of a demo permit for a property on the listing (not yet designated). They would have to pay for the advertising (notice of intention to designate and notice of passing) in the Windsor Star at a base cost of \$5,000. Per council resolution number 403-11-2020, a heritage reserve fund was created to fund for heritage consulting. A transfer of \$5,000 to the reserve to a maximum of \$20,000. The heritage consultant would identify the Heritage Attributes associated with the building, attach as a schedule to the designation by-law or even undertake a Heritage Impact Assessment. A Condition Assessment by an Engineering firm may be required. The consulting fee would be dependent upon the condition of the building and nature of the designation.	10,000	-
<b>Division Totals</b>			<u><u>11,150</u></u>	<u><u>-</u></u>		<u><u>11,150</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.

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Committee of Adjustment	54,875	73,012	40,000	55,000	60,000	60,000	60,000	-
<b>Total Revenues</b>	<b>54,875</b>	<b>73,012</b>	<b>40,000</b>	<b>55,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>
<b>Expenses</b>								
Committee of Adjustment	20,339	21,677	13,550	25,425	22,825	22,825	23,575	750
Accessibility Committee	1,205	4,958	2,300	5,300	5,300	5,300	5,300	-
Heritage Committee	345	532	(400)	3,000	3,000	3,000	8,400	5,400
Drainage Board	6,306	6,845	6,500	6,500	6,500	6,500	6,500	-
Transfer to Reserves	-	-	-	-	-	-	5,000	5,000
<b>Total Expenses</b>	<b>28,196</b>	<b>34,013</b>	<b>21,950</b>	<b>40,225</b>	<b>37,625</b>	<b>37,625</b>	<b>48,775</b>	<b>11,150</b>
<b>Net Budget</b>	<b>(26,679)</b>	<b>(38,999)</b>	<b>(18,050)</b>	<b>(14,775)</b>	<b>(22,375)</b>	<b>(22,375)</b>	<b>(11,225)</b>	<b>11,150</b>



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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	5	5	5	1 Director of Legislative and Legal Services 1 Manager of Legislative and Legal Services 1 Legal Assistant 2 Administrative Assistants
PART-TIME/ SEASONAL/ TEMPORARY	2765 hrs	1,656 hrs	3,160 hrs	Crossing Guards (8 PT staff) (1 new)
STUDENTS	0	0	0	
TOTAL	5 FT plus 2,765 hrs	5 FT plus 1,656 hrs	5 FT plus 3,160 hrs	

**OBJECTIVES AND RESPONSIBILITIES**

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

Human resources, integrity commissioner services, the Crossing Guard program, Dog Pound administration and Animal Control are also part of this department.

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

- New user fees include; appeal to hearing committees, administration fees for damage to town property, witness fees for marriage solemnization, LLBO acknowledgement letters, municipal signification designation, copies of ward maps, voters lists and previous election results, fees to offset costly inquiries, and recovery of costs for services that are provided by the legislative services division are being requested. It is estimated that this will generate yearly user fee revenues of \$2,365.
- Insurance premiums are expected to increase in 2021. Based on preliminary estimates provide by the Town's insurance broker, an increase of \$184,000 is expected in 2021.
- A budget request of \$2,500 is pertaining to the Francophone Association of Municipalities of Ontario membership fees which were passed per council resolution number 137-03-2019. In 2020 these fees were not included in the base budget and were paid through by the surplus. The remaining \$2,559 increase requested is to adjust for the increase in the pricing of membership fees, and publications in the legislative services (\$338) and legal services (\$2,221).
- A budget request for one additional crossing guard for École élémentaire catholique Pavillon des Jeunes per council approved motion number 369-11-2020 has been included in the 2021.
- Capital project being proposed for 2021 is:
  - Election communications, supplies and training \$17,500

**Summary**

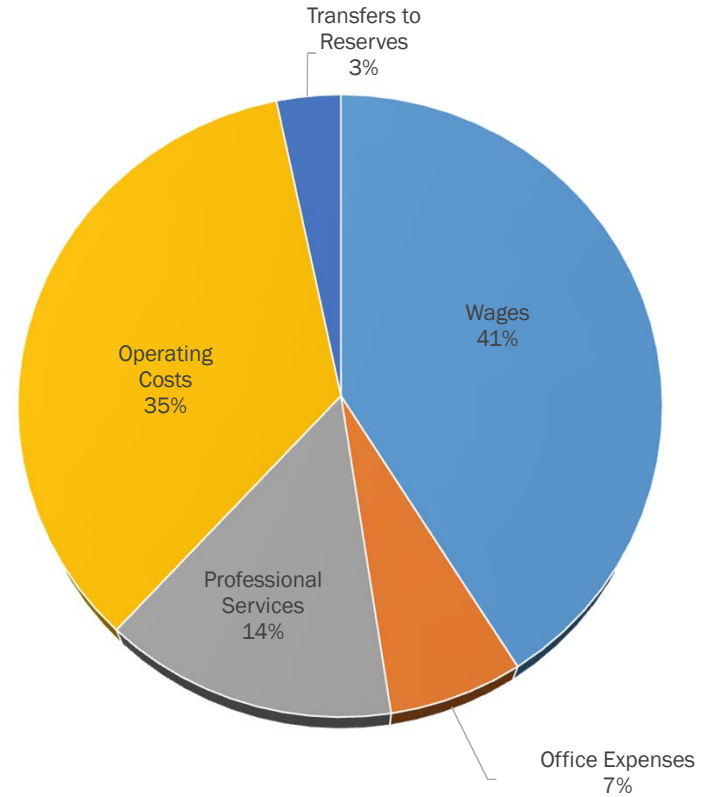
	2019 Budget	2020 Budget	2021 Budget
Wages	603,831	599,121	633,126
Office Expenses	94,021	101,297	100,606
Professional Services	230,000	235,000	220,000
Operating Costs	277,900	352,900	536,900
Transfers to Reserves	51,000	51,000	51,000
<b>Total Expenses</b>	<b>1,256,752</b>	<b>1,339,318</b>	<b>1,541,632</b>
Revenues	(43,300)	(44,860)	(47,225)
Transfers from Reserves	(25,000)	-	
<b>Net Budget</b>	<b>1,188,452</b>	<b>1,294,458</b>	<b>1,494,407</b>

**Summary of Budget Changes**

	Change	Balance
2020 Budget		1,294,458
Add: 2020 One-Time Items	(21,170)	
Wage Adjustments	26,571	

Budget Issues:

2021-017 Insurance Premium Increase	184,000	
2021-018 Recovery of Legal Costs-User Fee	(1,365)	
2021-019 New User Fees	(1,000)	
2021-016 Increase to Membership Fees and Publications	5,059	
2021-064 New Crossing Guard - École élémentaire catholique Pavillon des Jeunes	7,854	
Subtotal		199,949
<b>2021 Budget</b>		<b>1,494,407</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves	
1	*Annualized Salary and Wages	*	26,571	-	Division salary and wage adjustment	26,571	-	
2	Annualized for One-Time adjustments from prior year		(21,170)	-	Division One-time adjustments from prior year	(21,170)	-	
3	Council Initiative	2021-016	Increase to Membership Fees and Publications	5,059	-	This is pursuant to Council resolution # 137-03-2019: The Town become a member of the Francophone Association of Municipalities of Ontario for the term of this Council and take the money for membership from last year's surplus. The \$2,500 request is to include the fees in the base budget. The remaining \$2,559 increase requested is to adjust for the increase in the pricing of membership fees, and publications in the legislative services (\$338) and legal services (\$2,221).	5,059	-
4	Council Initiative	2021-064	New Crossing Guard - École élémentaire catholique Pavillon des Jeunes	7,854	-	At the November 3, 2020 meeting, Council approved motion #369-11-2020: Approve the request by École élémentaire catholique Pavillon des Jeunes for a crossing guard to be located at the intersection of Rourke Line and Oakwood Avenue.	7,854	-
5	Inflationary	2021-017	Insurance Premium Increase	184,000	-	The Town experienced a significant increase in insurance premiums from 2019 to 2020 the reasons for which we understand to be 1)hardening of the municipal insurance market, and2) some negative claims history. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. Some municipalities have received increases of approximately 50%. The COVID-19 pandemic is unlikely to have a positive impact on the insurance market making it less likely to achieve a stable insurance price. As such, Administration anticipates an additional increase in insurance premium for 2020. This increase reflects a 20% increase over the 2020 premiums of \$ 916,619.	184,000	-
6	Revenue Increase	2021-018	Recovery of Legal Costs- User Fee	(1,365)	-	Administration is recommending the following fees be added to the annual User Fee By-law in order to assist with the recovery of costs for services that the Legislative Services division. Recovery of legal fees for lawyer associated with tax sales, property disposition: \$225, Recovery of legal fees for legal assistant: \$140, Recovery of disbursements @ cost: \$1,000. These fees include hourly rates that will be charged to individuals for services. These rates are not reflective of true hourly rates--instead they are lower than market rate assessments and capture overhead. These are costs that used to be provided externally and charged back. Instead of purchasing the service, the Director and Legal Assistant will perform the tasks and the Town will recover the costs based on the hourly rates.	(1,365)	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
7 Revenue Increase	2021-019	New User Fees for Appeal to Hearing Committee, Services Routinely Provided, Offset Costly Inquiries	(1,000)	-	Appeal to a Hearing Committee (hearings of all by-laws and statutory hearings but for Committee of Adjustment): \$100--These types of hearings require, at minimum, hours spent on generating a report and scheduling. This fee would ensure that appellants seriously engage in the process and minimally offset some administrative costs. Admin fee for damage to Town property 2% (minimum \$50)--The Town regularly incurs time and effort spent in attempting to recover money from persons that damage Town property. This fee would assist in offsetting the administrative costs of doing so. Fee for Services Routinely Provided Witness fees for marriage solemnization \$25/witness * new service, LLBO Acknowledgment Letter \$25, Municipal Significance Designation \$50, Election fees (extra copies of ward maps \$5, voters' list \$25, previous election results \$5). These fees are intended to partially recover the costs of services that are typically provided for residents and business owners to recover some of the administrative costs associated with the exercises (generation of reports to Council, overhead costs). Fees to Offset Costly Inquiries Formal Complaint to Integrity Commissioner \$10, Land Transfer Inquiries (lands not yet declared surplus) \$25, Street closing inquiry \$10, Appraisal @ cost, application fee \$100 (\$90 if paid inquiry fee), advertising @ cost. These fees are intended to ensure that persons making inquiries are serious in the nature of their inquiry as several hours of time is expended by staff members reviewing such inquiries.	(1,000)	-
<b>Division Totals</b>			<u><b>199,949</b></u>	<u><b>-</b></u>		<u><b>199,949</b></u>	<u><b>-</b></u>

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



# 2021 Budget

# Legislative and Legal Services

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	4,110	3,493	864	3,000	3,400	3,400	3,400	-
Licences & Permits	41,051	37,057	21,411	35,000	38,000	38,000	38,000	-
Fines Revenue	710	3,042	3,400	1,900	1,900	1,900	1,900	-
Grant Revenue	-	-	-	-	-	-	-	-
Miscellaneous Revenue	-	-	64	-	-	1,560	3,925	2,365
Transfer From Reserves	119,618	(12,353)	-	101,500	25,000	-	-	-
<b>Total Revenues</b>	<b>165,489</b>	<b>31,240</b>	<b>25,738</b>	<b>141,400</b>	<b>68,300</b>	<b>44,860</b>	<b>47,225</b>	<b>2,365</b>
<b>Expenses</b>								
Wages and Benefits	420,124	551,743	586,202	417,193	603,831	599,121	633,126	34,005
Office Supplies	52,441	30,445	14,590	28,400	29,400	31,570	29,820	(1,750)
Advertising & Promotion	323	3,126	2,045	2,250	2,250	11,403	7,403	(4,000)
Meeting Expenses	1,267	4,120	4,950	1,000	4,500	10,000	10,000	-
Courier & Postage	3,885	4,727	4,225	6,000	5,000	5,000	5,000	-
Travel Expense	2,233	4,834	1,126	1,000	1,000	4,000	4,000	-
Training & Conferences	2,352	435	605	11,200	5,800	6,500	6,500	-
Memberships & Subscriptions	14,806	17,651	17,129	15,100	17,845	18,931	23,990	5,059
Telecommunications	852	2,401	-	816	1,316	983	983	-
Computer Expense	99,380	14,617	13,264	121,910	26,910	12,910	12,910	-
Consulting Services	-	-	15,000	-	-	15,000	-	(15,000)
Legal Services	226,143	123,377	198,300	255,000	220,000	198,300	198,300	-
Senior Transit Services	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Integrity Commissioner Costs	-	-	11,700	-	-	11,700	11,700	-
Insurance Premiums	122,655	134,280	191,200	116,200	116,200	191,200	375,200	184,000
Insurance Claims	-	-	161,700	165,200	161,700	161,700	161,700	-
Transfer To Reserves	32,000	51,000	51,000	32,000	51,000	51,000	51,000	-
<b>Total Expenses</b>	<b>988,461</b>	<b>952,757</b>	<b>1,283,035</b>	<b>1,183,269</b>	<b>1,256,752</b>	<b>1,339,318</b>	<b>1,541,632</b>	<b>202,314</b>
<b>Net Budget</b>	<b>822,972</b>	<b>921,517</b>	<b>1,257,296</b>	<b>1,041,869</b>	<b>1,188,452</b>	<b>1,294,458</b>	<b>1,494,407</b>	<b>199,949</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	2	2	2	1 Manager of Human Resources 1 Human Resources Generalist/Health and Safety Specialist
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595 hrs	0	595 hrs	
TOTAL	2 FT plus 595 hours	2	2 FT plus 595 hours	

## OBJECTIVES AND RESPONSIBILITIES

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

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

- A request is being made for Training and Conferences services to allow for the HR Manager to attend the Ontario Municipal HR Professionals annual conference and the current HR Generalist to attend the Health and Safety annual conference. The program cost for 2021 is approximately \$5,000.
- A \$16,000 increase in corporate training is being requested to address regulatory training and recertification for first aid for new employees as well as covering the new leadership and professional development program for training and mentorship opportunities for managers.
- Given the number of recruitments in the last few years and planning for upcoming retirements, an increase of \$2,500 in the advertising budget is requested to address the added costs these recruitments are incurring.
- Capital project being proposed for 2021 is:
  - Salary Compensation and pay equity review \$35,000

**Summary**

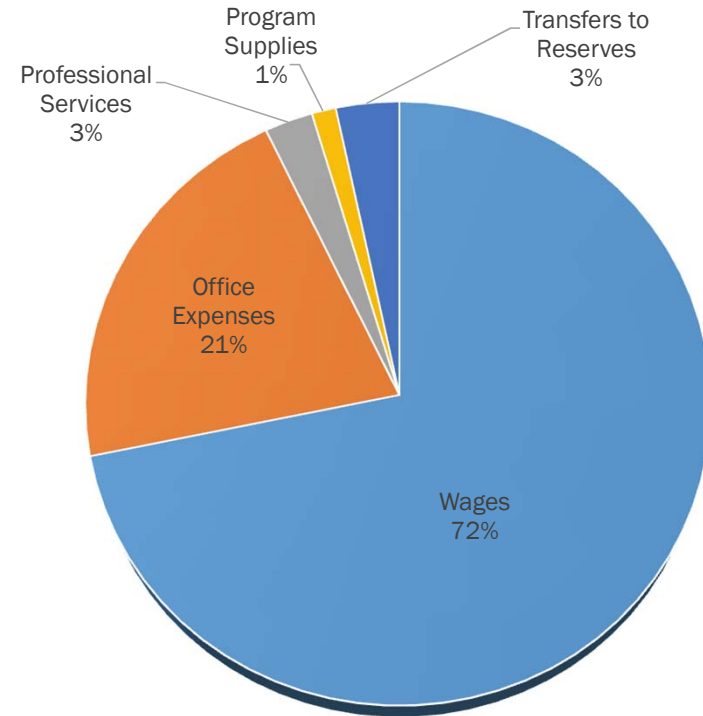
	2019 Budget	2020 Budget	2021 Budget
Wages	248,519	271,786	280,196
Office Expenses	41,289	58,122	82,122
Professional Services	-	10,000	10,000
Program Supplies	500	5,000	5,000
Transfers to Reserves	13,100	13,100	13,100
<b>Net Budget</b>	<b>303,408</b>	<b>358,008</b>	<b>390,418</b>

**Summary of Budget Changes**

	Change	Balance
2020 Budget		358,008
Add: 2020 One-Time Items		
Reallocations		
Wage Adjustments	8,410	

Budget Issues:

2021-012 Increase to Mileage Reimbursement Account	500	
2021-013 Training and Conferences for HR Staff	5,000	
2021-014 Corporate Training	16,000	
2021-015 Advertising for Job Postings	2,500	
Subtotal		32,410
<b>2021 Budget</b>		<b>390,418</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		8,410	-	Division salary and wage adjustment	8,410	-
2 Inflationary	2021-015	Advertising for Job Postings	2,500	-	Requesting additional funding to cover the costs of posting jobs to LinkedIn Jobs for greater coverage and visibility for job postings. This will support the increased activities for an attraction and retention strategy.	2,500	-
3 Line Item Increase	2021-012	Increase to Mileage Reimbursement Account	500	-	In accordance with the mileage reimbursement policy, this request is to increase the budget from \$750 to \$1,250 to fund mileage costs for the HR staff. As such an additional \$500 is being requested for 2020.	500	-
4 Line Item Increase	2021-013	Training and Conferences for HR Staff	5,000		The increase to the base budget will allow the HR Manager to attend the Ontario Municipal HR Professionals conference and the current Generalist to attend the Health & Safety annual Conference which is approximately \$5,000. Attendance to both will increase networking and peer support, allows staff to remain current with HR trends and plan to prepare for future trends and respective legislative changes. In addition, all of HR to attend legal conference to understand the legislative changes coming over the next 12 months. Attendance to these conferences will also allow both to acquire the education credits required to re-certify their Human Resources professional designations. Additional professional development training for the Generalist(s) was identified in the performance reviews. For 2022, this would build the base budget to support the training and conferences for the additional HR Generalist. Adding professional development training for the HR Manager for excellence in Municipal leadership. All professional development training is required for HR Professionals to retain/re-certify for their HR designations which are a requirement of all HR positions.	5,000	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
5 Line Item Increase	2021-014	Corporate Training	16,000	-	The increase in corporate training is to cover the regulatory training/recertification for First Aid that could not occur in 2020 because of COVID rules, certification for new employees and the recertification requirements required for 2021. This should be included in the base. New leadership and professional development programs will require funding for training and mentorship opportunities. The programs are currently under development. These programs will support the strategic initiatives of organizational excellence, professional development, leadership development resulting in the next level of service delivery. Over the last few years, there has been 1 or 2 management training sessions per year to support ongoing management development. Once the professional development program and the leadership development program have been finalized, additional training will be required and the funding will need to be available. Therefore, the base will need to be built up over time. Some management training planned for 2021 that would form part of the professional development and or the leadership development programs would include topics such as conflict resolution, project management, workplace investigations, change management, etc.	16,000	-
<b>Division Totals</b>			<u><b>32,410</b></u>	<u><b>-</b></u>		<u><b>32,410</b></u>	<u><b>-</b></u>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Wage Subsidy	-	1,293	-	-	-	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>1,293</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>								
Wages and Benefits	235,623	231,734	259,294	234,933	248,519	271,786	280,196	8,410
Office Supplies	400	-	841	300	300	300	300	-
Advertising & Promotion	12,534	21,080	29,464	12,000	10,000	18,000	20,500	2,500
Meeting Expenses	634	-	2,979	500	500	3,000	3,000	-
Travel Expense	-	531	781	750	750	750	1,250	500
Training & Conferences	23,460	27,516	1,894	19,500	26,400	32,400	53,400	21,000
Memberships & Subscriptions	1,292	5,748	1,705	1,150	1,705	1,705	1,705	-
Telecommunications	1,800	-	1,967	1,634	1,634	1,967	1,967	-
Consulting Services	-	-	6,669	-	-	10,000	10,000	-
Health & Safety Supplies	1,324	252	-	3,200	500	5,000	5,000	-
Transfer To Reserves	13,100	109,723	13,100	13,100	13,100	13,100	13,100	-
<b>Total Expenses</b>	<b>290,167</b>	<b>396,583</b>	<b>318,695</b>	<b>287,067</b>	<b>303,408</b>	<b>358,008</b>	<b>390,418</b>	<b>32,410</b>
<b>Net Budget</b>	<b>290,167</b>	<b>395,290</b>	<b>318,695</b>	<b>287,067</b>	<b>303,408</b>	<b>358,008</b>	<b>390,418</b>	<b>32,410</b>



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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0	0	0	
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0	0	0	

**OBJECTIVES AND RESPONSIBILITIES**

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

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



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

- No operating changes are requested for 2021.

**Summary**

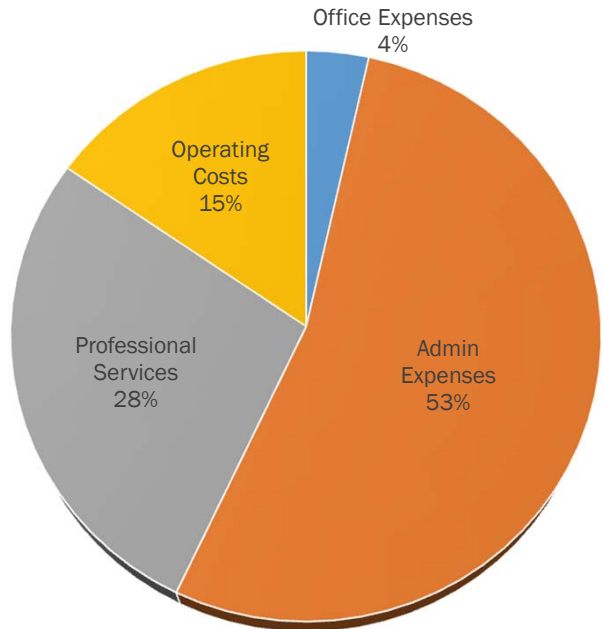
	2019 Budget	2020 Budget	2021 Budget
Office Expenses	2,500	2,500	2,500
Admin Expenses	38,000	38,000	38,000
Professional Services	19,300	29,600	19,600
Operating Costs	10,950	10,950	10,950
<b>Total Expenses</b>	<b>70,750</b>	<b>81,050</b>	<b>71,050</b>
Revenues	(32,400)	(51,400)	(40,900)
<b>Net Budget</b>	<b>38,350</b>	<b>29,650</b>	<b>30,150</b>

**Summary of Budget Changes**

	Change	Balance
2020 Budget		29,650
Add: 2020 One-Time Items	500	
Wage Adjustments	-	

Budget Issues:

Subtotal		500
<b>2021 Budget</b>		<b>30,150</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Annualized for One-Time adjustments from prior year			500	-	Division One-time adjustments from prior year	500	-
<b>Division Totals</b>			<u>500</u>	<u>-</u>		<u>500</u>	<u>-</u>

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Licences & Permits	24,459	25,708	19,462	25,300	25,300	35,800	25,300	(10,500)
Fines Revenue	1,500	1,387	619	2,600	1,700	1,700	1,700	-
Recovery of Staff	5,500	13,955	13,900	5,400	5,400	13,900	13,900	-
<b>Total Revenues</b>	<b>31,459</b>	<b>41,050</b>	<b>33,981</b>	<b>33,300</b>	<b>32,400</b>	<b>51,400</b>	<b>40,900</b>	<b>(10,500)</b>
<b>Expenses</b>								
Office Supplies	707	751	1,000	1,000	1,000	1,000	1,000	-
Courier & Postage	775	810	1,500	1,500	1,500	1,500	1,500	-
Administration Fee	12,680	28,729	38,000	38,000	38,000	38,000	38,000	-
Service Contract	-	-	-	-	-	10,000	-	(10,000)
Animal Control Officer	19,233	19,446	19,600	19,300	19,300	19,600	19,600	-
Stray Cats	5,525	5,550	420	8,500	5,000	5,000	5,000	-
Cat Spay & Neuter	2,945	4,550	600	5,000	5,000	5,000	5,000	-
Miscellaneous Expense	2,013	1,717	-	500	950	950	950	-
<b>Total Expenses</b>	<b>43,878</b>	<b>61,553</b>	<b>61,120</b>	<b>73,800</b>	<b>70,750</b>	<b>81,050</b>	<b>71,050</b>	<b>(10,000)</b>
<b>Net Budget</b>	<b>12,419</b>	<b>20,503</b>	<b>27,139</b>	<b>40,500</b>	<b>38,350</b>	<b>29,650</b>	<b>30,150</b>	<b>500</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	6	6	7	1 Fire Chief 1 Deputy Fire Chief 2 Assistant Deputy Fire Chiefs 2 Fire Prevention Officers (1 new) 1 Administrative Assistant
PART-TIME/ SEASONAL/ TEMPORARY	96	91	96	Paid Volunteer Firefighters (Full complement – 96)
STUDENTS	0	0	0	
TOTAL	102	97	103	

## OBJECTIVES AND RESPONSIBILITIES

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

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

- A new fire prevention officer is being requested as the need for inspections of the increasing building stock is becoming more necessary. As a result of both employing a new fire prevention officer and changing the fire inspection user fee structure from one flat rate per property class to a charge by property class and size, an increase of revenue of (\$15,000) is being estimated for 2021. The annualized increase in inspection user fees is estimated to reach (\$31,000).
- A change in the structure of user fees from fire code contraventions is being requested from a per hour charge to a flat rate per visit. It is anticipated that with the additional fire prevention officer and structure change an additional (\$30,000) of revenue would be collected. Annualized the increase is estimated to reach (\$60,000).
- A onetime training allowance for \$2,000 is being requested for 3 recruits to receive DZ training. It is estimated on an annual basis that 5 recruits will be hired, trained, evaluated and tested. As a result base budget increases of a \$1,500 in recruit training meeting expenses, \$550 in firefighter clothing, and \$2,000 for dress uniforms are being requested.
- A transfer increase of \$100,000 to the fire vehicles and equipment reserve is recommended to address the long-term financial requirements needed to meet the needs of the department. The increase contributions to this reserve is needed as there will be significant draws in future years as aging fleet will need to be replaced.
- Major Capital projects being proposed for 2021 include:
  - Fire Master Plan \$100,000
  - Replacement of Support 5 vehicle \$50,000
  - Replacement of FPO1 vehicle \$35,000
  - Vehicle for new Fire Prevention Officer \$35,000
  - Annual bunker gear replacement program \$30,000

**Summary**

	2019 Budget	2020 Budget	2021 Budget
Wages	1,254,645	1,305,166	1,396,813
Office Expenses	79,000	71,900	80,700
Admin Expenses	67,940	67,940	67,940
Professional Services	90,900	90,900	90,900
Program Supplies	44,850	44,850	45,000
Operating Costs	168,115	168,115	169,615
Transfers to Reserves	262,700	362,700	462,700
<b>Total Expenses</b>	<b>1,968,150</b>	<b>2,111,571</b>	<b>2,313,668</b>
Revenues	(36,000)	(36,000)	(81,000)
<b>Net Budget</b>	<b>1,932,150</b>	<b>2,075,571</b>	<b>2,232,668</b>

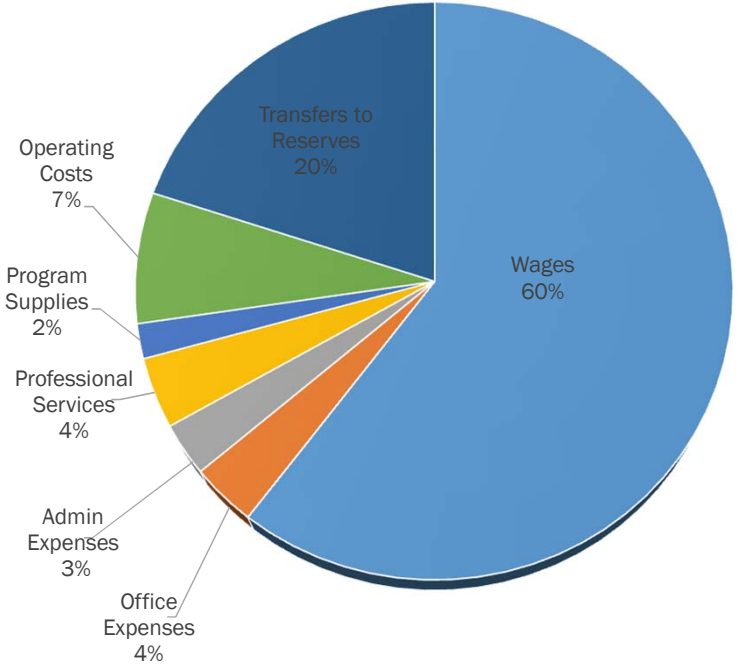
**Summary of Budget Changes**

	Change	Balance
2020 Budget		2,075,571
Add: 2020 One-Time Items	(32,500)	
Wage Adjustments	13,766	

Budget Issues:

2021-039 Annual Volunteer Firefighter Recruiting	6,050
2021-040 Second Fire Prevention Officer	114,781
2021-042 Industrial/Commercial Inspection User Fee	(15,000)
2021-043 Fire Inspection User Fee Structure Changes	(30,000)
2021-049 2021 Capital Program Funding	100,000

Subtotal	157,097
<b>2021 Budget</b>	<b>2,232,668</b>





Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		13,766	-	Division salary and wage adjustment	13,766	-
2 Annualized for One-Time adjustments from prior year			(32,500)	-	Division One-time adjustments from prior year	(32,500)	-
3 Line Item Increase	2021-039	Annual Volunteer Firefighter Training	6,050	2,000	<p>Historically the Lakeshore Fire Department has maintained a compliment of 85 to 100 volunteer firefighters across the 5 fire stations.</p> <p>The department is currently at a firefighter staffing compliment of 91 with anticipated retirements and changes in firefighter status of at least 5 people in 2021.</p> <p>Historically, based on staff turnover we have recruited every 2 years to get a class that was big enough for the resources required to provide the training.</p> <p>Fire admin has determined that with a hire/train/evaluate/test process now in place, that an annual recruitment occur (as required) of a minimum of 5 firefighters. The following budgetary request supports the financial requirements to complete this process.</p>	6,050	-
4 Revenue Increase	2021-042	Industrial/Commercial Inspection User Fee	(15,000)	-	<p>Fire is proposing to change the fee structure for Fire Inspections for Industrial/Commercial properties. The current user fee is \$192 for commercial inspections. Fire is proposing the fee structure be changed to;</p> <ul style="list-style-type: none"> <li>- Premises smaller than 1,000 m2 is \$168 per inspection</li> <li>- Each Additional 1,000 m2 is \$45</li> </ul> <p>With an additional fire prevention officer, Fire anticipated revenue to reach \$31,000 in revenue in this line item. A revenue increase of \$15,000 is being recommended as part of the 2021 budget.</p>	(15,000)	-
5 Revenue Increase	2021-043	Change in the Fire Inspections User Fee Structure	(30,000)	-	<p>Fire is proposing a new fee structure from Fire inspections.</p> <p>The fee structure for inspections resulting from a Fire Code Contravention is listed below.</p> <p>Any inspection resulting from a fire code contravention will be set at a rate of \$90. Additional follow-up visits will be charged out at \$50/visit. Fire is anticipating that at a minimum 3 additional follow-up visits will be required to close out an inspection.</p> <p>The budget request represents the increase in revenue from this change. With an additional fire prevention officer, Fire anticipated revenue to reach \$60,000.</p> <p>An additional \$30,000 will be brought forward as part of the 2022 budget. Inspection resulting in Ontario Fire Code Contraventions - \$90. This will apply to every inspection with contraventions and is a small cost recovery for those who do not meet their requirements under the Fire Code. Each additional follow-up step to close the inspection - \$50 per step (phone call, email, site re-inspection</p>	(30,000)	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
6 Service Enhancement	2021-040	2nd Municipal Fire Prevention Officer	114,781	12,600	The Fire Prevention Officer now manages a year over year average of about 250 address site inspections that have identified over 8200 fire code deficiencies since 2008. Administration has made every attempt to maximize the inspection cycles through a risk based, responsible approach. The current Lakeshore Fire inspection schedules are based on 1,2 and 3 year cycles dependent on Fire Code requirements and occupancy risk. Commercial and industrial growth from 2010 through 2018 exceeded 1 million additional square feet that the fire department is not resourced to inspect. A new hotel, condominiums and other commercial growth will add to the list of customers we are unable to support. The demands of the community have simply over-run the capacity of a single Fire Prevention Officer program. The current fire inspection program educates our customers with the intent to keep the overall fire related emergency response to a minimum. Inspections are conducted with a view to encouraging owners to maintain fire and life safety devices. The Fire Prevention Officer role is to ensure the building owners are maintaining these requirements through our proactive inspections while educating the customer of their legal obligations and responsibilities under the Ontario Fire Code. The needs and circumstances of our community have changed. There is no capacity left to manage this increasing customer volume. Without additional Fire Prevention Officer resources, fire inspection service levels will decrease and emergency response call volumes will potentially increase. The anticipated new revenue under the Fee for Service Change for fire inspection services will help to offset the costs to provide this level of service.	114,781	-
7 Service Enhancement	2021-049	2021 Capital Program Funding Enhancements	100,000	-	Capital Program Funding Enhancements	100,000	-
<b>Division Totals</b>			<b><u>157,097</u></b>	<b><u>14,600</u></b>		<b><u>157,097</u></b>	<b><u>-</u></b>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	1,780	17,447	5,784	6,000	6,000	6,000	51,000	45,000
Miscellaneous Revenue	5,729	5,729	5,000	5,000	5,000	5,000	5,000	-
Recovery Of Expense	37,431	19,377	25,000	25,000	25,000	25,000	25,000	-
<b>Total Revenues</b>	<b>44,940</b>	<b>42,553</b>	<b>35,784</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>81,000</b>	<b>45,000</b>
<b>Expenses</b>								
Wages and Benefits	1,113,441	1,139,055	1,305,166	1,140,847	1,254,645	1,305,166	1,396,813	91,647
Office Supplies	1,718	2,323	2,205	2,000	3,000	2,000	4,000	2,000
Advertising & Promotion	550	1,139	720	1,200	1,200	1,200	1,200	-
Meeting Expenses	3,161	745	596	2,250	4,250	1,750	2,250	500
Courier & Postage	291	339	189	600	600	600	600	-
Travel Expense	6,205	4,482	6,800	6,800	6,800	6,800	6,800	-
Training & Conferences	2,337	16,011	15,500	12,500	24,700	20,500	17,000	(3,500)
Memberships & Subscriptions	3,397	3,733	4,100	4,100	4,100	4,100	4,300	200
Telecommunications	22,352	23,335	22,442	23,900	23,150	22,250	23,750	1,500
Computer Expense	8,505	6,755	7,700	8,500	7,700	7,700	10,800	3,100
Pagers & Radios	4,988	2,837	3,500	14,000	3,500	3,500	8,500	5,000
Staff Appreciation	-	1,963	2,472	-	-	1,500	1,500	-
Licence Renewals	64,374	49,308	65,798	77,540	67,940	67,940	67,940	-
Consulting Services	5,264	-	-	5,000	-	-	-	-
Dispatch Services	88,020	87,837	90,900	90,900	90,900	90,900	90,900	-
Health & Safety Supplies	2,732	1,626	4,489	4,150	4,150	4,150	4,300	150
Materials & Supplies	6,680	5,478	3,238	17,500	10,500	10,500	10,500	-
Small Tools & Equipment	37,846	29,820	30,200	24,200	30,200	30,200	30,200	-
Security Services	1,415	1,415	3,953	1,650	1,415	1,415	1,415	-
Equipment Repairs & Maintenance	21,641	20,951	18,500	22,500	22,500	22,500	22,500	-
Fuel & Oil	25,582	20,440	25,300	23,000	25,300	25,300	25,300	-
Equipment Rental	2,924	3,760	3,317	3,500	3,500	3,500	3,500	-

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
Insurance Premiums	11,437	25,987	10,900	10,900	10,900	10,900	10,900	-
Vehicle Repairs & Maintenance	172,529	147,821	87,486	138,100	104,500	104,500	106,000	1,500
Miscellaneous Expense	-	-	-	5,000	-	-	-	-
Transfer To Reserves	103,900	262,700	362,700	98,900	262,700	362,700	462,700	100,000
Transfer To Capital	-	13	-	-	-	-	-	-
<b>Total Expenses</b>	<b>1,711,289</b>	<b>1,859,873</b>	<b>2,078,172</b>	<b>1,739,537</b>	<b>1,968,150</b>	<b>2,111,571</b>	<b>2,313,668</b>	<b>202,097</b>
<b>Net Budget</b>	<b>1,666,350</b>	<b>1,817,320</b>	<b>2,042,389</b>	<b>1,703,537</b>	<b>1,932,150</b>	<b>2,075,571</b>	<b>2,232,668</b>	<b>157,097</b>



SERVICE AREA: Legislative and Legal Services

BUDGET CENTRE: Police

**STAFFING**

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0	0	0	Policing services are provided through a contract with the Ontario Provincial Police. Staffing is determined by the detachment commander based on demand for services.
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0	0	0	

**OBJECTIVES AND RESPONSIBILITIES**

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

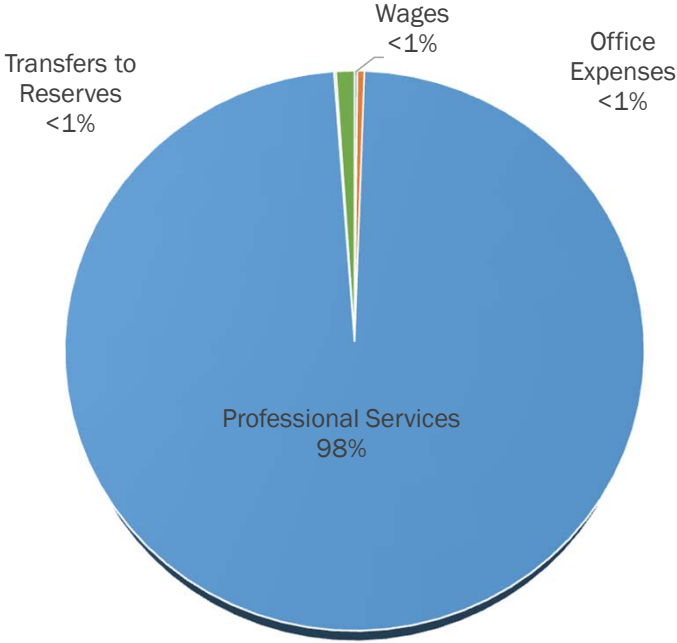
SERVICE AREA: Legislative and Legal Services	BUDGET CENTRE: Police
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**BUDGET HIGHLIGHTS**

- The OPP contractual rate is the sum of: (base cost X the number of properties\*) + (# of calls X severity index for each call). The estimated 2021 OPP Municipal Billing Contract is \$4,985,587 (2020- \$4,930,281), an increase of \$55,306 over 2020. This line item also includes a onetime allocation based on the 2019 reconciled costs of \$48,637 which is being funded from the Police reserve account and not impacting the overall budget.
- The Town continues to contribute \$54,300 annually to the Police reserve account to fund any future one time reconciled amounts from previous years based on service demands (calls). The reserve will support the Town’s contract funding obligations that arise from adjustments related to wage rate and reconciled service demands.

	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	8,200	8,200	8,200
Office Expenses	20,700	20,700	20,700
Professional Services	4,883,607	5,019,386	5,048,024
Operating Costs	6,100	6,100	6,100
Transfers to Reserves	54,300	54,300	54,300
<b>Total Expenses</b>	<b>4,972,907</b>	<b>5,108,686</b>	<b>5,137,324</b>
Revenues	(138,500)	(138,500)	(138,500)
Transfers from Reserves	-	(135,779)	(48,637)
<b>Net Budget</b>	<b>4,834,407</b>	<b>4,834,407</b>	<b>4,950,187</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
<b>2020 Budget</b>		4,834,407
Add: 2020 One-Time Items	60,474	
Wage Adjustments	-	
<b>Budget Issues:</b>		
2021-028 Fund the Police Operating Reserve	55,306	
Subtotal		115,780
<b>2021 Budget</b>		<b>4,950,187</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Contractual	2021-028	2021 Annual Policing Services (OPP)	55,306	-	Annual increase for the OPP contract.	55,306	-
2 Annualized for One-Time adjustments from prior year			60,474	-	Division One-time adjustments from prior year	60,474	-
<b>Division Totals</b>			<b><u>115,780</u></b>	<b><u>-</u></b>		<b><u>115,780</u></b>	<b><u>-</u></b>





	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	31,526	33,352	31,002	30,000	30,000	30,000	30,000	-
Grant Revenue	131,823	60,099	108,500	108,800	108,500	108,500	108,500	-
Transfer From Reserves	-	-	135,779	-	-	135,779	48,637	(87,142)
<b>Total Revenues</b>	<b>163,349</b>	<b>93,451</b>	<b>275,281</b>	<b>138,800</b>	<b>138,500</b>	<b>274,279</b>	<b>187,137</b>	<b>(87,142)</b>
<b>Expenses</b>								
Wages and Benefits	5,574	4,747	8,200	8,200	8,200	8,200	8,200	-
Office Supplies	1,089	771	150	2,000	2,000	2,000	2,000	-
Advertising & Promotion	2,409	-	2,500	2,500	2,500	2,500	2,500	-
Travel Expense	353	279	-	500	500	500	500	-
Training & Conferences	9,017	5,967	2,962	14,100	14,100	14,100	14,100	-
Memberships & Subscriptions	1,436	1,422	1,506	1,600	1,600	1,600	1,600	-
Telecommunications	-	-	2,550	-	-	-	-	-
OPP Contract	4,593,864	4,869,720	5,005,586	4,593,863	4,869,807	5,005,586	5,034,224	28,638
RIDE Program	12,086	17,866	13,800	13,800	13,800	13,800	13,800	-
Equipment Repairs & Maintenance	-	-	2,000	2,000	2,000	2,000	2,000	-
Equipment Rental	3,805	3,923	4,100	4,100	4,100	4,100	4,100	-
Transfer To Reserves	54,300	54,300	54,300	54,300	54,300	54,300	54,300	-
<b>Total Expenses</b>	<b>4,683,932</b>	<b>4,958,995</b>	<b>5,097,654</b>	<b>4,696,963</b>	<b>4,972,907</b>	<b>5,108,686</b>	<b>5,137,324</b>	<b>28,638</b>
<b>Net Budget</b>	<b>4,520,583</b>	<b>4,865,545</b>	<b>4,822,373</b>	<b>4,558,163</b>	<b>4,834,407</b>	<b>4,834,407</b>	<b>4,950,187</b>	<b>115,780</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	3	3	3	1 Director of CDS 1 Manager of Communications and Strategic Initiatives 1 Economic Development Officer
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595 hrs	595 hrs	595 hrs	1 Communications Student
TOTAL	3 FT plus 595 hours	3 FT plus 595 hours	3 FT plus 595 hours	

## OBJECTIVES AND RESPONSIBILITIES

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

SERVICE AREA: Community and Development Services

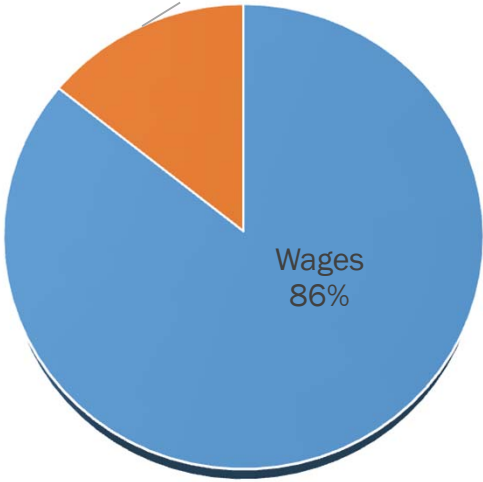
BUDGET CENTRE: Community and Development Services  
Administration

## BUDGET HIGHLIGHTS

- The increase in full time wages is due to the annualization of the Economic Development Officer in 2021. In 2020 25% of the wages were included in the budget.
- An increase in the advertising and promotion budget of \$21,000 is being recommended, \$15,000 of which is the increase in the communication support budget for 2020 deferred and 2021 municipal projects (e.g. Melody Drive, Amy Croft, Stormwater Master Plan, and Shoreline Plan etc.). This increase would include the costs of professional marketing companies to assist in the design and production of advertising campaigns and public meetings. The remaining \$6,000 is to host the public consultation regarding short-term accommodation rentals in accordance with the council approved motion number 292-09-2020.

<u>Summary</u>	2019 Budget	2020 Budget	2021 Budget
Wages	304,400	335,946	450,516
Office Expenses	28,090	50,090	75,000
<b>Net Budget</b>	<b>332,490</b>	<b>386,036</b>	<b>525,516</b>

Office Expenses  
14%



<u>Summary of Budget Changes</u>	Change	Balance
2021 Budget		386,036
Add: 2020 One-Time Items	101,250	
Wage Adjustments	13,320	
<u>Budget Issues:</u>		
2021-009 Communication Support Increase	15,000	
2021-010 Lakeshore Waves Newsletter budget increase	1,700	
2021-020 Economic Development Officer Support Person	2,210	
2021-044 Short Term Accommodation Rentals - Public Consultation	6,000	
Subtotal		139,480
<b>2021 Budget</b>		<b>525,516</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		13,320	-	Division salary and wage adjustment	13,320	-
2 Annualized for One-Time adjustments from prior year			101,250	-	Division One-time adjustments from prior year	101,250	-
3 Council Initiative	2021-044	Short Term Accommodation Rentals - Public Consultation	6,000	6,000	At the September 1, 2020 meeting, Council approved motion #292-09-2020: Direct Administration to proceed with Option #1 – public consultation in 2021, as described in the report by the Manager of Legislative Services and Manager of Development Services, presented September 1, 2020. The estimated cost to undertake the public consultation is \$6,000 as advised in the above-noted report.	6,000	-
4 Inflationary	2021-010	Lakeshore Waves Newsletter budget increase	1,700	-	Lakeshore Waves Newsletter is printed 3 times a year. Two copies are distributed with the Tax Bills and one copy directly mailed through Canada Post. Newsletter cost increase includes both printing and mailing costs plus additional copies for new homes in Lakeshore.	1,700	-
5 Line Item Increase	2021-009	Communication Support Increase	15,000	-	To increase communication support for municipal projects, including those that were deferred to 2020 and develop videos to expand communication techniques. Projects include: Melody Drive and Amy Croft reconstruction, Stormwater Master Plan, Shoreline Management Plan, Storm and Drainage Improvement projects, Lakeview Park, West Beach and Belle River Marina Master Plan, Atlas Tube Master Plan plus new projects included in the 2021 budget. Increase budget by \$15,000 to a total of \$25,000 to cover additional projects. This includes the use of professional marketing companies to assist in design and production.	15,000	-
6 Line Item Increase	2021-020	Economic Development Officer Support Costs	2,210	-	Council approved the addition of an Economic Development Officer Position through resolution # 507-11-2019 and through the approval of the 2020 Budget. Adjustments are needed in the 2021 CDS budget to include this new position. Memberships and Subscriptions is proposed to be increased from \$800 to \$2,000 and Telecommunications is proposed to increase from \$1,990 to \$3,000.	2,210	-
<b>Division Totals</b>			<b>139,480</b>	<b>6,000</b>		<b>139,480</b>	<b>-</b>

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

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Expenses</b>								
Wages and Benefits	283,751	266,208	335,946	297,689	304,400	335,946	450,516	114,570
Office Supplies	279	276	222	500	500	500	500	-
Advertising & Promotion	-	17,502	7,500	-	-	10,000	31,000	21,000
Meeting Expenses	238	843	65	1,000	1,000	1,000	1,000	-
Newsletter	5,849	11,077	11,300	11,300	11,300	11,300	13,000	1,700
Travel Expense	1,357	1,081	500	2,500	2,500	2,500	2,500	-
Training & Conferences	4,043	4,152	929	7,500	10,000	10,000	10,000	-
Memberships & Subscriptions	51	772	754	200	800	800	2,000	1,200
Telecommunications	2,351	843	1,990	2,340	1,990	1,990	3,000	1,010
Computer Expense	-	7,666	12,000	-	-	12,000	12,000	-
<b>Total Expenses</b>	<b>297,919</b>	<b>310,421</b>	<b>371,206</b>	<b>323,029</b>	<b>332,490</b>	<b>386,036</b>	<b>525,516</b>	<b>139,480</b>
<b>Net Budget</b>	<b>297,919</b>	<b>310,421</b>	<b>371,206</b>	<b>323,029</b>	<b>332,490</b>	<b>386,036</b>	<b>525,516</b>	<b>139,480</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	10.4	9.4	10.4	0.4 Manager 1.0 Supervisor- ATC Site Services 1.0 Supervisor of Aquatics 3.8 Facility Scheduling Clerks (1 Vacant) 4.0 Arena Attendants 0.2 Facility Maintenance Operator
PART-TIME/ SEASONAL/ TEMPORARY	16,800 hrs 3,897 hrs 308 hrs 2,166 hrs 20,737 hrs	11,075 hrs 1,434 hrs 163 hrs 1,605 hrs 5,225 hrs	6,300 hrs 1,462 hrs 116 hrs 812 hrs 7,776 hrs	Facility Attendants Canteen Attendants Skate Patrol Customer Service Representatives Lifeguards/Pool coordinators/Instructors
STUDENTS	0	0	0	
TOTAL	10.4 FT plus 43,908 hrs	9.4 FT plus 19,502 hrs	10.4 FT plus 16,466 hrs	PT hours allocated over approx. 106 PT staff

**OBJECTIVES AND RESPONSIBILITIES**

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

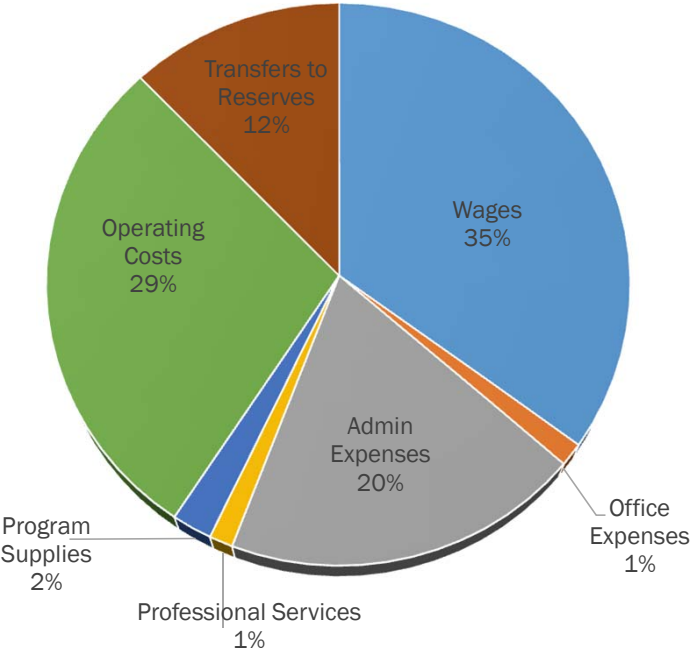
SERVICE AREA: Community and Development Services	BUDGET CENTRE: Atlas Tube Centre (ATC)
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**BUDGET HIGHLIGHTS**

- Due to COVID-19 and the uncertainty of the ability to return to normal operations in 2021, a one-time adjustment of (\$228,800) is included in the 2021 budget. This net numbers accounts for anticipated revenue reductions in programming revenue, offset by costs savings in wages, computer and transition fees, and program supplies.
- Transfer from the development charges recreation (arena) reserve fund for 2021 is \$780,000 This represent the repayment form DC’s for the construction of the ATC and is intended to offset the debt payments.
- Capital projects being proposed for 2021 include:
  - Lighting retrofit project \$260,000
  - Rock ditch covering \$65,000



	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	2,174,900	2,130,875	1,672,749
Office Expenses	85,000	85,000	63,300
Admin Expenses	937,700	937,700	924,400
Professional Services	88,800	60,800	60,800
Program Supplies	135,000	135,000	103,700
Operating Costs	1,281,900	1,361,948	1,361,948
Capital from Rates	100,000	-	-
Transfers to Reserves	582,500	582,500	582,500
<b>Total Expenses</b>	<b>5,385,800</b>	<b>5,293,823</b>	<b>4,769,397</b>
Revenues	(1,777,815)	(1,777,815)	(1,052,015)
Transfers from Reserves	(686,000)	(384,301)	(780,000)
<b>Net Budget</b>	<b>2,921,985</b>	<b>3,131,707</b>	<b>2,937,382</b>



Summary of Budget Changes	Change	Balance
2020 Budget		3,131,707
Add: 2020 One-Time Items	332,600	
Wage Adjustments	24,275	
<b>Budget Issues:</b>		
2021-046 COVID Impact on Revenue and Expenses for ATC	228,800	
2021-052 DC Repayment Transfer for the Atlas Tube Centre	(780,000)	
Subtotal		(194,325)
<b>2021 Budget</b>		<b>2,937,382</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		24,275	-	Division salary and wage adjustment	24,275	-
2 Annualized for One-Time adjustments from prior year			332,600	-	Division One-time adjustments from prior year	332,600	-
3 Annualization	2021-052	DC Repayment Transfer for the Atlas Tube Centre	(780,000)	(780,000)	To budget for the DC repayment transfer for the annual debt payment on the Atlas Tube Centre.	(780,000)	-
4 Line Item Increase	2021-046	COVID Impact on Revenue and Expenses for ATC			To account for the impacts of COVID-19 on revenues and expenses for the Atlas Tube Centre for 2021. These are one time adjustments that will be reversed in 2022 should normal activity resume.	-	-
			(430,700)	(430,700)	Wages	(430,700)	
			(21,700)	(21,700)	Computer Expense	(21,700)	
			(13,300)	(13,300)	Transaction Fee	(13,300)	
			(31,300)	(31,300)	Cost of Goods Sold	(31,300)	
			52,500	52,500	Concession Revenue	52,500	
			20,000	20,000	Rental Revenue	20,000	
			221,600	221,600	Aquatics Revenue	221,600	
			431,700	431,700	Ice Revenue	431,700	
<b>Division Totals</b>			<b><u>(194,325)</u></b>	<b><u>(551,200)</u></b>		<b><u>(194,325)</u></b>	<b><u>-</u></b>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Grant Revenue	9,468	-	-	-	-	-	-	-
Sponsorships & Donations	122,500	1,000	542	-	-	-	-	-
Advertising Revenue	16,498	15,000	-	15,000	15,000	15,000	15,000	-
Miscellaneous Revenue	56,097	49,045	50,613	75,000	48,000	48,000	48,000	-
Concession Revenue	157,231	152,005	48,515	144,000	144,000	144,000	91,500	(52,500)
Rental Income	83,341	87,432	14,259	77,550	77,550	77,550	57,550	(20,000)
Wage Subsidy	-	4,419	-	-	-	-	-	-
Aquatics Revenue	548,939	583,402	144,249	406,500	506,500	506,500	284,900	(221,600)
Ice Revenue	1,015,171	1,053,133	428,622	936,765	986,765	986,765	555,065	(431,700)
Transfer From Reserves	-	-	-	-	20,000	51,701	-	(51,701)
Transfer From Reserve Funds	-	666,000	332,600	-	666,000	332,600	780,000	447,400
<b>Total Revenues</b>	<b>2,009,245</b>	<b>2,611,436</b>	<b>1,019,402</b>	<b>1,654,815</b>	<b>2,463,815</b>	<b>2,162,116</b>	<b>1,832,015</b>	<b>(330,101)</b>
<b>Expenses</b>								
Wages and Benefits	1,966,106	2,088,330	1,779,591	2,211,702	2,174,900	2,130,875	1,672,749	(458,126)
Office Supplies	1,419	7,607	4,440	1,700	1,700	1,700	1,700	-
Advertising & Promotion	-	2,953	3,475	3,000	3,000	3,000	3,000	-
Meeting Expenses	-	-	173	250	250	250	250	-
Courier & Postage	44	78	59	250	250	250	250	-
Travel Expense	2,431	822	-	1,550	1,550	1,550	1,550	-
Training & Conferences	3,406	5,013	2,000	25,000	20,000	20,000	20,000	-
Memberships & Subscriptions	2,295	686	1,351	1,500	1,500	1,500	1,500	-
Telecommunications	5,742	7,258	6,573	7,250	7,250	7,250	7,250	-
Computer Expense	52,364	57,204	26,747	49,500	49,500	49,500	27,800	(21,700)
Events and Functions	-	161,873	-	-	-	-	-	-
Debt Payments	490,920	507,254	507,430	491,000	507,000	507,430	507,430	-
Cash Over/Short	302	441	(0)	200	200	200	200	-
Transaction Fees	35,668	41,901	21,833	30,500	30,500	30,500	17,200	(13,300)

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
Interest Expense	415,905	399,570	399,570	416,000	400,000	399,570	399,570	-
Consulting Services	-	13,701		-	28,000	-	-	-
Grounds Maintenance	23,651	51,750	23,500	26,900	23,500	23,500	23,500	-
Winter Control Services	43,400	21,760	37,300	37,300	37,300	37,300	37,300	-
Cost Of Good Sold	76,601	87,715	53,840	71,500	71,500	71,500	40,200	(31,300)
Health & Safety Supplies	8,403	5,081	9,278	2,500	3,000	3,000	3,000	-
Materials & Supplies	51,109	58,097	28,137	45,000	43,000	43,000	43,000	-
Program Supplies	15,864	26,442	10,834	17,500	17,500	17,500	17,500	-
Facility Maintenance	200,476	210,211	170,048	150,000	150,000	170,048	170,048	-
Utilities	938,023	1,030,469	917,112	1,057,500	925,000	925,000	925,000	-
Security Services	2,791	5,034	7,548	2,500	2,500	2,500	2,500	-
Waste Collection	12,597	13,248	15,676	13,000	13,000	13,000	13,000	-
Equipment Repairs & Maintenance	128,559	124,410	87,214	49,500	89,500	147,500	147,500	-
Vehicle Repairs & Maintenance	-	20	-	-	-	-	-	-
Fuel & Oil	8,747	8,323	5,000	9,000	9,000	10,000	10,000	-
Equipment Rental	8,200	-	3,000	2,000	2,000	3,000	3,000	-
Insurance Premiums	91,980	106,343	90,900	90,900	90,900	90,900	90,900	-
Transfer To Reserves	592,500	682,500	582,500	592,500	582,500	582,500	582,500	-
Transfer To Capital	179,042	-		90,602	100,000	-	-	-
<b>Total Expenses</b>	<b>5,358,546</b>	<b>5,726,094</b>	<b>4,795,128</b>	<b>5,497,604</b>	<b>5,385,800</b>	<b>5,293,823</b>	<b>4,769,397</b>	<b>(524,426)</b>
<b>Net Budget</b>	<b>3,349,301</b>	<b>3,114,657</b>	<b>3,775,726</b>	<b>3,842,789</b>	<b>2,921,985</b>	<b>3,131,707</b>	<b>2,937,382</b>	<b>(194,325)</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	3.5	2.50	3.5	0.5 Manager of Recreation and Leisure 1.0 Supervisor of Recreation 1.0 Recreation Co-ordinator (Vacant) 1.0 Facility Scheduling Clerk
PART-TIME/ SEASONAL/ TEMPORARY	6,549 hrs	1,988 hrs	2,456 hrs	Recreation Program Instructors (30-50)
STUDENTS	8,333 hrs	802 hrs	3,125 hrs	Day Camp Staff (14) <ul style="list-style-type: none"> <li>• 16 Camp Counsellors– 40 hrs/9 weeks</li> <li>• 2 Camp Leaders-40 hours/10 weeks</li> <li>• 2 Camp Coordinators-40 hrs/14 weeks</li> </ul> 7 PA Days + March Break Camp (333 hrs)
TOTAL	3.5 FT plus 14,882 hrs	2.5 FT plus 2,790 hrs	3.5 FT plus 5,581 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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

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

- Due to COVID-19 and the uncertainty of the ability to return to normal operations in 2021, a one-time adjustment of (\$63,500) is included in the 2021 budget. This net numbers accounts for anticipated revenue reductions in programming revenue, offset by costs savings in wages, computer and transition fees, and program supplies.

**Summary**

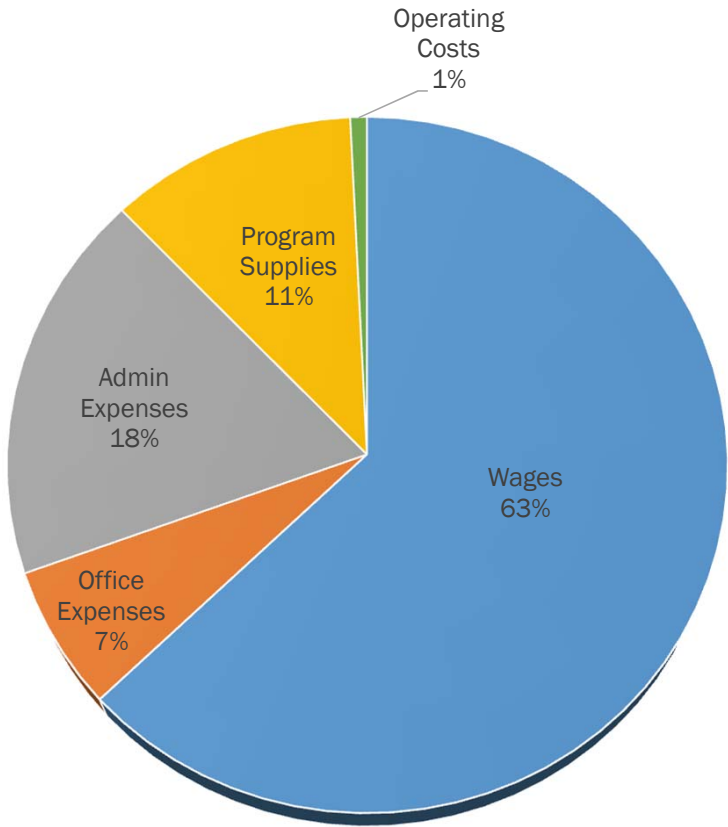
	2019 Budget	2020 Budget	2021 Budget
Wages	633,500	679,689	565,860
Office Expenses	62,050	67,050	59,250
Admin Expenses	163,965	163,865	163,865
Professional Services	30,000	-	
Program Supplies	131,500	126,600	103,400
Operating Costs	6,900	6,900	6,900
<b>Total Expenses</b>	<b>1,027,915</b>	<b>1,044,104</b>	<b>899,275</b>
Revenues	(442,500)	(486,405)	(273,605)
Transfers from Reserves	(30,000)	-	
<b>Net Budget</b>	<b>555,415</b>	<b>557,699</b>	<b>625,670</b>

**Summary of Budget Changes**

	Change	Balance
2020 Budget		557,699
Add: 2020 One-Time Items	-	
Reallocations		
Wage Adjustments	4,471	

Budget Issues:

2021-047 COVID Impact on Revenue and Expenses for Recreation Programming	63,500	
Subtotal		67,971
<b>2021 Budget</b>		<b>625,670</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		4,471	-	Division salary and wage adjustment	4,471	-
2 Line Item Increase	2021-047	COVID Impact on Revenue and Expenses for Recreation Programming			To account for the impacts of COVID-19 on revenues and expenses for Recreation Programming for 2021. These are one time adjustments that will be reversed in 2022 should normal activity resume.		
			211,500	211,500	User Fee Revenue	211,500	-
			1,300	1,300	Grant Revenue	1,300	-
			(118,300)	(118,300)	Wages	(118,300)	-
			(7,800)	(7,800)	Computer Expense	(7,800)	-
			(3,900)	(3,900)	Transaction Fee	(3,900)	-
			(19,300)	(19,300)	Program Supplies	(19,300)	-
<b>Division Totals</b>			<b>67,971</b>	<b>63,500</b>		<b>67,971</b>	<b>-</b>

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





# 2021 Budget

# Recreation

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	438,213	482,435	90,097	437,000	437,000	480,905	269,405	(211,500)
Grant Revenue	27,148	5,150		5,500	5,500	5,500	4,200	(1,300)
Sponsorships & Donations	6,030	18,002	754	-	-	-	-	-
Wage Subsidy		22,860						
Transfer From Reserves	-	-		-	30,000	-	-	-
<b>Total Revenues</b>	<b>471,391</b>	<b>528,447</b>	<b>90,851</b>	<b>442,500</b>	<b>472,500</b>	<b>486,405</b>	<b>273,605</b>	<b>(212,800)</b>
<b>Expenses</b>								
Wages and Benefits	551,677	681,864	571,781	564,330	633,500	679,689	565,860	(113,829)
Office supplies	-	2,729	252		5,000	5,000	5,000	-
Advertising & Promotion	29,906	24,559	2,459	30,000	30,000	30,000	30,000	-
Courier & Postage	85	186	69	300	300	300	300	-
Travel Expense	3,152	3,977	301	2,100	2,100	2,100	2,100	-
Training & Conferences	4,510	4,040	-	7,100	7,100	7,100	7,100	-
Memberships & Subscriptions	4,000	4,535	3,838	2,000	2,000	2,000	2,000	-
Telecommunications	1,552	2,545	2,750	3,800	2,750	2,750	2,750	-
Computer Expense	2,650	3,666	3,665	17,800	17,800	17,800	10,000	(7,800)
Events & Functions	22,090	54,620	6,000	19,500	36,500	42,500	42,500	-
Debt Payments	154,964	130,959	121,365	154,965	121,365	121,365	121,365	-
Transaction Fees	1,410	1,103	200	15,000	9,000	9,000	5,100	(3,900)
Interest Expense		24,006	33,600		33,600	33,600	33,600	-
Consulting Services	-	-		-	30,000	-	-	-
Program Supplies	71,802	92,064	7,090	45,000	75,000	69,000	49,700	(19,300)
Program Discounts	13,480	15,039	3,215	15,000	15,000	15,000	15,000	-
Small Tools & Equipment			2,360					
Equipment Rental	5,572	6,238	6,400	6,400	6,400	6,400	6,400	-
Miscellaneous Expense	1,317	532		2,500	500	500	500	-
<b>Total Expenses</b>	<b>868,169</b>	<b>1,052,661</b>	<b>765,344</b>	<b>885,795</b>	<b>1,027,915</b>	<b>1,044,104</b>	<b>899,275</b>	<b>(144,829)</b>
<b>Net Budget</b>	<b>396,778</b>	<b>524,214</b>	<b>674,493</b>	<b>443,295</b>	<b>555,415</b>	<b>557,699</b>	<b>625,670</b>	<b>67,971</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0.45	0.45	0.45	0.10 Manager of Recreation and Leisure 0.15 Supervisor of Parks/Facilities/Fleet 0.20 Facility Scheduling clerk
PART-TIME/ SEASONAL/ TEMPORARY	2,520 hrs	3,024 hrs	2,520 hrs	3 PT seasonal - 24 weeks
STUDENTS	4,200 hrs	4,485 hrs	4,200 hrs	PT hours are allocated among 5-8 students
TOTAL	0.45 FT plus 6,720 hrs	0.45 FT plus 7,509 hrs	0.45 FT plus 6,720 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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

SERVICE AREA: Community and Development Services

BUDGET CENTRE: Marina

**BUDGET HIGHLIGHTS**

- No operating changes are requested for 2021.

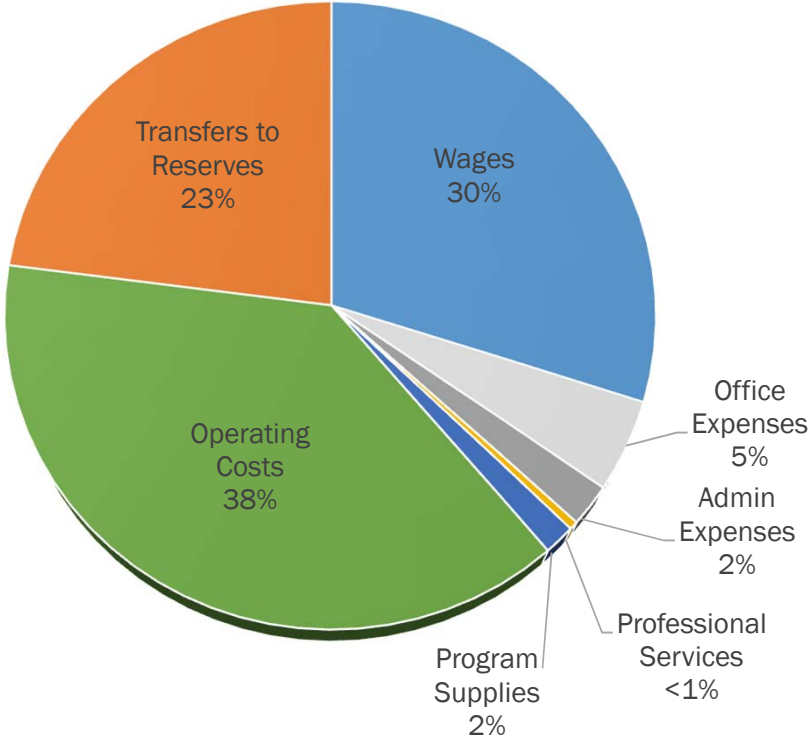
**Summary**

	2019 Budget	2020 Budget	2021 Budget
Wages	207,200	211,031	211,334
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	270,100	276,600	270,100
Transfers to Reserves	162,000	162,000	162,000
<b>Total Expenses</b>	<b>701,800</b>	<b>712,131</b>	<b>705,934</b>
Revenues	(619,865)	(619,865)	(619,865)
Transfers from Reserves	-	(6,500)	-
<b>Net Budget</b>	<b>81,935</b>	<b>85,766</b>	<b>86,069</b>

**Summary of Budget Changes**

	Change	Balance
2020 Budget		85,766
Add: 2020 One-Time Items	-	
Wage Adjustments	303	
<b>Subtotal</b>		<b>303</b>
<b>2021 Budget</b>		<b>86,069</b>

Budget Issues:



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		303	-	Division salary and wage adjustment	303	-
<b>Division Totals</b>			<b>303</b>	<b>-</b>		<b>303</b>	<b>-</b>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	35,160	42,689	34,970	25,000	25,000	25,000	25,000	-
Grant Revenue	2,830	4,367		3,700	3,700	250	250	-
Miscellaneous Revenue	1,087	881	1,000	1,950	1,450	1,200	1,200	-
Concession Revenue	3,994	6,283	2,582	3,100	3,100	3,100	3,100	-
Rental Income	10,815	9,270	10,815	10,815	10,815	10,815	10,815	-
Slip Rentals	380,057	398,575	340,000	350,000	360,000	360,000	360,000	-
Fuel and Oil Sales	273,216	236,994	252,400	196,100	215,800	215,800	215,800	-
Wage Subsidy	-	-	-			3,700	3,700	-
Transfer From Reserves	-	-	6,500	10,000	-	6,500	-	(6,500)
<b>Total Revenues</b>	<b>707,159</b>	<b>699,058</b>	<b>648,267</b>	<b>600,665</b>	<b>619,865</b>	<b>626,365</b>	<b>619,865</b>	<b>(6,500)</b>
<b>Expenses</b>								
Wages and Benefits	201,014	214,671	177,168	206,322	207,200	211,031	211,334	303
Office Supplies	1,805	4,016	2,500	2,000	2,000	2,000	2,000	-
Advertising & Promotion	-	900	-	100	100	100	100	-
Courier & postage	-	15	-			-	-	-
Training & Conferences	1,500	900	-	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	1,078	570	42	1,500	1,000	1,000	1,000	-
Telecommunications	3,330	3,451	3,200	3,200	3,200	3,200	3,200	-
Computer Expense	17,284	17,357	19,200	29,200	19,200	19,200	19,200	-
Lease Expense	5,963	7,960	5,903	5,900	5,900	5,900	5,900	-
Events & Functions	-	-	-	-	6,000	6,000	6,000	-
Cash Over/Short	201	126	-	200	200	200	200	-
Transaction Fees	18,551	18,498	15,000	15,000	15,000	15,000	15,000	-
Grounds Maintenance	3,486	9,839	4,000	5,000	3,000	3,000	3,000	-
Cost Of Good Sold	1,944	1,827	650	2,000	2,000	2,000	2,000	-
Health & Safety Supplies	1,245	87	500	500	500	500	500	-
Materials & Supplies	1,800	1,033	2,400	8,400	2,400	2,400	2,400	-
Facility Maintenance	23,926	23,112	17,500	17,500	17,500	17,500	17,500	-
Utilities	23,023	26,344	26,500	43,900	26,500	26,500	26,500	-
Waste Collection	-	2,930	-			-	-	-
Security Services	31,782	36,811	35,574	35,400	35,400	35,400	35,400	-

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
Equipment Repairs & Maintenance	3,082	3,791	7,000	4,500	4,500	11,000	4,500	(6,500)
Fuel & Oil	232,595	208,533	188,333	176,800	176,800	176,800	176,800	-
Insurance Premiums	3,732	3,871	9,400	9,400	9,400	9,400	9,400	-
Transfer To Reserves	157,300	162,000	162,000	157,300	162,000	162,000	162,000	-
Transfer To Capital	13,467	37,445	-	20,300	-	-	-	-
<b>Total Expenses</b>	<b>748,106</b>	<b>786,086</b>	<b>676,871</b>	<b>746,422</b>	<b>701,800</b>	<b>712,131</b>	<b>705,934</b>	<b>(6,197)</b>
<b>Net Budget</b>	<b>40,947</b>	<b>87,028</b>	<b>28,604</b>	<b>145,757</b>	<b>81,935</b>	<b>85,766</b>	<b>86,069</b>	<b>303</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	5.0	4.0	5.0	1 Manager of Development Services (Vacant) 1 Planner I 1 Planner II (Vacant) 1 Senior Planner 1 Administrative Assistant
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	1,200 hrs	0 hrs	1,200 hrs	
TOTAL	5 FT plus 1,200 hrs	4 FT plus 0 hrs	5 FT plus 1,200 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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



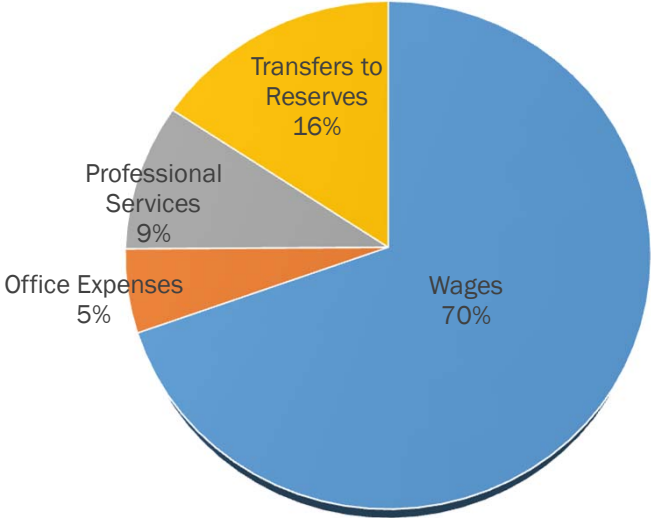
SERVICE AREA: Community and Development Services	BUDGET CENTRE: Development Services
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**BUDGET HIGHLIGHTS**

- Annual licencing cost for city view for planning is \$11,200, the current budget is \$7,500. An increase of \$3,700 is being requested.
- Due to the closure of the local newspaper Administration is forced to advertise in the Windsor Star for public notification as required by the Planning Act, which is more costly. An increase in the advertising budget for \$9,800 is being requested.
- The increase in full time wages is due to the annualization of the senior planner in 2021. In 2020 50% of the wages were included in the budget.

	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	419,400	497,778	558,219
Office Expenses	23,100	29,100	42,600
Professional Services	530,000	75,000	75,000
Transfers to Reserves	126,300	126,300	126,300
Total Expenses	1,098,800	728,178	802,119
Revenues	(75,900)	(79,900)	(79,900)
Transfers from Reserves	(455,000)	-	
<b>Net Budget</b>	<b>567,900</b>	<b>648,278</b>	<b>722,219</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2020 Budget		648,278
Add: 2020 One-Time Items	50,000	
Wage Adjustments	10,441	
<u>Budget Issues:</u>		
2021-021 Advertising for Planning Act Matters	9,800	
2021-023 CityView License	3,700	
Subtotal		73,941
<b>2021 Budget</b>		<b>722,219</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		10,441	-	Division salary and wage adjustment	10,441	-
2 Annualized for One-Time adjustments from prior year			50,000	-	Division One-time adjustments from prior year	50,000	-
3 Contractual	2021-023	CityView License	3,700	-	The annual fee is \$27,500 plus HST. Planning pays 40% of the cost, whereby Building pays 60% of the cost. The annual licensing cost for City View that is paid for by planning is \$11,200. The current budget for this line item is \$7,500. An additional \$3,700 is needed to support the annual cost of this software program. The current budget for building is \$16,550. The annual cost will be \$16,800. An additional \$250 is required for building as well.	3,700	-
4 Inflationary	2021-021	Advertising for Planning Act Matters	9,800	-	<p>With the local newspapers closing, Administration is forced to utilize the Windsor Star for advertising Town Initiated Amendments, which is more expensive than the local newspapers (i.e. \$1,000 for 1 ad in all local newspapers, compared to \$2,600 to \$3,000 for 1 ad in 1 newspaper "Windsor Star"). Public Notification is mandatory as per the Planning Act. For example, a zoning by-law amendment application requires at least 2 Notifications in the newspaper (could be up to \$3,000 each for a total of \$6,000, for 1 application a year or \$12,000 for two applications a year).</p> <p>Some advertising can be absorbed in an account associated with a capital project, but some cannot and we should have appropriate dollars available for Council, growing forward, given the closing of the local newspapers, if Council directs Administration to undertake a Town Initiated Amendment, where the Town has to pay all costs, including newspaper advertising, where an amendment applies to all of Lakeshore.</p> <p>The current budget is \$7,500. This increase would increase the overall budget to \$12,000 annually.</p>	9,800	-
<b>Division Totals</b>			<b>73,941</b>	<b>-</b>		<b>73,941</b>	<b>-</b>

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



# 2021 Budget

# Development Services

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	73,434	68,087	57,021	66,900	75,900	79,900	79,900	-
Transfer From Reserves	20,883	-	-	117,000	455,000	-	-	-
<b>Total Revenues</b>	<b>94,317</b>	<b>68,087</b>	<b>57,021</b>	<b>183,900</b>	<b>530,900</b>	<b>79,900</b>	<b>79,900</b>	<b>-</b>
<b>Expenses</b>								
Wages and Benefits	330,817	391,376	418,615	345,211	419,400	497,778	558,219	60,441
Office Supplies	736	755	700	1,000	1,000	1,000	1,000	-
Advertising & Promotion	670	-	2,200	2,200	2,200	2,200	12,000	9,800
Meeting Expenses	-	38	-	-	-	500	500	-
Courier & Postage	3,822	2,088	2,000	3,000	3,000	3,000	3,000	-
Travel Expense	453	515	500	1,500	1,500	1,500	1,500	-
Training & Conferences	2,534	3,832	3,570	5,000	5,000	8,000	8,000	-
Memberships & Subscriptions	1,040	1,082	1,541	1,500	2,100	4,600	4,600	-
Telecommunications	549	549	800	1,000	800	800	800	-
Computer Expense	7,337	6,507	11,193	7,500	7,500	7,500	11,200	3,700
Consulting Services	92,123	280,741	75,000	142,100	530,000	75,000	75,000	-
Transfer To Reserves	74,300	(75,612)	126,300	54,300	126,300	126,300	126,300	-
<b>Total Expenses</b>	<b>514,381</b>	<b>611,872</b>	<b>642,419</b>	<b>564,311</b>	<b>1,098,800</b>	<b>728,178</b>	<b>802,119</b>	<b>73,941</b>
<b>Net Budget</b>	<b>420,064</b>	<b>543,785</b>	<b>585,398</b>	<b>380,411</b>	<b>567,900</b>	<b>648,278</b>	<b>722,219</b>	<b>73,941</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	10.0	10.0	10.0	1 Chief Building Official 5 Building Inspectors 2 By-law Compliance Officer 1 Building Coordinator 1 Administrative Assistant
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595 hrs	210 hrs	595 hrs	1 By-law Co-op Student
TOTAL	10 FT plus 595 hrs	10 FT plus 210 hrs	10 FT plus 595 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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

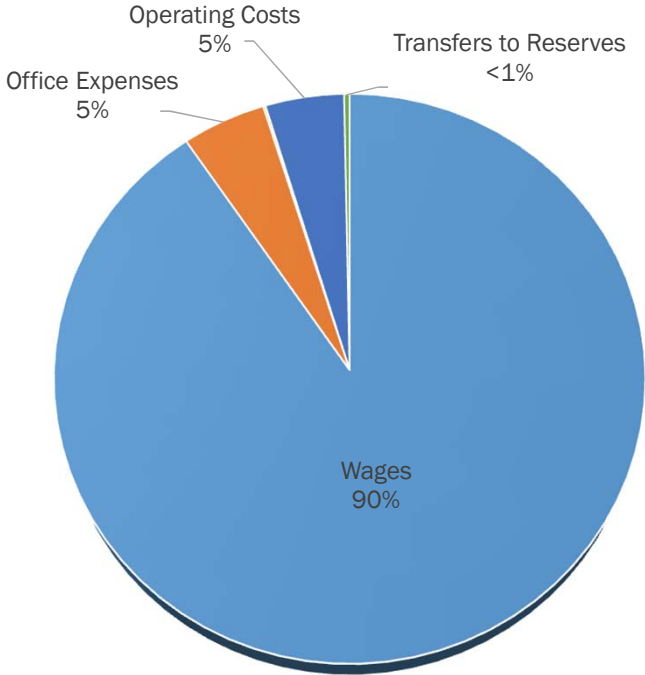
SERVICE AREA: Community and Development Services	BUDGET CENTRE: Building
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**BUDGET HIGHLIGHTS**

- A one-time adjustment for \$2,000 is being requested to purchase the by-law officers protective vests.
- Transfer from the building reserve fund increased by \$62,587 in accordance with the building code act.

	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	888,800	974,440	1,026,492
Office Expenses	50,900	56,050	53,550
Professional Services	184,500	-	-
Program Supplies	1,500	1,500	1,500
Operating Costs	50,300	50,300	50,300
Transfers to Reserves	-	3,500	3,500
<b>Total Expenses</b>	<b>1,176,000</b>	<b>1,085,790</b>	<b>1,135,342</b>
Revenues	(893,300)	(818,300)	(818,300)
Transfers from Reserves	-	(2,750)	-
Transfer From Reserve Funds	(218,000)	(240,000)	(302,537)
<b>Net Budget</b>	<b>64,700</b>	<b>24,740</b>	<b>14,505</b>

<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2020 Budget		24,740
Add: 2020 One-Time Items	240,000	
Wage Adjustments	50,052	
<u>Budget Issues:</u>		
2021-025 Building/By-Law-Protective Vests	2,000	
2021-055 Building Reserve Fund Operations Transfer	(302,287)	
Subtotal		(10,235)
<b>2021 Budget</b>		<b>14,505</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		50,052	-	Division salary and wage adjustment	50,052	-
2 Annualized for One-Time adjustments from prior year			240,000	-	Division One-time adjustments from prior year	240,000	-
3 Legislated	2021-055	Building Reserve Fund Operations Transfer	(302,287)	(302,287)	Building Reserve Fund Operations Transfer	(302,287)	-
4 Line Item Increase	2021-025	Building/By-Law-Protective Vests	2,000	2,000	Our officers are conducting more enforcement throughout Lakeshore. Our service levels are becoming more enforcement oriented. The protection of our officers is paramount, therefore protective vests are required to protect our officers during their duties.	2,000	-
<b>Division Totals</b>			<u><b>(10,235)</b></u>	<u><b>(300,287)</b></u>		<u><b>(10,235)</b></u>	<b>-</b>

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





	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Licences & Permits	1,064,779	705,851	775,000	735,000	850,000	775,000	775,000	-
Miscellaneous Revenue	47,695	42,182	41,856	39,800	43,300	43,300	43,300	-
Recovery of Expense	-	9,368	-	-	-	-	-	-
Transfer From Reserves	-	-	2,750	-	-	2,750	-	(2,750)
Transfer From Reserve Funds	-	-	168,889	166,000	218,000	240,000	302,537	62,537
<b>Total Revenues</b>	<b>1,112,474</b>	<b>757,400</b>	<b>988,495</b>	<b>940,800</b>	<b>1,111,300</b>	<b>1,061,050</b>	<b>1,120,837</b>	<b>59,787</b>
<b>Expenses</b>								
Wages and Benefits	832,255	869,471	923,975	866,303	888,800	974,440	1,026,492	52,052
Office Supplies	1,794	2,740	217	3,000	5,000	3,000	3,000	-
Courier & Postage	1,022	1,052	344	2,000	2,000	2,000	2,000	-
Travel Expense	24	70	-	1,500	1,000	1,000	1,000	-
Training & Conferences	12,844	13,959	10,085	13,000	15,000	18,000	18,000	-
Memberships & Subscriptions	4,801	3,959	4,346	6,000	4,800	4,800	4,800	-
Telecommunications	6,310	6,458	6,002	7,850	6,550	6,550	6,550	-
Computer Expense	12,646	53,078	18,189	13,250	16,550	20,700	18,200	(2,500)
Consulting Services	-	-	-	-	184,500	-	-	-
Service Contract	-	9,335	-	-	-	-	-	-
Signs & Safety Devices	705	1,147	-	1,500	1,500	1,500	1,500	-
Insurance Premiums	40,152	42,885	40,877	37,800	37,800	37,800	37,800	-
Fuel & Oil	-	8,399	5,353	-	-	-	-	-
Vehicle Repairs & Maintenance	22,259	5,569	348	12,500	12,500	12,500	12,500	-
Transfer To Reserves	-	-	3,500	-	-	3,500	3,500	-
Transfer To Reserve Funds	247,105	-	-	-	-	-	-	-
Transfer To Capital	29,815	-	-	31,300	-	-	-	-
<b>Total Expenses</b>	<b>1,211,732</b>	<b>1,018,123</b>	<b>1,013,235</b>	<b>996,003</b>	<b>1,176,000</b>	<b>1,085,790</b>	<b>1,135,342</b>	<b>49,552</b>
<b>Net Budget</b>	<b>99,258</b>	<b>260,723</b>	<b>24,740</b>	<b>55,203</b>	<b>64,700</b>	<b>24,740</b>	<b>14,505</b>	<b>(10,235)</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	14.50	16.50	17.50	0.5 Manager of Public Works 1.0 Supervisor of Public Works 2.0 Lead Hands 12.0 Equipment Operators (1 new) 1.0 Administrative Assistant (moved from EIS) 1.0 EIS Coordinator (moved from EIS)
PART-TIME/ SEASONAL/ TEMPORARY	0.60	0.60	0.00	0.6 Project Manager (Contract Position)
STUDENTS	2,880 hrs	793 hrs	2,880 hrs	4 Students - 18 weeks
TOTAL	15.10 FT plus 2,880 hrs	17.10 FT plus 793 hrs	17.50 FT plus 2,880 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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

SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Public Works

### BUDGET HIGHLIGHTS

- An additional Public Works Operator is being requested in 2021 to increase the efficiency of operations and to continue to meet the required level of service.
- A budget request for traffic calming measures per council resolution number 148-05-2020 is included in the roadside maintenance budget for 2021 for \$40,000.
- The Storm Water Master Plan Phase 1 Study, recommended an annual budget of \$700,000 for stormwater system operations and maintenance. The current operating budget is \$125,000 annually. A phased in approach is being recommended with annual increases of \$200,000 in 2021 and 2022 and \$175,000 in 2023. The additional funding will assist in implementing video inspections, condition assessments and maintenance programs.
- Software licencing fee of \$9,500 for Street Logix is included in the 2021 budget to fund the annual licencing cost. This implementation was completed in 2020.
- A transfer increase of \$50,000 to the vehicles and equipment reserve is recommended to address the long-term financial requirements needed to meet the needs of the department. The increase contributions to this reserve is needed as there will be significant draws in future years as aging fleet will need to be replaced.

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

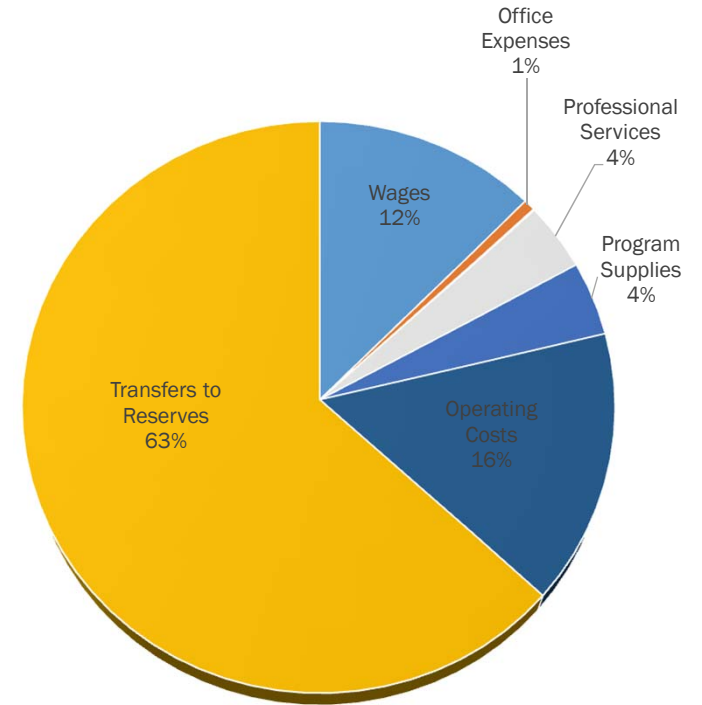
- Major capital projects being proposed for 2021 include:
  - Stormwater master plan phase 1 projects \$1,650,000
  - Melody Drive reconstruction \$1,400,000
  - Lifecycle asphalt road resurfacing program \$720,000
  - Roads lifecycle surface treatment program \$470,000
  - Tandem truck replacement \$400,000
  - High water flood mitigation measures \$250,000
  - Major Street and Lilydale Ave. reconstruction \$240,000
  - New sign truck \$150,000
  - Design of Rourke Line reconstruction \$100,000

**Summary**

	2019 Budget	2020 Budget	2021 Budget
Wages	1,434,600	1,522,041	1,805,249
Office Expenses	92,600	84,600	94,100
Admin Expenses	10,000	10,000	10,000
Professional Services	1,150,600	560,500	560,500
Program Supplies	607,500	607,500	607,500
Capital from Rates	30,000	-	-
Operating Costs	2,286,900	2,001,900	2,241,900
Transfers to Reserves	7,704,100	9,102,400	9,152,400
Total Expenses	13,316,300	13,888,941	14,471,649
Revenues	(138,800)	(138,800)	(138,800)
Transfers from Reserves	(750,000)	-	-
<b>Net Budget</b>	<b>12,427,500</b>	<b>13,750,141</b>	<b>14,332,849</b>

**Summary of Budget Changes**

	Change	Balance
2020 Budget		13,750,141
Add: 2020 One-Time Items		
Wage Adjustments	187,758	
<b>Budget Issues:</b>		
2021-033 Traffic Calming Measures	40,000	
2021-034 Storm Sewer Maintenance	200,000	
2021-035 Road Needs Pavement Management Database Software License	9,500	
2021-036 New Public Works Operator # 1	95,450	
2021-049 2021 Capital Program Funding	50,000	
Subtotal		582,708
<b>2021 Budget</b>		<b>14,332,849</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		187,758	-	Division salary and wage adjustment	187,758	-
2 Contractual	2021-035	Road Needs Pavement Management Database Software License	9,500	-	The Town currently uses Street Logix (formerly Street Scan) to maintain road needs study information and pavement condition assessment. The program is used by Administration to continually update and plan roads lifecycle and capital road works. The program was implemented in 2018/2019. The annual fee for the first year was included in the implementation cost. There were some implementation challenges in 2019, and therefore, Street Scan did not charge the Town for the 2020 licensing fee. In 2021 the Town will begin to incur the annual licensing costs of \$9,500. This budget issue is add this line item in the budget.	9,500	-
3 Council Initiative	2021-033	Traffic Calming Measures	40,000	-	This is a budget request to to support the implementation of the Traffic Calming policy approved by Council on May 26, 2020 for traffic calming measures	40,000	-
4 Line Item Increase	2021-034	Storm Sewer Maintenance	200,000	-	The Storm Water Master Plan Phase 1 study provided recommendation for the Town to allocate a minimum annual budget of approximately \$700,000 for stormwater system operation & maintenance. The current budget is \$125,000 and a phased in operation over two years is proposed with an initial increase of \$200,000 in 2021 and \$200,000 in 2022 and 175,000 in 2023. The additional funding will assist with the implementing a comprehensive storm sewer video inspection and condition assessment and maintenance program to confirm storm sewer replacement priorities. The funding will also assist in developing an annual operation and maintenance schedule for all Town owned SWM facilities and pump stations which currently consists of 21 SWM ponds and 26 storm pump stations.	200,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
5 Service Enhancement	2021-036	New Public Works Operator	95,450	-	<p>To increase the efficiency and effectiveness of operations and strengthen the standard of service with front line resources responding increasing work order service requests from the public. Current workforce is challenged to keep pace with all of the operational activities such as with the street cleaning throughout the summer and winter control with snow removal. Further adding to the challenges with operations are the impacts of flooding from high lake levels and major storm rainfall events. Public works maintenance service levels are impacted as well by increasing demands such as delivering sand bags and keeping sand pile locations stocked and building earth dams which might be the new normal for the next couple of years. This leads to staff time involved with flood mitigation measures, drainage systems and pumps that divert staff away from other operational activities such as time spent on maintenance of road repairs and sidewalk repairs, gravel road , grass cutting, tree and brush maintenance. The aim is to maintain the existing level of service the Town of Lakeshore has provided.</p> <p>The additional Public Works Operator will complete and compliment the Public Work Operator added in 2020 Budget. The staff complementary of Public Works Operator with this staff position will be a total of 14 staff which includes 2 Lead Hands split equally between the two Public Works shops.</p>	95,450	-
6 Service Enhancement	2021-049	2021 Capital Program	50,000	-	Capital Program Funding Enhancements	50,000	-
<b>Division Totals</b>			<b>582,708</b>	<b>-</b>		<b>582,708</b>	<b>-</b>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee-Missed Appt	-	-	1,650	-	-	-	-	-
Licences & Permits	54,959	51,664	38,000	60,800	62,800	62,800	62,800	-
Miscellaneous Revenue	225	30,000	30,000	-	-	-	-	-
Proceeds From Sale Of Equipment	20,257	32,940	-	-	-	-	-	-
Recovery Of Wages	23,735	40,057	40,000	50,000	40,000	40,000	40,000	-
Recovery Of Expense	37,017	45,212	36,000	41,000	36,000	36,000	36,000	-
Wage Subsidy	-	5,040	-	-	-	-	-	-
Transfer From Reserves	360,620	-	-	682,000	750,000	-	-	-
Transfer From Reserve Funds	175,000	-	-	175,000	-	-	-	-
<b>Total Revenues</b>	<b>671,813</b>	<b>204,913</b>	<b>145,650</b>	<b>1,008,800</b>	<b>888,800</b>	<b>138,800</b>	<b>138,800</b>	<b>-</b>
<b>Expenses</b>								
Wages and Benefits	1,319,231	1,359,902	1,474,178	1,456,830	1,434,600	1,522,041	1,805,249	283,208
Office Supplies	3,724	1,432	944	800	800	800	800	-
Courier & postage	-	37	243	-	-	-	-	-
Travel Expense	444	1,870	500	500	500	500	500	-
Training & Conferences	28,401	16,036	10,000	25,000	25,000	25,000	25,000	-
Memberships & Subscriptions	615	1,394	1,500	2,000	2,000	2,000	2,000	-
Telecommunications	31,511	31,623	35,500	40,400	35,500	35,500	35,500	-
Computer Expense	18,612	23,696	20,800	28,600	28,800	20,800	20,800	-
Software Expense	-	-	-	-	-	-	9,500	9,500
Debt Payments	178,413	-	-	178,414	-	-	-	-
Grants & Subsidies	22,510	3,084	5,000	75,000	10,000	10,000	10,000	-
Interest Expense	-	743	-	-	-	-	-	-
Consulting Services	531,538	220,641	57,104	605,000	620,100	30,000	30,000	-
Grounds Maintenance	115,970	118,384	118,300	118,300	118,300	118,300	118,300	-
Winter Control Services	174,776	131,460	237,200	237,200	237,200	237,200	237,200	-
Locate Services	128,432	116,463	65,329	142,000	175,000	175,000	175,000	-



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
Health & Safety Supplies	8,885	7,357	7,500	7,500	7,500	7,500	7,500	-
Salt	358,365	371,745	375,000	345,000	375,000	375,000	375,000	-
Signs & Safety Devices	169,863	179,805	213,751	190,000	185,000	185,000	185,000	-
Small Tools & Equipment	37,294	24,534	36,635	40,000	40,000	40,000	40,000	-
Hardtop Road Maintenance	360,154	366,400	350,000	350,000	350,000	350,000	350,000	-
Loosetop Maintenance	318,653	349,755	345,000	335,000	335,000	335,000	335,000	-
Roadside Maintenance	87,049	62,906	81,500	81,500	81,500	81,500	81,500	-
Traffic Calming Measures	-	-	-	-	-	-	40,000	40,000
Bridges & Culverts Maintenance	65,217	40,469	40,000	40,000	40,000	40,000	40,000	-
Sidewalk Maintenance	22,634	34,369	25,000	25,000	25,000	25,000	25,000	-
Streetlights Maintenance	33,964	47,893	40,000	16,000	30,000	30,000	30,000	-
Storm Sewer Maintenance	122,185	366,659	200,000	125,000	425,000	125,000	325,000	200,000
Facility Maintenance	31,132	49,853	25,000	35,000	40,000	25,000	25,000	-
Janitorial Services	4,579	9,769	9,800	-	9,800	9,800	9,800	-
Utilities	198,286	221,211	218,820	272,800	238,800	238,800	238,800	-
Waste Collection	28,596	18,811	28,000	23,000	28,000	28,000	28,000	-
Fuel & Oil	145,451	132,240	147,000	147,000	147,000	147,000	147,000	-
Insurance Premiums	335,374	353,379	295,136	310,800	310,800	310,800	310,800	-
Vehicle Repairs & Maintenance	299,161	262,196	256,000	226,000	226,000	256,000	256,000	-
Equipment Repairs & Maintenance	-	45,188	-	-	-	-	-	-
Transfer To Reserves	5,326,144	7,546,673	9,132,400	5,265,900	7,704,100	9,102,400	9,152,400	50,000
Transfer To Capital	182,131	98,886	-	182,000	30,000	-	-	-
<b>Total Expenses</b>	<b>10,689,294</b>	<b>12,616,862</b>	<b>13,853,140</b>	<b>10,927,544</b>	<b>13,316,300</b>	<b>13,888,941</b>	<b>14,471,649</b>	<b>582,708</b>
<b>Net Budget</b>	<b>10,017,481</b>	<b>12,411,948</b>	<b>13,707,490</b>	<b>9,918,744</b>	<b>12,427,500</b>	<b>13,750,141</b>	<b>14,332,849</b>	<b>582,708</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	2.95	2.95	2.95	0.40 Manager of Public Works 0.50 Supervisor of Parks/Facilities/Fleet 2.00 Sports Field Maintenance Operator
PART-TIME/ SEASONAL/ TEMPORARY	7,000 hrs	4,214 hrs	7,000 hrs	
STUDENTS	4,760 hrs	2,432 hrs	4,760 hrs	
TOTAL	2.95 FT plus 11,760 hrs	2.95 FT plus 6,646 hrs	2.95 FT plus 11,760 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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

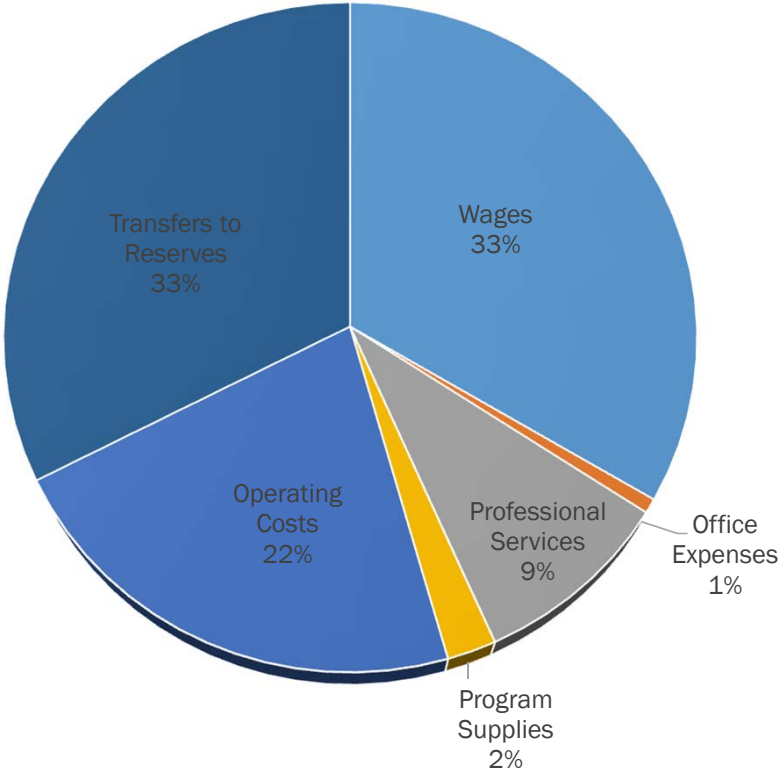
SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Parks

### BUDGET HIGHLIGHTS

- An increase of \$10,900 in the concession rental income line item is included in the budget to adjust the budget to reflect the actual contract with the current vendor. The annual contract contemplates an annual revenue of \$13,800 per season. The budget is \$2,900. Therefore an adjustment of \$10,900 is required.
- The rental expense for the west end parks yard can be removed for 2021 as Parks moved into the Rourke Line facility in 2020.
- A transfer increase of \$100,000 to the Parks Furniture and Fixtures reserve is being requested as the annual review of the long-term financial strategy highlighted a need for the increase contributions to this reserve as there will be significant draws in future years as large capital projects are expected to take place (e.g. new splash pads, River Ridge redevelopment, new washroom at Optimist Park, life cycling of playground equipment and furniture etc.)
- Major capital works being proposed for 2021 include:
  - River Ridge Park Redevelopment Phase 3 \$700,000 (Phase 1 and 2 included in prior year budgets)
  - West Beach grading and dredging of the Belle River \$240,000
  - Playground equipment lifecycle replacement for Centennial and Shanahan Parks for \$135,000

<b>Expenses</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Wages	631,450	624,199	622,874
Office Expenses	13,020	13,020	13,020
Professional Services	262,250	170,800	170,800
Program Supplies	42,000	41,500	41,500
Operating Costs	448,750	431,250	408,200
Capital From Rates	25,000	30,000	
Transfers to Reserves	323,300	504,300	604,300
<b>Total Expenses</b>	<b>1,745,770</b>	<b>1,815,069</b>	<b>1,860,694</b>
Revenues	(34,300)	(27,300)	(38,200)
Transfers from Reserves	(103,000)	-	
<b>Net Budget</b>	<b>1,608,470</b>	<b>1,787,769</b>	<b>1,822,494</b>



<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2020 Budget		1,787,769
Add: 2020 One-Time Items	(21,700)	
Wage Adjustments	(1,325)	
<b>Budget Issues:</b>		
2021-058 Increase to Lakeview Park West Beach Concession Lease	(10,900)	
2021-049 2021 Capital Program Funding	100,000	
2021-062 -Elimination of Rental Expense	(31,350)	
Subtotal		34,725
<b>2021 Budget</b>		<b>1,822,494</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		(1,325)	-	Division salary and wage adjustment	(1,325)	-
2 Annualized for One-Time adjustments from prior year			(21,700)	-	Division One-time adjustments from prior year	(21,700)	-
3 Revenue Increase	2021-058	Increase to Lakeview Park West Beach Concession Lease	(10,900)	-	The Town entered into a rental agreement with A&J Snack Shop to provide food services for the Lakeview Park West Beach Concession. The agreement is for \$3,000/month from May-Sept and approx. \$1,000 a month for October, and \$450 for utilities. Currently the budget is at \$2,900, therefore \$10,900 increase is required.	(10,900)	-
4 Line Item Decrease	2021-062	Elimination of Rental Expense	(31,350)	-	Rental of the parks facility ceased September 2020 as the department has moved to the Rourke Line facility.	(31,350)	-
5 Service Enhancement	2021-049	2021 Capital Program Funding Enhancements	100,000	-	Capital Program Funding Enhancements	100,000	-
<b>Division Totals</b>			<b><u>34,725</u></b>	<b>-</b>		<b><u>34,725</u></b>	<b>-</b>

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

# 2021 Budget

# Parks

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	26,819	26,861	1,753	23,000	23,000	23,000	23,000	-
Grant Revenue	66,308	16,124		-	-	-	-	-
Sponsorships & Donations	-	2,373		-	-	-	-	-
Rental Income	6,303	5,528	10,500	4,300	4,300	4,300	15,200	10,900
Proceeds From Sale Of Equipment	4,545			-	7,000	-	-	-
Recovery Of Expense	688			-	-	-	-	-
Transfer From Reserves	20,657	130,574		23,000	96,000	-	-	-
Transfer From Reserve Funds	-	7,000		-	7,000	-	-	-
<b>Total Revenues</b>	<b>125,320</b>	<b>188,461</b>	<b>12,253</b>	<b>50,300</b>	<b>137,300</b>	<b>27,300</b>	<b>38,200</b>	<b>10,900</b>
<b>Expenses</b>								
Wages and Benefits	492,882	568,115	399,159	540,100	631,450	624,199	622,874	(1,325)
Advertising & Promotion	-	-		1,000	1,000	1,000	1,000	-
Training & Conferences	2,229	7,300	2,500	5,000	5,000	5,000	5,000	-
Memberships & Subscriptions	230	260	500	500	500	500	500	-
Telecommunications	5,468	5,393	6,634	8,120	6,420	6,420	6,420	-
Computer Expense	-	314	1,445	500	100	100	100	-
Consulting Services	27,170	159,761		30,000	89,600	-	-	-
Grounds Maintenance	154,057	161,618	170,800	220,800	170,800	170,800	170,800	-
Winter Control Services	2,106	3,216		1,850	1,850	-	-	-
Health & Safety Supplies	2,992	2,594	3,000	3,000	3,000	3,000	3,000	-
Materials & Supplies	10,380	20,600	18,500	16,500	16,500	18,500	18,500	-
Signs & Safety Devices	2,268	5,517	5,000	5,000	5,000	5,000	5,000	-
Small Tools & Equipment	17,168	2,936	15,000	15,000	17,500	15,000	15,000	-
Facility Maintenance	42,128	55,589	48,500	51,200	52,700	48,500	48,500	-
Utilities	44,581	47,145	20,316	56,700	59,000	59,000	59,000	-
Rent Expense	27,984	30,630	28,493	30,600	31,350	23,050		(23,050)
Waste Collection	4,060	5,744	7,000	5,000	5,000	7,000	7,000	-
Equipment Repairs & Maintenance	9,319	15,513	15,000	10,000	15,000	15,000	15,000	-
Fuel & Oil	29,676	32,915	30,000	25,000	25,000	30,000	30,000	-
Equipment Rental	13,022	7,833	13,000	19,000	12,000	13,000	13,000	-

# 2021 Budget

# Parks

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
Insurance Premiums	15,730	21,955	18,100	14,600	18,100	18,100	18,100	-
Equipment Purchases			25,000					-
Playground Equipment Maintenance	18,075	63,309		15,000	41,000	25,000	25,000	-
Trail Maintenance	89,285	77,023	82,800	102,800	82,800	82,800	82,800	-
Sportsfield Maintenance	55,236	35,002	48,000	58,000	38,000	48,000	48,000	-
Tree Services	29,981	22,718	20,000	30,000	20,000	20,000	20,000	-
Drain Assessments	19,311	28,432	19,800	24,800	26,800	19,800	19,800	-
Vehicle Repairs & Maintenance	21,508	21,674	22,000	22,000	22,000	22,000	22,000	-
Transfer To Reserves	226,849	293,434	504,300	175,000	323,300	504,300	604,300	100,000
Transfer To Reserve Funds	107,000	-		107,000	-	-	-	-
Transfer To Capital	440,017	101,931	30,000	91,000	25,000	30,000		(30,000)
<b>Total Expenses</b>	<b>1,910,713</b>	<b>1,798,470</b>	<b>1,554,847</b>	<b>1,685,070</b>	<b>1,745,770</b>	<b>1,815,069</b>	<b>1,860,694</b>	<b>45,625</b>
<b>Net Budget</b>	<b>1,785,393</b>	<b>1,610,009</b>	<b>1,542,594</b>	<b>1,634,770</b>	<b>1,608,470</b>	<b>1,787,769</b>	<b>1,822,494</b>	<b>34,725</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	8.5	7.0	8.0	1.0 Senior Leader and Advisor to the CAO (Temporary for 2021) 1.0 Director of EIS 1.0 Manager of Engineering 1.0 Project Manager (New) 3.0 Engineering Technologist (1 New) 1.0 Administrative Assistant (0.5 moved to drainage and 1 moved to Public Works)
PART-TIME/SEASONAL/TEMPORARY	0	0	0	
STUDENTS	595 hrs	0	595 hours	1.0 Engineering Co-op student
TOTAL	8.50 FT plus 595 hrs	7.0 FT plus 0 hrs	8.0 FT hrs plus 595 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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



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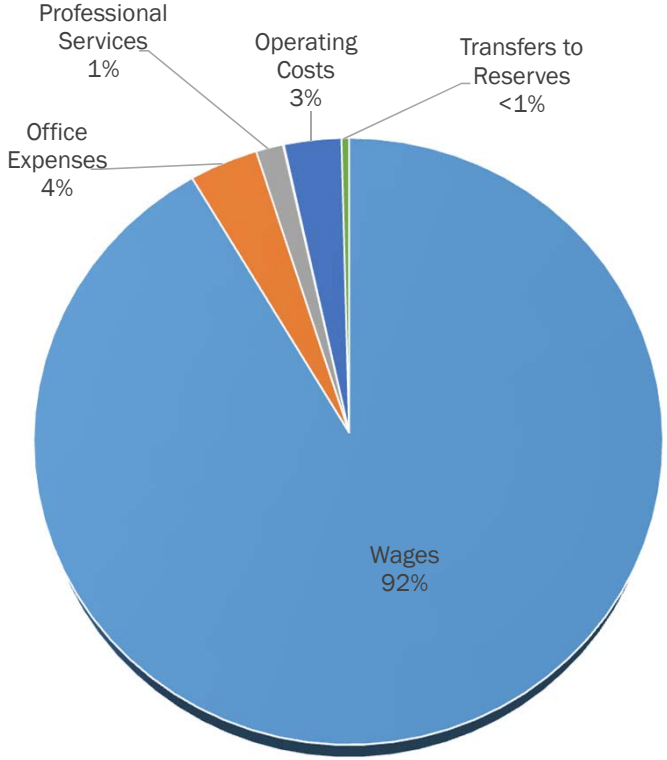
**BUDGET HIGHLIGHTS**

- Per resolution 99-09-2019 Council approved funding from the Contingency reserve to cover the cost of the Senior Leader and Advisor to the CAO for a one year term has been included in the 2021 budget
- A new project manager is also being requested to enhance customer service responses on project related issues, tracking of project milestones, providing a one point of contact on all EIS infrastructure projects for both external consulting projects, and as well as internal lifecycle projects.
- A new engineering technologist is being requested to enhance customer service responses on project related issues, track project milestones, and assist in the area of traffic engineering, traffic calming and roadside parking control requests. The technologist will continue updating and align municipal infrastructure to prioritize the completion of concurrent infrastructure improvements. A new vehicle for this role has also been included in the capital budget for \$38,000.

**Summary**

Wages	717,412	817,156	955,698
Office Expenses	22,650	28,500	37,800
Professional Services	15,000	15,000	15,000
Program Supplies	500	500	500
Operating Costs	43,500	23,500	31,500
Transfers to Reserves	4,200	4,200	4,200
<b>Total Expenses</b>	<b>803,262</b>	<b>888,856</b>	<b>1,044,698</b>
Revenues	(36,000)	(36,000)	(36,000)
Transfers from Reserves	(40,000)	(22,250)	(170,000)
<b>Net Budget</b>	<b>727,262</b>	<b>830,606</b>	<b>838,698</b>

	2019 Budget	2020 Budget	2021 Budget
Wages	717,412	817,156	955,698
Office Expenses	22,650	28,500	37,800
Professional Services	15,000	15,000	15,000
Program Supplies	500	500	500
Operating Costs	43,500	23,500	31,500
Transfers to Reserves	4,200	4,200	4,200
<b>Total Expenses</b>	<b>803,262</b>	<b>888,856</b>	<b>1,044,698</b>
Revenues	(36,000)	(36,000)	(36,000)
Transfers from Reserves	(40,000)	(22,250)	(170,000)
<b>Net Budget</b>	<b>727,262</b>	<b>830,606</b>	<b>838,698</b>



**Summary of Budget Changes**

	Change	Balance
2020 Budget		830,606
Add: 2020 One-Time Items	-	
Wage Adjustments	(203,701)	

Budget Issues:

2021-022 Senior Leader and Advisor to the CAO	-
2021-029 New Project Manager	109,243
2021-030 New Engineering Technologist	102,550

Subtotal	8,092
<b>2021 Budget</b>	<b>838,698</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		(203,701)	-	Division salary and wage adjustment	(203,701)	-
2 Service Enhancement	2021-022	Senior Leader and Advisor to the CAO	-	-	Council directs Director of Finance to transfer up to \$150,000 from the Contingency reserve to fund an EIS Project officer for a one year term	-	-
3 Service Enhancement	2021-029	New Project Manager-Engineering	109,243	8,725	<p>To improve and strengthen internal resources in the area of project management of Town infrastructure projects. The position will also enhance customer service responses on project related issues arising as well as tracking of project milestones. The position will provide one point of contact on all EIS infrastructure projects for both external consulting projects and as well as internal lifecycle projects. The Project Manager will support the EIS Managers and Director with development and updating of multi-year capital infrastructure and planning.</p> <p>Further, the Project Manager will assist in the area of traffic engineering related assignments, studies, traffic calming and roadside parking control requests which have been steadily increasing in recent years. With the completion of many infrastructure master plans and asset management plans such as the Road Needs Study, Storm Water Master Plan - Phase 1, Water and Wastewater Master Plan, Strategic Facility Plan, Parks Master Plan, the Project Manager will assist in continued updating and alignment of municipal infrastructure to prioritize the completion of concurrent infrastructure improvements. The municipality continues to grow with new residential and commercial site developments that stretch existing EIS Management resources that the new permanent full time Project Manager will provide assistance to EIS Team.</p>	109,243	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
4 Service Enhancement	2021-030	New Engineering Technologist	102,550	8,725	To improve and strengthen internal resources in the area of project management of Town infrastructure projects and new development projects. The position will also enhance customer service responses on project related issues arising as well as tracking of project milestones. The position will compliment the 2 current Eng Technologists assisting with all EIS infrastructure projects for both external consulting projects and as well as internal lifecycle projects along with new subdivision and site development projects. The Engineering Technologist position will provide assistance to the Project Manager position while supporting the EIS Managers and Director with development and updating of multi-year capital infrastructure and planning. Further, the Engineering Technologist will assist in the area of traffic engineering related assignments, studies, traffic calming and roadside parking control requests which have been steadily increasing in recent years. With the completion of many infrastructure master plans and asset management plans such as the Road Needs Study, Storm Water Master Plan - Phase 1, Water and Wastewater Master Plan, Strategic Facility Plan, Parks Master Plan, the Technologist will assist in continued updating and alignment of municipal infrastructure to prioritize the completion of concurrent infrastructure improvements. The municipality continues to grow with new residential and commercial site developments that stretch existing EIS Management resources that the new permanent full time Technologist will provide assistance to EIS Team.	102,550	-
<b>Division Totals</b>			<u><b>8,092</b></u>	<u><b>17,450</b></u>		<u><b>8,092</b></u>	<u><b>-</b></u>

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



# 2021 Budget

# Engineering and Infrastructure Services

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	1,050	600	195	1,000	1,000	1,000	1,000	-
Licences & Permits	40,675	44,161	35,000	35,000	35,000	35,000	35,000	-
Transfer From Reserves	-	-	2,250	-	-	2,250	150,000	147,750
Transfer From Reserve Funds	50,575	(23,914)	20,000	40,000	40,000	20,000	20,000	-
<b>Total Revenues</b>	<b>92,300</b>	<b>20,847</b>	<b>57,445</b>	<b>76,000</b>	<b>76,000</b>	<b>58,250</b>	<b>206,000</b>	<b>147,750</b>
<b>Expenses</b>								
Wages and Benefits	640,877	669,122	756,385	684,958	717,412	817,156	955,698	138,542
Office Supplies	3,255	814	2,500	2,500	2,500	2,500	2,500	-
Meeting Expenses	427	411	500	500	500	500	500	-
Courier & Postage	560	2,081	1,102	600	600	600	600	-
Travel Expense	3,889	3,010	854	4,000	4,000	4,000	4,000	-
Training & Conferences	8,855	6,187	7,936	8,700	8,700	10,200	10,200	-
Memberships & Subscriptions	1,908	1,099	1,800	2,100	1,600	1,800	1,800	-
Telecommunications	2,882	2,563	1,957	4,600	3,550	4,900	6,900	2,000
Computer Expense	2,990	531	1,325	2,800	1,200	4,000	11,300	7,300
Consulting Services	10,468	1,680	15,000	15,000	15,000	15,000	15,000	-
Health & Safety Supplies	318	396	500	500	500	500	500	-
Fuel & Oil	-	81	1,000	-	3,500	3,500	3,500	-
Facility Maintenance	-	-	-	-	-	-	8,000	8,000
Tree Services	50,575	23,914	20,000	40,000	40,000	20,000	20,000	-
Vehicle Repairs & Maintenance	-	69	166	-	-	-	-	-
Transfer To Reserves	700	4,200	4,200	700	4,200	4,200	4,200	-
Transfer To Capital	1,929	-	-	10,950	-	-	-	-
<b>Total Expenses</b>	<b>729,632</b>	<b>716,156</b>	<b>815,226</b>	<b>777,908</b>	<b>803,262</b>	<b>888,856</b>	<b>1,044,698</b>	<b>155,842</b>
<b>Net Budget</b>	<b>637,332</b>	<b>695,309</b>	<b>757,781</b>	<b>701,908</b>	<b>727,262</b>	<b>830,606</b>	<b>838,698</b>	<b>8,092</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	2.5	2.5	3.0	1.0 Drainage Superintendent 1.0 Assistant Drainage Superintendent 1.0 Administrative Assistant (0.5 moved from EIS)
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	595 hours	0 hrs	595 hours	1 Drainage Co-op student
TOTAL	2.5 FT plus 595 hours	2.5 FT plus 0 hrs	3 FT plus 595 hours	

**OBJECTIVES AND RESPONSIBILITIES**

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

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

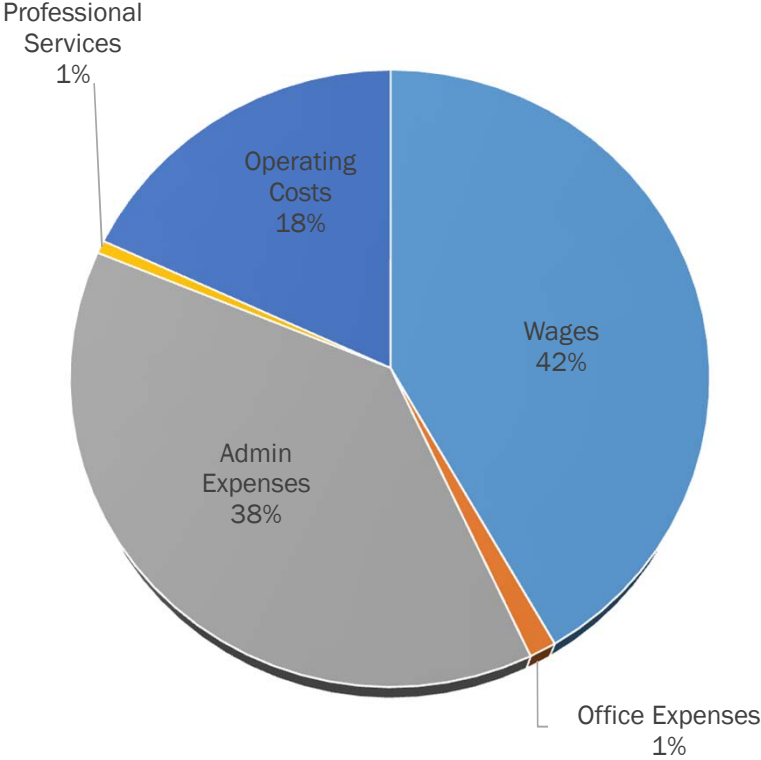
- Drainage activity continues to be very active with bridge replacements, bottom cleanout of municipal drains and cutting/spraying of phragmites and cattails.
- Drainage is continuing to complete as many bridge replacements under maintenance, as long as there is a mechanism in the engineers report to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

**Summary**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Wages	256,600	260,729	308,170
Office Expenses	9,940	9,940	9,740
Admin Expenses	281,440	281,440	281,640
Professional Services	5,000	5,000	5,000
Operating Costs	659,000	134,000	134,000
<b>Total Expenses</b>	<b>1,211,980</b>	<b>691,109</b>	<b>738,550</b>
Revenues	(376,280)	(376,280)	(376,280)
Transfers from Reserves	(525,000)	-	
<b>Net Budget</b>	<b>310,700</b>	<b>314,829</b>	<b>362,270</b>

**Summary of Budget Changes**

	<b>Change</b>	<b>Balance</b>
2020 Budget		314,829
Add: 2020 One-Time Items	-	
Wage Adjustments	47,441	
Subtotal		47,441
<b>2021 Budget</b>		<b>362,270</b>





Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		47,441	-	Division salary and wage adjustment	47,441	-
<b>Division Totals</b>			<b><u>47,441</u></b>	<b><u>-</u></b>		<b><u>47,441</u></b>	<b><u>-</u></b>

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



# 2021 Budget

# Drainage

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Licences & Permits		2,169	706			-	-	-
Grant Revenue	102,064	108,472	97,340	97,340	97,340	97,340	97,340	-
Miscellaneous Revenue	2,070	-		-	-	-	-	-
Special Charges On Taxes	280,620	236,359	278,940	278,940	278,940	278,940	278,940	-
Transfer From Reserves	-			-	525,000	-	-	-
<b>Total Revenues</b>	<b>384,754</b>	<b>347,000</b>	<b>376,986</b>	<b>376,280</b>	<b>901,280</b>	<b>376,280</b>	<b>376,280</b>	<b>-</b>
<b>Expenses</b>								
Wages and Benefits	241,872	252,655	206,965	251,839	256,600	260,729	308,170	47,441
Office Supplies	260	579	13	700	700	700	700	-
Meeting Expense	-	18	-	-	-	-	-	-
Courier & Postage	1,902	1,011	715	2,500	2,000	2,000	2,000	-
Travel Expense	410	386	187	350	350	350	350	-
Training & Conferences	2,130	1,815	2,107	3,600	3,600	3,600	3,600	-
Memberships & Subscriptions	528	901	1,078	1,400	1,200	1,200	1,200	-
Telecommunications	1,333	1,301	1,890	2,240	1,890	1,890	1,890	-
Computer Expense	-	-	200	1,600	200	200	200	-
Debt Payments	278,025	218,130	278,940	278,940	278,940	278,940	278,940	-
Interest Expense	-	36,945	-	-	-	-	-	-
Bad Debts & Writeoffs	(1)	1,115	2,500	2,500	2,500	2,500	2,500	-
Consulting Services	-	-	5,000	5,000	5,000	5,000	5,000	-
Drain Assessments	326,011	511,276	130,000	537,000	655,000	130,000	130,000	-
Fuel & Oil	2,542	3,216	4,000	4,300	4,000	4,000	4,000	-
Vehicle Repairs & Maintenance	-	120	-	-	-	-	-	-
Road Share Drainage Reserve		(365,729)	-			-	-	-
<b>Total Expenses</b>	<b>855,013</b>	<b>663,738</b>	<b>633,596</b>	<b>1,091,969</b>	<b>1,211,980</b>	<b>691,109</b>	<b>738,550</b>	<b>47,441</b>
<b>Net Budget</b>	<b>470,259</b>	<b>316,738</b>	<b>256,610</b>	<b>715,689</b>	<b>310,700</b>	<b>314,829</b>	<b>362,270</b>	<b>47,441</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	1.60	1.25	1.25	0.10 Manager of Public Works 0.35 Supervisor of Parks/Facilities/Fleet 0.80 Facilities Maintenance Operator
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	1.60 FT	1.25 FT	1.25 FT	

## OBJECTIVES AND RESPONSIBILITIES

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

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

- A transfer increase of \$100,000 to the Facility/Property-New reserve is being requested as the annual review of the long-term financial strategy highlighted a need for the increase contributions to this reserve as there will be significant draws in future years as large capital projects are expected to take place.
- Capital projects being proposed for 2021 include:
  - Fire station # 5 asphalt replacement \$65,000
  - New generators for Public Works shops, Fire Hall # 2, and Fire Hall # 5 \$60,000
  - Sidewalk and concrete pad at Fire station # 5, Comber OPP, and Library Building \$31,000
  - Security systems for Public Works shops, Fire Halls # 1-5 \$42,000
  - Flooring for Town Hall - \$35,000
  - Swipe card system at community centres \$30,000

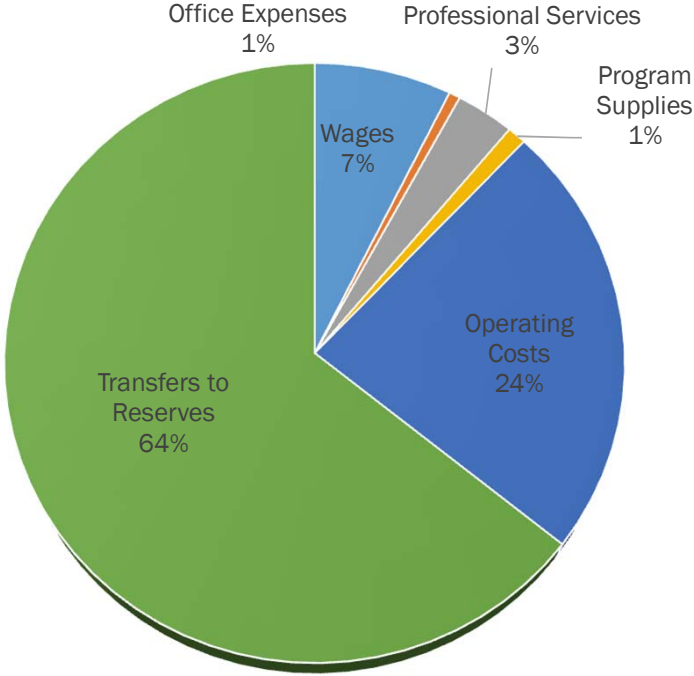
	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	133,400	134,675	133,169
Office Expenses	8,840	10,840	10,840
Professional Services	112,075	56,775	56,775
Program Supplies	15,350	18,350	18,350
Operating Costs	353,080	426,025	426,025
Transfers to Reserves	1,060,400	1,060,400	1,160,400
Total Expenses	1,683,145	1,707,065	1,805,559
Revenues	(24,100)	(24,100)	(24,100)
Transfers from Reserves	(50,000)	-	-
<b>Net Budget</b>	<b>1,609,045</b>	<b>1,682,965</b>	<b>1,781,459</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2020 Budget		1,682,965
Add: 2020 One-Time Items		
Wage Adjustments	(1,506)	

Budget Issues:

2021-049 2021 Capital Program Funding 100,000

Subtotal		98,494
<b>2021 Budget</b>		<b>1,781,459</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		(1,506)	-	Division salary and wage adjustment	(1,506)	-
2 Service Enhancement	2021-049	2021 Capital Program Funding Enhancements	100,000	-	Capital Program Funding Enhancements	100,000	-
<b>Division Totals</b>			<b><u>98,494</u></b>	<b>-</b>		<b><u>98,494</u></b>	<b>-</b>

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



# 2021 Budget

# Facilities

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Miscellaneous Revenue	-	-	-	4,000	-	-	-	-
Rental Income	23,756	30,638	8,038	24,100	24,100	24,100	24,100	-
Transfer From Reserves	-	-	-	-	50,000	-	-	-
<b>Total Revenues</b>	<b>23,756</b>	<b>30,638</b>	<b>8,038</b>	<b>28,100</b>	<b>74,100</b>	<b>24,100</b>	<b>24,100</b>	<b>-</b>
<b>Expenses</b>								
Wages and Benefits	95,834	79,868	134,675	127,819	133,400	134,675	133,169	(1,506)
Office Supplies	195	327	-	500	500	500	500	-
Advertising & Promotion	178	-	-	500	500	500	500	-
Training & Conferences	2,595	1,785	300	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	-	105	-	-	-	-	-	-
Telecommunications	5,433	5,972	8,088	6,190	5,840	7,840	7,840	-
Consulting Services	61,056	64,109	-	75,000	50,000	-	-	-
Grounds Maintenance	17,629	6,330	6,550	19,600	18,850	6,550	6,550	-
Winter Control Services	49,290	55,311	50,225	43,225	43,225	50,225	50,225	-
Health & Safety Supplies	476	499	500	500	500	500	500	-
Materials & Supplies	13,027	8,220	16,641	13,900	13,350	16,350	16,350	-
Small Tools & Equipment	1,167	1,175	2,819	1,500	1,500	1,500	1,500	-
Facility Maintenance	149,299	158,436	119,575	141,600	116,500	119,575	119,575	-
Janitorial Services	68,426	79,200	67,979	68,000	76,950	85,550	85,550	-
Utilities	113,066	116,168	167,497	131,000	118,800	154,800	154,800	-
Rent Expense	10,685	10,685	10,700	10,700	10,700	33,700	33,700	-
Property Taxes	2,534	-	2,500	2,500	2,500	2,500	2,500	-
Security Services	1,470	1,470	2,950	2,700	2,700	2,950	2,950	-
Waste Collection	8,286	8,093	8,500	9,180	9,480	8,500	8,500	-
Fuel & Oil	4,181	2,260	6,350	6,350	6,350	6,350	6,350	-
Insurance Premiums	9,072	8,860	12,100	9,100	9,100	12,100	12,100	-
Vehicle Repairs & Maintenance	-	2,001	152	-	-	-	-	-
Transfer To Reserves	440,558	1,010,400	1,060,400	404,600	1,060,400	1,060,400	1,160,400	100,000
Transfer To Capital	-	38,877	-	35,000	-	-	-	-
<b>Total Expenses</b>	<b>1,054,457</b>	<b>1,660,150</b>	<b>1,678,501</b>	<b>1,111,464</b>	<b>1,683,145</b>	<b>1,707,065</b>	<b>1,805,559</b>	<b>98,494</b>
<b>Net Budget</b>	<b>1,030,700</b>	<b>1,629,513</b>	<b>1,670,463</b>	<b>1,083,364</b>	<b>1,609,045</b>	<b>1,682,965</b>	<b>1,781,459</b>	<b>98,494</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	13	13	13	1 Director of Finance 1 Manager of Accounting 1 Manager of Financial Analysis 1 Supervisor of Revenue 1 Supervisor of Accounting 1 Assistant Tax Collector 2 Accounting Clerks 3 Billing and Collection Clerks* 1 Finance Services Clerk 1 Purchasing Officer
STUDENTS	0	0	0	
TOTAL	13	13	13	*Note – Billing and Collecting clerks provide water and wastewater services and 75% of wages are allocated to those budget centres.

**OBJECTIVES AND RESPONSIBILITIES**

The Tax and Revenue division is responsible for customer service related to the billing and collection of all property tax, water and wastewater and accounts receivable and cash management. The Accounting division is responsible for accounts payable, payroll, general ledger account reconciliations and balancing, financial statement preparation, statutory reporting, and investments. The Financial Planning division is responsible for asset management, grant applications, and budget preparation and budget monitoring and financial analysis support. This area is also responsible for the centralized procurement services for the Town.

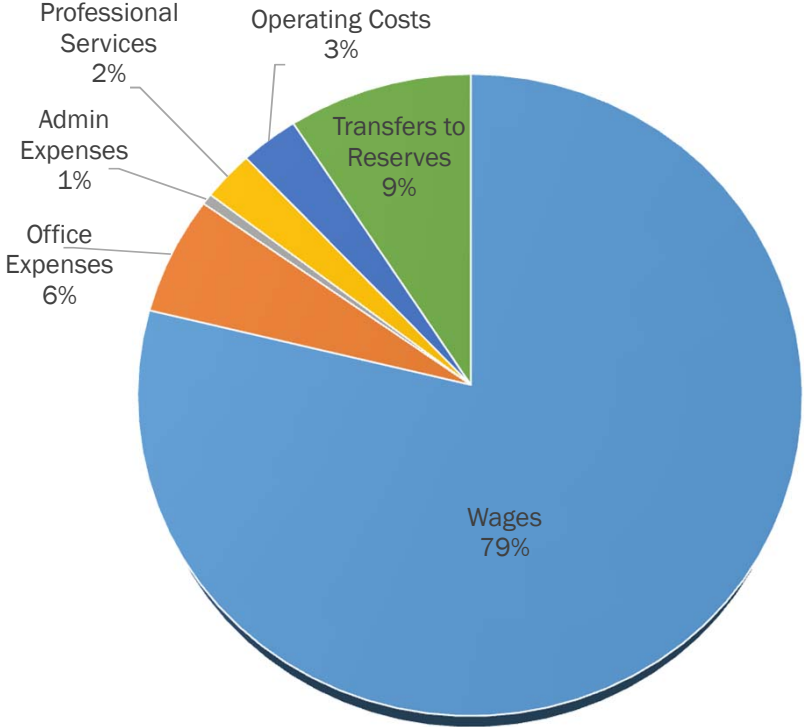


SERVICE AREA: Finance Services	BUDGET CENTRE: Finance
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**BUDGET HIGHLIGHTS**

- No operating changes are requested for 2021.
- Capital projects being proposed for 2021 are:
  - Additional cost for dedicated staff for the Accounting/HRIS system upgrade \$100,000
  - Consulting fees for Asset Management Update \$62,500
  - Consulting fees for User Fee Review \$80,000

<b>Expenses</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Wages	978,928	1,120,679	1,159,305
Office Expenses	87,490	90,440	88,390
Admin Expenses	8,200	8,200	8,200
Professional Services	89,600	37,600	37,600
Operating Costs	42,800	42,800	42,800
Transfers to Reserves	135,800	135,800	135,800
<b>Total Expenses</b>	<b>1,342,818</b>	<b>1,435,519</b>	<b>1,472,095</b>
Revenues	(1,246,000)	(1,446,000)	(1,446,000)
Transfers from Reserves	(52,000)	(2,050)	
<b>Net Budget</b>	<b>44,818</b>	<b>(12,531)</b>	<b>26,095</b>



<b>Summary of Budget Changes</b>	<b>Change</b>	<b>Balance</b>
2020 Budget		(12,531)
Add: 2020 One-Time Items	-	
Wage Adjustments	38,626	
<b>Budget Issues:</b>		
Subtotal		38,626
<b>2021 Budget</b>		<b>26,095</b>

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		38,626	-	Division salary and wage adjustment	38,626	-
<b>Division Totals</b>			<b><u>38,626</u></b>	<b>-</b>		<b><u>38,626</u></b>	<b>-</b>

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



# 2021 Budget

# Finance Services

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	105,410	167,682	163,755	70,000	185,000	185,000	185,000	-
Recovery of Staff	717,000	737,000	737,000	622,000	737,000	737,000	737,000	-
Miscellaneous Revenue	271,541	153,471	16,000	16,000	16,000	16,000	16,000	-
Interest Revenue	625,274	851,680	506,233	202,000	303,000	503,000	503,000	-
Debenture Revenue	1,404	1,865	5,000	5,000	5,000	5,000	5,000	-
Transfer From Reserves	-	-	2,050	-	52,000	2,050	-	(2,050)
<b>Total Revenues</b>	<b>1,720,629</b>	<b>1,911,698</b>	<b>1,430,038</b>	<b>915,000</b>	<b>1,298,000</b>	<b>1,448,050</b>	<b>1,446,000</b>	<b>(2,050)</b>
<b>Expenses</b>								
Wages and Benefits	895,582	968,141	1,120,679	974,744	978,928	1,120,679	1,159,305	38,626
Office Supplies	23,689	13,464	5,000	15,500	15,500	15,500	15,500	-
Advertising & Promotion	78	(935)	-	500	500	500	500	-
Meeting Expenses	-	697	280	500	500	500	500	-
Courier & Postage	45,625	48,953	47,000	47,000	47,000	47,000	47,000	-
Travel Expense	1,177	2,097	83	2,400	2,400	2,400	2,400	-
Training & Conferences	11,077	19,469	3,000	13,070	13,070	13,070	13,070	-
Memberships & Subscriptions	4,137	5,086	3,482	5,700	5,700	5,700	5,700	-
Telecommunications	5,435	3,849	3,553	2,820	2,820	2,820	2,820	-
Computer Expense	-	-	2,950	-	-	2,950	900	(2,050)
Bank Charges	8,981	8,534	7,100	7,100	7,100	7,100	7,100	-
Bad Debts & Writeoffs	-	-	1,000	1,000	1,000	1,000	1,000	-
Cash Over/Short	34	111	100	100	100	100	100	-
Consulting Services	2,353	32,250	43,300	35,000	62,000	10,000	10,000	-
Legal Fee	-	1,085	-	-	-	-	-	-
Audit Fee	20,301	20,606	22,600	20,700	22,600	22,600	22,600	-
Outside Printing	3,194	-	5,000	5,000	5,000	5,000	5,000	-
Security Services	-	4,332	6,800	-	6,800	6,800	6,800	-
Equipment Rental	25,581	29,544	36,000	36,000	36,000	36,000	36,000	-
Transfer To Reserves	312,543	154,038	102,500	135,800	135,800	135,800	135,800	-
Transfer To Capital	-	2,368	-	-	-	-	-	-
<b>Total Expenses</b>	<b>1,359,787</b>	<b>1,313,691</b>	<b>1,410,427</b>	<b>1,302,934</b>	<b>1,342,818</b>	<b>1,435,519</b>	<b>1,472,095</b>	<b>36,576</b>
<b>Net Budget</b>	<b>(360,843)</b>	<b>(598,007)</b>	<b>(19,610)</b>	<b>387,934</b>	<b>44,818</b>	<b>(12,531)</b>	<b>26,095</b>	<b>38,626</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	5	5	5	1 Manager of Information Technology 2 GIS Technicians 2 IT Technical Analysts
STUDENTS	0	0	0	
TOTAL	5	5	5	

**OBJECTIVES AND RESPONSIBILITIES**

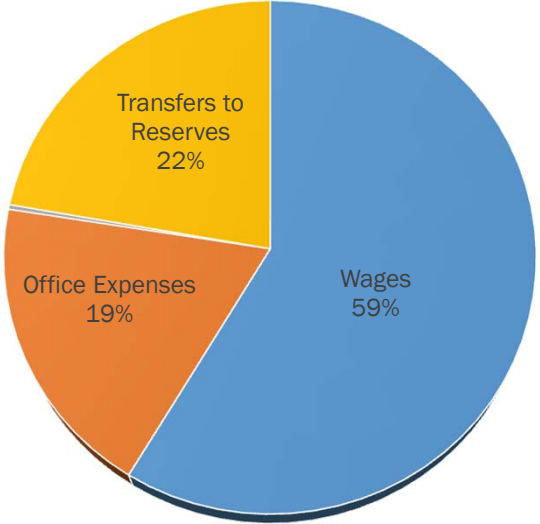
Information Technology is responsible to support and maintain the IT infrastructure network for the Municipality, hardware and software needs of the Corporation, technical support and help desk support, GIS support and related services supplied to all Town operating areas.

**BUDGET HIGHLIGHTS**

- No operating changes are requested for 2021.
- Capital projects being proposed for 2021 include:
  - Server lifecycle replacement \$29,000
  - Annual computer lifecycle replacement \$16,100

	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	468,872	488,254	504,455
Office Expenses	232,200	162,200	162,200
Operating Costs	2,500	2,500	2,500
Transfers to Reserves	121,300	191,300	191,300
Total Expenses	824,872	844,254	860,455
Transfers from Reserves		-	-
<b>Net Budget</b>	<b>824,872</b>	<b>844,254</b>	<b>860,455</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2020 Budget		844,254
Add: 2020 One-Time Items		
Wage Adjustments	16,201	
Subtotal		16,201
<b>2021 Budget</b>		<b>860,455</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		16,201	-	Division salary and wage adjustment	16,201	-
<b>Division Totals</b>			<b><u>16,201</u></b>	<b><u>-</u></b>		<b><u>16,201</u></b>	<b><u>-</u></b>

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



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Expenses</b>								
Wages and Benefits	387,815	439,013	488,254	394,663	468,872	488,254	504,455	16,201
Travel Expense	-	13	792	-	-	-	-	-
Training & Conferences	2,036	-	-	5,000	5,000	5,000	5,000	-
Telecommunications	32,167	36,634	38,164	33,000	33,000	33,000	33,000	-
Computer Expense	119,129	205,272	136,313	181,600	194,200	124,200	124,200	-
Equipment Repairs & Maintenance	2,274	1,358	2,500	2,500	2,500	2,500	2,500	-
Transfer To Reserves	77,300	191,300	191,300	34,400	121,300	191,300	191,300	-
Transfer To Capital	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>620,722</b>	<b>873,590</b>	<b>857,323</b>	<b>651,163</b>	<b>824,872</b>	<b>844,254</b>	<b>860,455</b>	<b>16,201</b>
<b>Net Budget</b>	<b>620,722</b>	<b>873,590</b>	<b>857,323</b>	<b>651,163</b>	<b>824,872</b>	<b>844,254</b>	<b>860,455</b>	<b>16,201</b>





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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0.05	0.05	0.05	0.05 Manager of Environmental Services
PART-TIME/ SEASONAL/ TEMPORARY	0	0	0	
STUDENTS	0	0	0	
TOTAL	0.05 FT	0.05 FT	0.05 FT	

## OBJECTIVES AND RESPONSIBILITIES

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

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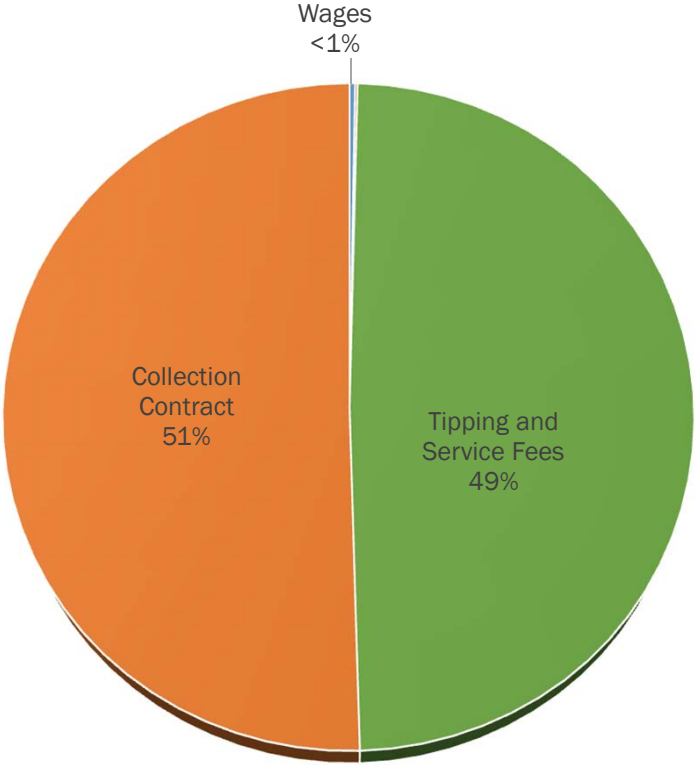
**BUDGET HIGHLIGHTS**

- There is an increase of \$134,000 in the cost for garbage collection in anticipation of the new contract with the current provider and the new accounts that have been added in 2019. The cost of collection is partially offset by revenue as it is added as a separate charge on the tax bill. The collection of white goods is not recoverable and therefore some cost is born by the Town for this service. An increase in tipping fees has been noted as based on current tonnage the expected increase is \$158,453.

**Summary**

	2019 Budget	2020 Budget	2021 Budget
Wages	6,700	6,817	7,616
Office Expenses	3,000	3,500	3,500
Tipping and Service Fees	1,208,000	1,262,000	1,420,453
Collection Contract	1,298,100	1,324,100	1,458,100
Total Expenses	2,515,800	2,596,417	2,889,669
Revenues	(1,293,100)	(1,319,100)	(1,453,100)
<b>Net Budget</b>	<b>1,222,700</b>	<b>1,277,317</b>	<b>1,436,569</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2020 Budget		1,277,317
Add: 2020 One-Time Items	-	
Wage Adjustments	799	
<u>Budget Issues:</u>		
2021-032 Solid Waste Contract Increase	158,453	
Subtotal		159,252
<b>2021 Budget</b>		<b>1,436,569</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		799	-	Division salary and wage adjustment	799	-
2 Contractual	2021-032	Solid Waste Contract Increase	158,453	-	Based on the current tonnage a budget increase for \$158,453 is being requested for cost of tipping fees.  An increase in the annual collection cost is also being requested based on preliminary conversations with the current vendor. The Town has been advised that collection costs are increasing by approximately 10%. These costs are fully recoverable and billed back to residence. As such a revenue increase is also required for 2021.	158,453	-
<b>Division Totals</b>			<u>159,252</u>	<u>-</u>		<u>159,252</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.



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
Waste Collection	1,273,780	1,320,842	1,320,842	1,202,200	1,293,100	1,319,100	1,453,100	134,000
<b>Total Revenues</b>	<b>1,273,780</b>	<b>1,320,842</b>	<b>1,320,842</b>	<b>1,202,200</b>	<b>1,293,100</b>	<b>1,319,100</b>	<b>1,453,100</b>	<b>134,000</b>
<b>Expenses</b>								
Wages and Benefits	7,257	6,660	6,817	7,274	6,700	6,817	7,616	799
Advertising & Promotion	3,398	3,857	3,857	3,000	3,000	3,500	3,500	-
Service Fees	36,963	36,963	40,000	37,000	37,000	40,000	40,000	-
Tipping Fees	1,176,120	1,221,172	1,222,000	1,149,400	1,171,000	1,222,000	1,380,453	158,453
Consulting Services	-	-	-	-	-	-	-	-
Waste Collection Contract	1,268,428	1,320,146	1,324,100	1,207,200	1,298,100	1,324,100	1,458,100	134,000
<b>Total Expenses</b>	<b>2,492,165</b>	<b>2,588,797</b>	<b>2,596,774</b>	<b>2,403,874</b>	<b>2,515,800</b>	<b>2,596,417</b>	<b>2,889,669</b>	<b>293,252</b>
<b>Net Budget</b>	<b>1,218,386</b>	<b>1,267,955</b>	<b>1,275,932</b>	<b>1,201,674</b>	<b>1,222,700</b>	<b>1,277,317</b>	<b>1,436,569</b>	<b>159,252</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0	0	0	
STUDENTS	0	0	0	
TOTAL	0	0	0	

**OBJECTIVES AND RESPONSIBILITIES**

This budget centre captures accounts that are of a corporate nature and not part of 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 and 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.

SERVICE AREA: Finance Services

BUDGET CENTRE: Corporate Accounts

**BUDGET HIGHLIGHTS**

- Assessment growth is estimated to provide an additional \$650,000 (2020-\$697,600) in taxation revenue. Building permit trends have increased in 2020 however given the unknown economic impacts of the COVID pandemic, there is uncertainty around the sustainability of these increases.
- Federal Gas Tax Funding is being budgeted at 2020 levels as the Town has not received any correspondence to suggest otherwise.
- The traditional OCIF funding has been discontinued for 2021. This represents a revenue reduction of \$1,375,250.
- The Ontario Municipal Partnership Fund (OMPF) annual grant is based on assessment equalization, rural communities and fiscal circumstances. The Ontario base funding for this grant continues to be stepped down and the amount eligible varies annually and is calculated by the Province. Initial indication has been made expected funding for 2021 is \$553,500 (2020 -\$542,200)
- A line item has been included in the 2021 budget to account for potential wage adjustments resulting from outstanding pay equity reviews, contract negotiations and other unforeseen wage related costs that may materialize in the year. A provision of \$100,000 has been set up for these items.
- Per preliminary discussions with ERCA and LTCVA the levy demands are to increase by 1% for a total increase of \$4,527 for 2021.
- With the increased emphasis on capital projects over the next few years, to ensure financial sustainability for current and future infrastructure needs, an additional annual transfer to reserves of \$350,000 is recommended in the 2021 budget. The accumulated transfer to discretionary capital reserves for 2021 is \$12,508,200.

**Summary**

**Tax Levy**

	2019 Budget	2020 Budget	2021 Budget
Municipal Tax Levy	30,663,024	33,425,246	33,425,246
County Levy	24,797,195	26,723,101	26,723,101
Education Levy	12,891,209	13,129,747	13,129,747
Less: Remittances	(37,688,404)	(39,852,848)	(39,852,848)
Municipal Portion of Tax Levy	30,663,024	33,425,246	33,425,246

**Expenses**

Wage Allowances	103,400	303,400	203,400
Municipal Grants	46,500	75,000	109,844
Conservation Authorities	430,020	452,710	457,237
Transfers to Reserves	3,415,214	3,691,890	2,316,640
	3,995,134	4,523,000	3,087,121
<b>Total Expenses</b>	3,995,134	4,523,000	3,087,121

**Revenues**

Net Tax Based Revenue	800,000	865,000	865,000
External Grants	3,739,674	3,694,450	2,330,500
Wind Farm Revenue	394,640	394,640	394,640
Provincial Offences Act	150,000	160,000	160,000
Interest	555,000	555,000	555,000
Transfers from Reserves	-	25,500	25,500
<b>Total Revenue</b>	5,639,314	5,694,590	4,330,640

**Net Budget**

	<b>(32,307,204)</b>	<b>(34,596,836)</b>	<b>(34,668,765)</b>
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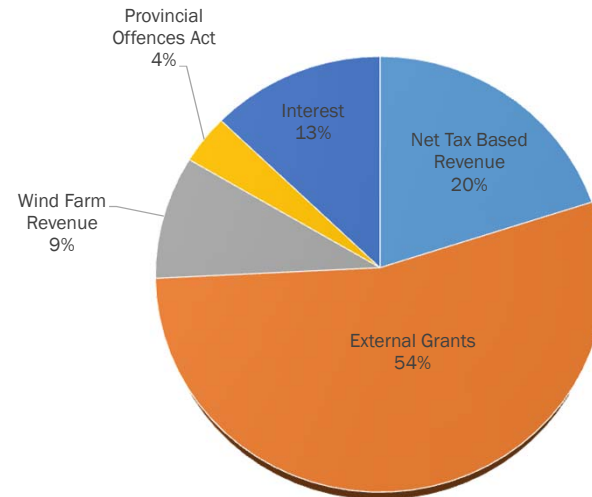
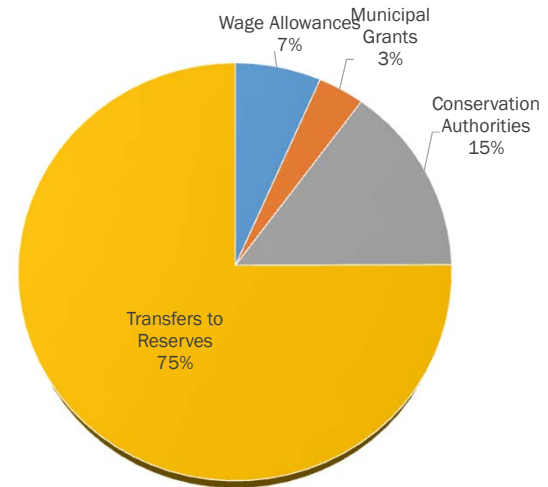
**Summary of Budget Changes**

	Change	Balance
2020 Budget		(34,596,836)
Add: 2020 One-Time Items	(200,000)	

**Budget Issues:**

2021-001 IBEW increase in wages re: Contract Negotiations	100,000	
2021-063 2021 OMPF Allocation Adjustment	(11,300)	
2021-051 Conservation Authorities	4,527	
2021-059 DC Waivers	34,844	

Subtotal		(71,929)
<b>2021 Budget</b>		<b>(34,668,765)</b>





Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		-	-	Division salary and wage adjustment	-	-
2 Annualized for One-Time adjustments from prior year			(200,000)	-	Division One-time adjustments from prior year		(200,000)
3 Legislated	2021-051	Conservation Authorities	4,527	-	Annual increase to the LTVCA and ERCA budgets	4,527	-
4 Legislated	2021-063	2021 OMPF Allocation Adjustment	(11,300)	-	2021 OMPF Allocation Adjustment	(11,300)	-
5 Council Initiative	2021-059	DC Waivers	34,844	-	To record the waiver of the development for the following properties : Permit No. 2019-0190 - Roll No. 630-09070 - 152 Summer Street- Brentwood Lottery House- Total \$7,427; Permit No. 2020-0277 - Roll No. 630-09066 - 148 Summer Street- Brentwood Lottery House -Total \$7,686; Permit No. 2018-0590 - Roll No. 360-00386 - 323 Blake Ave. - In Honour of the Ones We Love Total \$19,731; Total was \$34,844	34,844	-
6 Revenue Reduction	2021-060	OCIF Provincial Capital Funding	-	-	Elimination of OCIF Funding Program	(1,375,250)	1,375,250
7 Line Item Increase	2021-001	Salary and Wage Provision	100,000	100,000	This line item is a placeholder for future expected wage adjustments.	100,000	-
<b>Division Totals</b>			<b><u>(71,929)</u></b>	<b><u>100,000</u></b>		<b><u>(1,247,179)</u></b>	<b><u>1,175,250</u></b>

	2018 Actual	2019 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>							
Municipal Levy	28,309,051	30,662,842	28,308,976	30,663,024	33,425,246	33,425,246	-
Education Levy	12,709,452	12,823,524	12,709,452	12,891,209	13,129,747	13,129,747	-
Education Levy Remittance	(12,709,452)	(13,109,049)	(12,709,452)	(12,891,209)	(13,129,747)	(13,129,747)	-
County Levy	22,920,758	24,791,429	22,920,758	24,797,195	26,723,101	26,723,101	-
County Levy Remittance	(22,920,758)	(25,544,913)	(22,920,758)	(24,797,195)	(26,723,101)	(26,723,101)	-
	<b>28,309,051</b>	<b>29,623,834</b>	<b>28,308,976</b>	<b>30,663,024</b>	<b>33,425,246</b>	<b>33,425,246</b>	-
MMAH - Efficency Grant Revenue	-	620,201	-	-	-	-	-
Sponsorships & Donations	-	3,500	-	-	-	-	-
Proceeds on Sale	-	1,000	-	-	-	-	-
Interest Revenue	604,105	609,563	505,000	555,000	555,000	555,000	-
Payments in Lieu	335,308	741,058	300,000	300,000	365,000	365,000	-
Provincial Offences	147,796	229,935	150,000	150,000	160,000	160,000	-
Supplementary Tax	1,133,261	2,002,276	550,000	700,000	700,000	700,000	-
	<b>2,220,470</b>	<b>4,207,533</b>	<b>1,505,000</b>	<b>1,705,000</b>	<b>1,780,000</b>	<b>1,780,000</b>	-
Wind Farm Revenue	395,255	396,115	394,640	394,640	394,640	394,640	-
Transfer From Contingency Reserve							-
Transfer To Reserves	(237,490)	(274,902)	(239,640)	(239,640)	(514,140)	(514,140)	-
	<b>157,765</b>	<b>121,213</b>	<b>155,000</b>	<b>155,000</b>	<b>(119,500)</b>	<b>(119,500)</b>	-
Cannabis Implementation	-	34,262	-	23,300	-	-	-
Federal Gas Tax	1,762,667	3,570,329	1,760,517	1,777,024	1,777,000	1,777,000	-
OCIF Grant	1,168,785	1,375,250	888,540	1,375,250	1,375,250	-	(1,375,250)
OMPF	564,100	547,300	564,100	564,100	542,200	553,500	11,300
Transfer To Reserve Funds	(2,931,452)	(5,565,780)	(2,649,057)	(3,175,574)	(3,152,250)	(1,777,000)	1,375,250
	<b>564,100</b>	<b>(38,639)</b>	<b>564,100</b>	<b>564,100</b>	<b>542,200</b>	<b>553,500</b>	<b>11,300</b>
<b>Total Revenues</b>	<b>31,251,386</b>	<b>33,913,940</b>	<b>30,533,076</b>	<b>33,087,124</b>	<b>35,627,946</b>	<b>35,639,246</b>	<b>11,300</b>

	2018 Actual	2019 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Expenses</b>							
Allowance for Wage Increases	-	-	-	-	200,000	100,000	(100,000)
Retiree Benefits	74,427	85,647	103,400	103,400	103,400	103,400	-
Interest Expense	-	399,570	-	-	-	-	-
Municipal Tax Write Offs	74,509	468,704	200,000	200,000	200,000	200,000	-
Bad Debts & Other Writeoffs	-	507,254	-	-	-	-	-
Conservation Authorities Levies	416,834	433,196	421,020	430,020	452,710	457,237	4,527
	<b>565,770</b>	<b>1,894,372</b>	<b>724,420</b>	<b>733,420</b>	<b>956,110</b>	<b>860,637</b>	<b>(95,473)</b>
DC Discounts and Exemptions	(19,392)	-	-	-	-	34,844	34,844
Grants & Subsidies	2,000	2,000	2,000	2,000	27,500	27,500	-
Comber Historical Museum Grant	10,000	10,000	10,000	10,000	11,500	11,500	-
Maidstone Historical Museum Grant	10,000	10,000	10,000	10,000	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	-
	<b>26,605</b>	<b>45,997</b>	<b>46,500</b>	<b>46,500</b>	<b>75,000</b>	<b>109,844</b>	<b>34,844</b>
<b>Total Expenses</b>	<b>592,374</b>	<b>1,940,369</b>	<b>770,920</b>	<b>779,920</b>	<b>1,031,110</b>	<b>970,481</b>	<b>(60,629)</b>
<b>Net Budget</b>	<b>(30,659,012)</b>	<b>(31,973,572)</b>	<b>(29,762,156)</b>	<b>(32,307,204)</b>	<b>(34,596,836)</b>	<b>(34,668,765)</b>	<b>(71,929)</b>

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

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	24.25	24.25	24.75	0.65 Manager of Environmental Services 1.0 Supervisor of Environmental Services 2.0 Working Foremen 16.0 Water Operators 1.0 Water Quality Compliance Operator 1.0 Underground Locate Technician 1.0 Administrative Assistant (PT to FT) 2.1 Billing & Collecting Clerks
PART-TIME/SEASONAL/ TEMPORARY	1,237 hrs	1,237 hrs	0 hrs	Converting the part-time administrative assistant to a full-time (see above)
STUDENTS	2,160 hrs	0 hrs	2,160 hrs	2.0 Water Treatment Co-op students 1.0 Water Distribution Co-op student
TOTAL	24.25 FT plus 3,397 hrs	24.25 FT plus 1,237 hrs	24.75 FT plus 3,397 hrs	

## OBJECTIVES AND RESPONSIBILITIES

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

SERVICE AREA: Engineering and Infrastructure Services

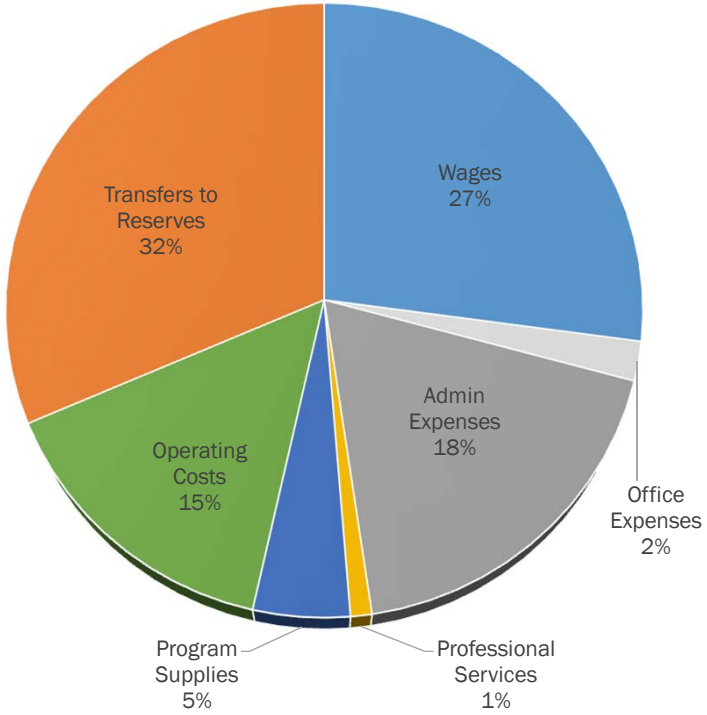
BUDGET CENTRE: Water

## BUDGET HIGHLIGHTS

- In accordance with the 2018 Rate Study, a consumption rate increase from \$1.52 to \$1.54 per cubic metre and a basic charge rate increase from \$20.41 to \$20.61 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.
- Included in the budget for 2021 is the request to convert the part time Administrative Assistant to a full time assistant as there has been an increase in work load in the department
- Major capital projects being proposed for 2021 include:
  - West Puce Road watermain improvements \$1,415,700
  - Railway Ave. watermain improvements \$1,150,000
  - Strong Road watermain improvements \$610,000
  - New high lift pump, VFD, and surge protector \$138,000

	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	2,329,055	2,633,845	2,693,608
Office Expenses	203,100	208,300	205,300
Admin Expenses	1,830,686	1,830,686	1,830,686
Professional Services	134,200	99,200	104,200
Program Supplies	472,900.00	472,900	472,900
Operating Costs	1,464,000	1,488,300	1,488,300
Transfers to Reserves	3,112,355	2,840,664	3,125,736
<b>Total Expenses</b>	<b>9,546,296</b>	<b>9,573,895</b>	<b>9,920,730</b>
Revenues	(9,493,895)	(9,573,895)	(9,920,730)
Transfers from Reserves	(52,401)	-	-
<b>Net Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Change	Balance
<b>Summary of Budget Changes</b>		
2020 Budget		-
Add: 2020 One-Time Items	1,000	
Net Reserve Adjustment		
Wage Adjustments	38,406	
<b>Budget Issues:</b>		
2021-031 Water Mileage Expense	1,000	
2021-045 Convert Part Time Admin to Full Time Admin	21,562	
2021-053 Transfer to Water Reserve Fund Adjustment	284,867	
2021-056 Water Rate Increases	(346,835)	
Subtotal		-
<b>2021 Budget</b>		<b>-</b>



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves									
1 *Annualized Salary and Wages	*		38,406	-	Division salary and wage adjustment	38,406	-									
2 Annualized for One-Time adjustments from prior year			1,000	-	Division One-time adjustments from prior year	1,000	-									
3 Legislated	2021-053	Transfer to Water Reserve Fund Adjustment	284,867	-	To adjust the annual transfer to reserve for the net changes to the 2021 budget.	284,867	-									
4 Inflationary	2021-056	Water Rate Increases	(346,835)	-	Water consumption and basic charge rate increases as per the Water/Wastewater Rate Study. Below is a comparison of the 2020 rate and the recommended 2021 rate based on the rate study.  <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">2020</td> <td style="text-align: center;">2021</td> </tr> <tr> <td>Basic Charge</td> <td style="text-align: center;">\$20.41</td> <td style="text-align: center;">\$20.61</td> </tr> <tr> <td>Consumption</td> <td style="text-align: center;">\$1.52</td> <td style="text-align: center;">\$1.54</td> </tr> </table>		2020	2021	Basic Charge	\$20.41	\$20.61	Consumption	\$1.52	\$1.54	(346,835)	-
	2020	2021														
Basic Charge	\$20.41	\$20.61														
Consumption	\$1.52	\$1.54														
5 Line Item Increase	2021-031	Water Mileage Expense	1,000	-	In accordance with the mileage reimbursement policy, this request is to increase the budget for this line item to fund mileage costs for using personal vehicle while engaging in Town business. To adjust the budget to reflect actual costs an increase of \$1,000 is being requested. This would adjust the total budget to \$1,600 per year which is reflective of the current activity for this line item.	1,000	-									
6 Service Enhancement	2021-045	Convert Part Time Admin to Full Time Admin	21,562	-	This budget request is to convert the current Part Time Admin. Assistant in Water to a full-time position. Currently the duties of the Part-Time Admin. Assistant include front line customer service for Water Operations and Locate services, initiating contractor/resident work orders, updating City Works and work order maintenance, responding to on call requests and other administrative duties. With the increase in work load and additional Administrative support required by both the Manager and the Supervisor, there is a need for a full time position. The Water Operations Admin. Assistant will also be responsible to maintain service standards by conducting process reviews to increase customer and resident service capabilities, assist the manager in identifying, implementing and maintaining customer service standards and manage customer service escalations from residents/contractors. With only a half time position, customer concerns can not be addressed in a timely manner.	21,562	-									
<b>Division Totals</b>			<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.



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	123,877	121,269	740,673	95,950	95,950	95,950	95,950	-
Recovery of Staff	141,000	156,000		141,000	156,000	156,000	156,000	-
Grant Revenue	580	-		-	-	-	-	-
Miscellaneous Revenue	165,889	44,479		41,000	41,000	41,000	41,000	-
Interest Revenue	110,842	120,359		95,000	95,000	95,000	95,000	-
Watermain Revenue	23,723	23,723		23,723	23,723	23,723	23,723	-
Meter Sales	80,482	60,265		65,000	95,000	95,000	95,000	-
Consumption Charge	5,315,879	5,277,828	5,349,950	4,622,750	5,308,950	5,349,950	5,563,744	213,794
Basic Charge	3,366,663	3,441,228	3,483,272	3,265,572	3,444,272	3,483,272	3,616,313	133,041
Recovery Of Wages		(136)						-
Recovery Of Expense	204,006	221,680		234,000	234,000	234,000	234,000	-
Wage Subsidy		1,260						-
Transfer From Reserve Funds	-	-		-	52,401	-	-	-
<b>Total Revenues</b>	<b>9,532,941</b>	<b>9,467,955</b>	<b>9,573,895</b>	<b>8,583,995</b>	<b>9,546,296</b>	<b>9,573,895</b>	<b>9,920,730</b>	<b>346,835</b>
<b>Expenses</b>								
Wages and Benefits	2,058,408	2,168,471		2,270,155	2,329,055	2,633,845	2,693,813	59,968
Office Supplies	3,290	1,999	763,300	5,000	5,000	5,000	5,000	-
Advertising & Promotion	2,162	-		1,000	1,000	1,000	1,000	-
Meeting Expenses	16	460		500	500	500	500	-
Courier & Postage	80,121	81,568		75,000	75,000	75,000	75,000	-
Travel Expense	722	1,584		600	600	600	1,600	1,000
Training & Conferences	30,472	25,702		35,000	35,000	39,500	39,500	-
Memberships & Subscriptions	8,079	7,740		7,600	7,600	7,900	7,900	-
Telecommunications	48,484	50,316		48,200	48,200	48,200	48,200	-
Computer Expense	34,966	45,973		25,900	30,200	30,600	26,600	(4,000)
Administration Fee	427,411	440,039	431,000	435,700	445,700	445,700	445,700	-
Bank Charges	3,173	3,521		3,500	3,500	3,500	3,500	-
Debt Payments	1,372,987	1,042,645	1,372,986	1,372,986	1,372,986	1,372,986	1,372,986	-
Bad Debts & Writeoffs	470	3,044		500	500	500	500	-
Development Charges								
Discounts and Exemptions	(11,260)	-		-	-	-	-	-
Service Fees	4,938	6,341		10,000	8,000	8,000	8,000	-



# 2021 Budget

# Water

	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
Interest Expense	-	330,341		-	-	-	-	-
Consulting Services	64,845	73,269	30,200	75,000	60,200	30,200	30,200	-
Legal Services	-	5,870		2,000	2,000	2,000	2,000	-
Winter Control Services	23,809	25,122		27,000	27,000	15,000	15,000	-
Grounds Maintenance	-	-		-	-	12,000	12,000	-
Locate Services	2,616	-		10,000	10,000	10,000	10,000	-
Water Meter Reading	27,742	26,466		35,000	35,000	30,000	35,000	5,000
Health & Safety Supplies	7,776	6,896		13,000	13,000	13,000	13,000	-
Materials & Supplies	180,975	165,522		136,900	121,900	121,900	121,900	-
Water Purchases Tecumseh	26,007	71,403		26,000	26,000	26,000	26,000	-
Water Purchases	292,666	343,426	338,000	305,000	312,000	312,000	312,000	-
Facility Maintenance	37,429	34,368		23,000	23,000	23,000	23,000	-
Janitorial Services	7,783	11,689		9,200	11,800	11,800	11,800	-
Utilities	387,176	415,791	385,900	410,000	385,900	385,900	385,900	-
Property Taxes	32,706	176,773		45,000	45,000	90,000	90,000	-
Security Services	2,888	4,524		3,200	3,200	3,200	3,200	-
Fuel & Oil	64,160	55,833		61,000	61,000	61,000	61,000	-
Equipment Rental	2,810	5,008		2,400	2,400	2,400	2,400	-
Insurance Premiums	89,105	99,101		85,500	85,500	85,500	85,500	-
Water Purification Chemicals	195,957	222,835	265,500	200,000	233,200	212,500	212,500	-
Water Sample Testing	33,584	34,306		53,000	53,000	53,000	53,000	-
Water Meters	31,566	2,555		10,000	10,000	10,000	10,000	-
Installations	63,882	124,070		37,500	37,500	37,500	37,500	-
Equipment Repairs & Maintenance		2,377	512,500					-
System Repairs & Maintenance	347,000	564,990		475,000	477,000	477,000	477,000	-
Vehicle Repairs & Maintenance	8,235	35,109		35,500	35,500	35,500	35,500	-
Transfer To Reserve Funds	2,230,612	3,055,252	2,840,664	2,212,154	3,112,355	2,840,664	3,125,531	284,867
Development Charges - Water								-
Transfer To Capital	19,854	182,558		-	-	-	-	-
<b>Total Expenses</b>	<b>8,245,624</b>	<b>9,954,856</b>	<b>9,573,895</b>	<b>8,583,995</b>	<b>9,546,296</b>	<b>9,573,895</b>	<b>9,920,730</b>	<b>346,835</b>
<b>Net Budget</b>	<b>(1,287,317)</b>	<b>486,901</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Wastewater

## STAFFING

CATEGORY	2020 BUDGETED	2020 ACTUAL	2021 BUDGETED	COMMENTS
FULL TIME	0.6	0.60	0.60	0.30 Manager of Environmental Services 0.30 Billing & Collecting Clerks Operated by OCWA under contract Town staff provide administrative support and the Environmental Services division administers the contract
PART-TIME/ SEASONAL/ TEMPORARY				
STUDENTS				
TOTAL	0.6 FT	0.6 FT	0.6 FT	

## OBJECTIVES AND RESPONSIBILITIES

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

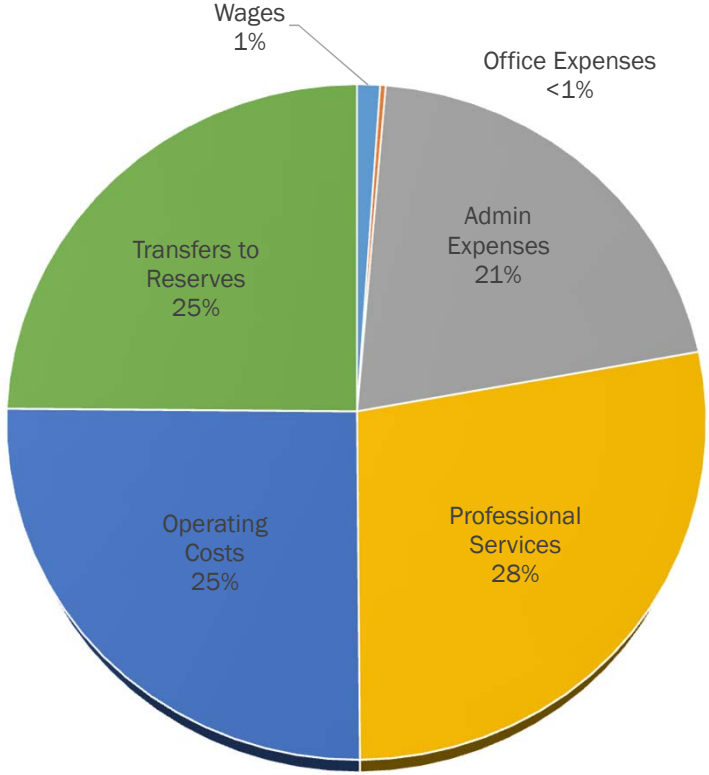
SERVICE AREA: Engineering and Infrastructure Services

BUDGET CENTRE: Wastewater

## BUDGET HIGHLIGHTS

- In accordance with the Town's rate study, a consumption rate increase from \$1.52 to \$1.60 per cubic metre and a basic charge rate increase from \$18.71 to \$19.74 per month. This would result in an annual increase of \$29 to the average household based on consumption of 210 cm per year.
- Major capital projects being proposed for 2021 include:
  - Denis St. Pierre expansion design \$7,500,000
  - OCWA capital system repairs and maintenance \$1,887,150

	2019 Budget	2020 Budget	2021 Budget
<b>Summary</b>			
Wages	64,002	64,986	70,519
Office Expenses	17,150	17,150	17,150
Admin Expenses	1,348,526	1,348,526	1,348,526
Professional Services	1,841,600	1,795,900	1,795,900
Operating Costs	1,805,600	1,936,800	1,636,800
Transfers to Reserves	1,097,716	947,332	1,612,016
Total Expenses	6,174,594	6,110,694	6,480,911
Revenues	(5,721,194)	(6,110,694)	(6,480,911)
Transfers from Reserves	(453,400)	-	-
<b>Net Budget</b>	-	-	-



Summary of Budget Changes	Change	Balance
2020 Budget		-
Add: 2020 One-Time Items	(300,000)	
Net Reserve Adjustment		
Wage Adjustments	5,533	
<b>Budget Issues:</b>		
2021-054 Reseve Transfer Adj	664,684	
2021-057 Wastewater Rate Increase	(370,217)	
Subtotal		-
<b>2021 Budget</b>		-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves									
1 *Annualized Salary and Wages	*		5,533	-	Division salary and wage adjustment	5,533	-									
2 Annualized for One-Time adjustments from prior year			(300,000)	-	Division One-time adjustments from prior year	(300,000)	-									
3 Legislated	2021-054	Transfer to Reserve Adjustment	664,684	-	To adjust the annual transfer to the operating and capital reserves for Wastewater.	664,684	-									
4 Revenue Increase	2021-057	Wastewater Rate Increase	(370,217)	-	Wastewater consumption and basic charge rate increases in accordance with the Water/Wastewater Rate Study. Below is a comparison of the 2020 rate and the recommended 2021 rate based on the rate study.  <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">2020</td> <td style="text-align: center;">2021</td> </tr> <tr> <td>Basic Charge</td> <td style="text-align: right;">\$18.71</td> <td style="text-align: right;">\$19.74</td> </tr> <tr> <td>Consumption</td> <td style="text-align: right;">\$1.52</td> <td style="text-align: right;">\$1.60</td> </tr> </table>		2020	2021	Basic Charge	\$18.71	\$19.74	Consumption	\$1.52	\$1.60	(370,217)	-
	2020	2021														
Basic Charge	\$18.71	\$19.74														
Consumption	\$1.52	\$1.60														

**Division Totals** - -

\* 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.



	2018 Actual	2019 Actual	2020 (Q2) Projected	2018 Budget	2019 Budget	2020 Budget	2021 Budget	\$ Budget Change
<b>Revenues</b>								
User Fee Revenue	-	63,316	170,447	-	-	-	-	-
Grant Revenue	1,695,660			-	-	-	-	-
Miscellaneous Revenue	10,400	73,440		8,725	8,725	8,725	8,725	-
Consumption Charge	3,568,460	3,722,599	3,981,321	3,190,627	3,666,827	3,776,727	4,146,944	370,217
Basic Charge	1,790,207	1,895,793	2,034,700	1,692,172	1,902,872	2,182,472	2,182,472	-
Local Improvements	183,744	98,015		142,770	142,770	142,770	142,770	-
Transfer From Reserve Funds	2,376,500			2,104,900	(453,400)	-	-	-
<b>Total Revenues</b>	<b>9,624,971</b>	<b>5,853,163</b>	<b>6,186,468</b>	<b>7,139,194</b>	<b>5,267,794</b>	<b>6,110,694</b>	<b>6,480,911</b>	<b>370,217</b>
<b>Expenses</b>								
Wages and Benefits	68,283	64,073		109,502	64,002	64,986	70,519	5,533
Office Supplies	4	-	242,582	-	-	-	-	-
Advertising & Promotion	2,635	-		500	500	500	500	-
Telecommunications	17,374	18,419		16,650	16,650	16,650	16,650	-
Administration Fee	437,000	462,000	462,000	437,000	462,000	462,000	462,000	-
Debt Payments	1,075,799	588,175	866,526	1,075,800	866,526	866,526	866,526	-
Grants & Subsidies	137,035	(468,018)		165,000	15,000	15,000	15,000	-
Service Fees	3,037	7,060		5,000	5,000	5,000	5,000	-
Development Charges Discounts and Exemptions	(10,322)	-		-	-	-	-	-
Interest Expense		278,350					-	-
Consulting Services	65,021	170,269	49,290	100,000	303,400	50,000	50,000	-
Locate Services	73,300	107,800		97,000	97,000	97,000	97,000	-
Winter Control Services	39,831	16,338		35,000	15,000	15,000	15,000	-
Grounds Maintenance		27,244			23,000	23,000	23,000	-
OCWA Contract	1,347,175	1,443,890	1,573,257	1,283,000	1,403,200	1,610,900	1,610,900	-
Utilities	890,739	936,912	939,594	969,200	893,900	893,900	893,900	-
Property Taxes	56,998	129,388		60,000	60,000	80,000	80,000	-
Insurance Premiums	56,204	33,253	30,100	30,100	30,100	30,100	30,100	-
Equipment Repairs & Maintenance	-	12,364		-	30,000			-
System Repairs & Maintenance	579,627	913,964	922,779	800,500	783,600	924,800	624,800	(300,000)
Vehicle Repairs & Maintenance	6,993	18,265		8,000	8,000	8,000	8,000	-
Transfer To Reserve Funds	2,259,703	1,209,315	947,332	292,442	190,916	947,332	1,612,016	664,684
Transfer To Capital	1,074,428	256,978	-	1,654,500				-
<b>Total Expenses</b>	<b>8,180,864</b>	<b>6,226,036</b>	<b>6,033,461</b>	<b>7,139,194</b>	<b>5,267,794</b>	<b>6,110,694</b>	<b>6,480,911</b>	<b>370,217</b>
<b>Net Budget</b>	<b>(1,444,107)</b>	<b>372,873</b>	<b>(153,008)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**LLS**

1 Election Communications, Training & Supplies	17,500
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**HR**

2 Compensation Review/Pay Equity	35,000
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**Fire**

3 Bunker Gear	30,000
4 FD Records Management System (RMS) Project	6,500
5 Fire Master Plan	100,000
6 2005 GMC Sierra Pick Up- Replacing Unit # 1559	50,000
7 2008 Montana Van Replacement- Unit # 2919	35,000
8 Vehicle for 2nd Fire Prevention Officer	35,000

**Atlas Tube Centre**

9 Lighting Retrofit Project	260,000
10 Rock Ditch Covering	65,000

**Public Works**

11 Hawthorne Drive from Bissonnette to 401 Gravel Conversion	40,000
12 Melody Drive Reconstruction	1,400,000
13 Lifecycle Asphalt Road Resurfacing Program	720,000
14 Roads Lifecycle Surface Treatment Program	470,000
15 Crash Attenuator Safety Device - New Equipment Purchase	40,000
16 Enclosed Trailer - (15 ft)	13,000
17 Dewatering pump 6 inch - New Equipment Purchase	80,000
18 Tree Planting Pilot Program - Existing Roadways	20,000

**Public Works**

19 Storm Water Master Plan Phase 1	1,650,000
20 Bi-Annual Bridge/Culvert Inspections - Consulting Services	45,000
21 CWATS - CR2 Pedestrian Bridge Feasibility Study	6,000
22 CWATS - Lake 9 Segment Construction	75,000
23 High Water Flood Mitigation Measures	250,000
24 Tandem Truck Replace Unit # 317	400,000
25 New Sign Truck	150,000
26 New telescoping Zoom Camera	25,000
27 Fuel Management System	50,000
28 Storm Water Management Geese Deterrent	10,000
29 Rourke Line Reconstruction Design Costs	100,000
30 Major St & Lilydale Ave	240,000

**Parks**

31 Park Garbage Receptables (Deep Well)	15,000
32 River Ridge Redevelopment - Phase 3	700,000
33 Spectator Bleachers Replacement Program	16,000
34 Asphalt pathways for accessibility in Parks	20,000
35 Surface Conversion - Playgrounds	22,000
36 Lifecycle Renewal - Park Furniture	15,000
37 Playground Equipment Lifecycle Replacements	135,000
38 New Equipment Purchase (RTV side by side) with trailer	25,000
39 West Beach Grading/Belle River Dredging	240,000
40 Additional Tandem Axle Dump Trailer - New Equipment Purchase	15,000
41 GERALYN TELLIER PERDU PARK PAVILION RENOVATION	8,000
42 Parks Electrical Upgrade	6,000

## Engineering

43 Vehicle for New Engineering Technologist Position 38,000

## Facilities

44 Fire Station Asphalt Replacement 65,000

45 New Generators 60,000

46 Security Systems at Various Facilities 72,000

47 Sidewalk and concrete pad at Fire Hall 5, Comber OPP, and Library 31,000

48 Fire Hall #1 - Replace HVAC Unit 10,000

49 Flooring for town hall 35,000

## Finance

50 Accounting/HRIS System Upgrade 100,000

51 Asset Management Update 62,500

52 Finance User Fee Review 80,000

## Information Technology

53 Server Lifecycle Replacement 29,000

54 Computer Lifecycle Replacement 16,100

## Corporate

55 In-Camera Item 1,400,000

## Water

56 Strong Road Watermain Improvements 610,000

57 Water Meter Replacement Contract 500,000

58 West Puce Road Watermain Improvements 1,415,700

59 Railway Ave Watermain Improvements 1,150,000

60 New High Lift Pump / VFD / Serge Protector 138,000

61 Prominent Chlorine Analyzers - BRWTP 45,000

62 Wachs Hydraulic Valve Exerciser 60,000

## Wastewater

63 OCWA Capital System Repairs and Maintenance 1,887,150

64 Denis St Pierre Expansion Design 7,500,000



Project Name / Funding	Project Description	2021 Budget
<p><b>1 LLS-21-6534</b> Election Communications, Training &amp; Supplies</p> <p><b>Funding Source:</b> Election Reserve</p>	<p>Municipal elections in Ontario are held every four years. Regardless of the method of voting, each election has the following: Corrections/Additions to the Voters list, Training – Election Workers, Voting Places (main office or several locations), Supplies Communications &amp; Postage, Voting Equipment/Technology, Contingency</p>	17,500
<p><b>2 HR-21-6533</b> Compensation Review/Pay Equity</p> <p><b>Funding Source:</b> Employee Related Reserve</p>	<p>This project is to address: 1) reviews competitive compensation rates and 2) pay equity compliance. The Pay Equity Act of Ontario indicates that the pay equity review must be completed every few years. According to Council Resolution from September 12, 2017, Council directed Administration to: That Council direct Administration to implement the recommended 2017 salary framework for management employees effective July 1, 2017 at the 55th percentile ; and, Council direct Administration to complete a comprehensive salary review including pay equity review every 4 years as a standard practice; and Council direct Administration to bring forward the Consumer Price Index (CPI) adjustment for management employee wage rates annually for review. The last pay equity review for management positions was completed in 2016 and the respective wage grid was adopted by Council in 2017. Therefore, in accordance to the Council resolution stated above, a comprehensive salary review for non union positions should be completed in 2021 and every 4th year after that. This review would be scheduled to start after the organizational review of 2020.</p>	35,000
<p><b>3 FIRE-19-6224</b> Bunker Gear</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>Bunker Gear Ensemble Replacement Program. Firefighting protective gear (pants, coat, balaclava, helmet, boots and gloves) have a legislated life span of 10 years. Each piece has a unique in-service date that is tracked and replaced within the 10 year cycle. 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 &amp; Safety Act (OHS) 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". OHS clause 25(1)(b) for maintaining equipment in good condition - OHS clause 25 (2)(h) for taking every precaution reasonable in the circumstances for the protection of the worker</p>	30,000
<p><b>4 FIRE-20-6442</b> FD Records Management System (RMS) Project</p> <p><b>Funding Source:</b> Technology Software Reserve</p>	<p>Windsor Fire &amp; Rescue Service (WFRS) recently replaced their RMS after reviewing several software providers through the RFP process. Through their new provider they have offered the opportunity for other municipal fire service partners to have restricted individual municipal access to the RMS. WFRS has commissioned the system over the past year and has the experience to assist other partners. A cost has been determined based on municipal assessment. It makes sense to connect with this "big brother" opportunity which comes with access to an RMS that has been vetted, cost qualified, regular software updates and the operational support experience to assist with our initial implementation and ongoing operational inquiries. The RMS includes access to modules for: personnel records, emergency response, department training, fire inspections, with future planned access and additional costing for fleet/ equipment inventories and maintenance. We currently use a mix of 3 different softwares which includes a multitude of spreadsheets to manage our records. Our current emergency response and fire inspection software is 3 years outdated and does not have in-vehicle capability.</p> <p>A budget was previously approved in 2018 however the work was not completed and the budget was left in the reserve. This is to re-establish a budget from the existing funding source as the original request. During the 2011 Fire Department Master Plan it was identified on page 10 that "the department is seeking a flexible and reliable records management software program that would best serve all divisions of Lakeshore Fire Department".</p>	6,500

Project Name / Funding	Project Description	2021 Budget
<p><b>5 FIRE-21-6527</b> Fire Master Plan</p> <p><b>Funding Source:</b> Plans and Studies</p>	<p>In 2018, changes were made to the Fire Protection and Prevention Act which now requires each municipality to conduct a comprehensive assessment of their community risks by July 1, 2024. That assessment includes an inventory and review of the following mandatory profiles: the geographic or physical features of the municipality, building stock, critical infrastructure, demographics, hazards, public safety and response, community services, economic sectors that are critical to a municipality's financial sustainability, and lastly past loss and event history. This comprehensive community risk assessment goes hand in hand into development of a new modernized Fire Master Plan. The last Fire Master Plan was completed by Dillon Consulting and presented to Council in 2011. That plan included a simplified review of municipal risks at the time based on legislated fire service/ emergency management requirements. Since then, municipal growth across all sectors has taken place and the municipality doesn't have the same look from our fire service's public education, code enforcement, emergency response and emergency management perspective.</p> <p>The risk assessment and modernized Fire Master Plan will provide Council with the information they need to make informed decisions about the type, service level and organizational structure required to meet the needs and circumstances of our growing community.</p>	100,000
<p><b>6 FIRE-21-6528</b> 2005 GMC Sierra Pick Up- Replacing Unit # 1559</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>2005 GMC Sierra Pick-Up: Approximate mileage is 140,000 km - to date \$30,000 to maintain/insure - Based on the last 4 year average expense to maintain/insure, it is estimated that this vehicle will have an annual impact of \$2,000 per year to keep it on the road without bodywork. Asset lifecycle replacement was scheduled for 2019.</p>	50,000
<p><b>7 FIRE-21-6529</b> 2008 Montana Van Replacement- Unit # 2919</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>2008 Montana Van: Approximate mileage is 132,000 km - to date \$22,000 to maintain/insure - significant body rust deterioration on the tailgate. This vehicle was purchased originally for the same monies currently invested to operate it. Based on the last 4 year average expense to maintain/insure, it is estimated that this vehicle will have an annual impact of \$1575 per year to keep it on the road without bodywork. Asset lifecycle replacement was scheduled for 2019. Note: Project includes removal of radios and charging equipment from current vehicles and relocated in the new. Vehicle upfitting includes modern LED emergency lighting/ siren package along with an ergonomic laptop/tablet docking station, passenger safety cage if another van is purchased and highly reflective vehicle decals.</p>	35,000
<p><b>8 FIRE-21-6532</b> Vehicle for 2nd Fire Prevention Officer</p> <p><b>Funding Source:</b> Fire Vehicles &amp; Equipment Reserve</p>	<p>With the approval of a 2nd Fire Prevention Officer, a vehicle will be required for fire inspection duties. Vehicle call sign FPO2 will be stationed out of fire headquarters.</p>	35,000
<p><b>9 ATC-21-6516</b> Lighting Retrofit Project</p> <p><b>Funding Source:</b> Facilities Lifecycle Reserve</p>	<p>The goal of this project is to lower energy cost for the Atlas Tube Centre by 30%. The goal is to reduce the operating and maintenance costs, save electricity, and install energy efficient, long lasting LED technology.1) To reduce lighting operating and maintenance costs by \$103,300 annually (10 year NPV of over \$506,000) 2) To capture \$30,400 in SaveOnEnergy incentives. The existing lighting being used in the original section of the recreational complex is fluorescent T8 or T5 tubes, along with some fluorescent pot lights. Due to recent increases in maintenance costs of the existing lights, LED technology is being investigated. This retrofit will be eligible for incentives from the IESO. An applicant representative will apply for the SaveOnEnergy incentives before starting the project. It is expected that the incentive will be approximately \$30,400. The project provides two options, one with controls and one without. The option with controls will required an additional \$60,000 in costs. When comparing the NPV of the savings over a 10 year term, the additional \$60,000 will be recovered within the 10 years.</p>	260,000
<p><b>10 ATC-21-6517</b> Rock Ditch Covering</p> <p><b>Funding Source:</b> Building Repairs &amp; Maintenance Reserve</p>	<p>A rock ditch runs North/South for nearly 230 metres between the Atlas Tube Centre and the soccer fields. This Rock Ditch is meant to carry the water from the Atlas Tube Centre Splash Pad, as well as rain water from the outdoor courts and higher ground, to the drainage system to the South of the Atlas Tube Centre. This Rock Ditch has been noted as dangerous for residents and visitors, as it creates a barrier for walking freely between the building and the fields. The plan would be to sink pipe into the ditch, and cover the ditch with grass, creating a more visitor friendly and safe passage.</p>	65,000

Project Name / Funding	Project Description	2021 Budget
<p><b>11 PW-19-6271</b> Hawthorne Drive from Bissonnette to 401 Gravel Conversion</p> <p><b>Funding Source:</b> Gravel Road Conversion Reserve</p>	<p>3rd lift for the Hawthorne Drive from Bissonnette to Hwy 401. This project is noted in the 10 year gravel road conversion plan.</p>	<p>40,000</p>
<p><b>12 PW-19-6262</b> Melody Drive Reconstruction</p> <p><b>Funding Source:</b> Roads Lifecycle Reserve</p>	<p>Council Initiative - Complete design for road and drainage improvements. All engineering has been completed within the approved 2019 budget. The estimated budget is for complete road structure construction along with roadside drainage improvements to support conversion to asphalt pavement from the existing surface treatment. Project to be completed over two years with first phase to be completed from Lefaive Drive to the cul-de-sac end of Melody Drive. The Melody Drive Reconstruction is identified in the 5 Year Capital Road Plan and being aligned with Phase 1 construction which was deferred in 2020 due to COVID pandemic and high water levels. Should Council approve this project, both phase 1 and phase 2 will be completed in 2021.</p>	<p>1,400,000</p>
<p><b>13 PW-20-6478</b> Lifecycle Asphalt Road Resurfacing Program</p> <p><b>Funding Source:</b> Roads Lifecycle Reserve</p>	<p>Below is a list of the proposed mill and pave road work for 2021 based on conditions in the roads needs study and field assessment. The proposed 2021 budget for life cycle asphalt resurfacing consists of 2021 roads identified in the 5 Year plan plus Oriole Park Drive Road which was deferred from 2020 to allow for direction be confirmed on pedestrian walkway. The following 10 road sections of which 3 roads will be completed in conjunction with watermain replacement project as follows:</p> <p>Oriole Park Drive From County Rd. 46 To #1679 Oriole Park Dr. Taylor Ave. From Main St To County Rd. 46 Bushey St. From Tecumseh Rd. to Parkview Lane Emerson Ave. From Wallace Ave. To South end Emerson Ave. From Wallace Ave. To North end Aimee St. From County Rd. 42 To End St Mary's Rd. From County Rd. 22 To Faith Dr Railway Ave. From Depuis St. To Seventh St. (resurfaced in conjunction with wm replacement) Sixth St. From Railway Ave. To Broadway St. (resurfaced in conjunction with wm replacement) Seventh St. From Railway Ave. To Broadway St. (resurfaced in conjunction with wm replacement)</p>	<p>720,000</p>
<p><b>14 PW-20-6486</b> Roads Lifecycle Surface Treatment Program</p> <p><b>Funding Source:</b> Roads Lifecycle Reserve</p>	<p>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. The proposed 2021 budget for lifecycle surface is to complete the following 4 road sections as follows:</p> <p>LAKESHORE RD 213 from S MIDDLE RD to South of former CN Railway LAKESHORE RD 217 from COUNTY RD 46 to S MIDDLE RD ISLAND CRES from CANAL RD to MELODY DR CANAL RD from ISLAND CRES to END STRONG ROAD from COUNTY RD 2 to ROSS BEACH RD (Resurfaced in conjunction with WM Replacement)</p>	<p>470,000</p>



Project Name / Funding	Project Description	2021 Budget
<p><b>15 PW-21-6542</b> Crash Attenuator Safety Device - New Equipment Purchase</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve and Water Reserve</p>	<p>This new equipment purchase of a Crash Attenuator will provide Town staff with much needed protection from motorists on high volume/high speed roadways. Typically the need for this unit would be on County roads while performing watermain repairs and installs of curb boxes where Town vehicles and staff are positioned just off the roadway where there is potential of a vehicle strike. This safety device will also be utilized on Town arterial and collector roads when completing road maintenance work to elevate safety for Town employees. This unit will also support the water department , and will therefore be partially funded through the water reserve.</p>	40,000
<p><b>16 PW-21-6543</b> Enclosed Trailer - (15 ft)</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>Public Works currently does not have in its fleet an enclosed trailer to house tools and equipment for deployment to work sites. This unit would provide the benefit of locking up equipment from the elements without the worry of water damage. It is intended to be set up as a site trailer with all tools necessary to complete the tasks of the day without loading and unloading.</p>	13,000
<p><b>17 PW-21-6544</b> Dewatering pump 6 inch - New Equipment Purchase</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>High lake levels and flood prone areas have brought the need for a 6 inch high capacity centrifugal emergency dewatering trash pump. This new pump would increase the Town's flood response by ensuring that dewatering flooded areas can be done more effectively. The Town's current resources for dewatering flooded areas consists of two 3 inch pumps, three 2 inch pumps, and three 2 inch submersible pumps.</p>	80,000
<p><b>18 PW-21-6545</b> Tree Planting Pilot Program - Existing Roadways</p> <p><b>Funding Source:</b> Tree Replacements Reserve</p>	<p>Council directed Administration to develop a pilot program to plant street trees in existing subdivisions to be implemented in 2021, as described in the report presented at the June 23, 2020 regular Council meeting. Trees first started to be planted in 2012 in Lakeshore residential developments and the Development Manual used in the development of new subdivision was revised in 2013 to include tree planting. Should Council wish to undertake a program to encourage trees to be planted in old subdivisions, it is recommended that a pilot program be undertaken for one year, prior to a more permanent Town-wide program, to determine the interest from residents and the administrative costs associated with the program. In the interest of efficiency, a street-by- street implementation would be recommended, similar to new subdivisions, so that Administration could develop the costs and factor in the operational costs/maintenance needed on a yearly basis. This approach would see the trees as being treated as a municipal asset, with the associated life cycle costs.</p>	20,000
<p><b>19 PW-21-6546</b> Storm Water Master Plan Phase 1</p> <p><b>Funding Source:</b> Storm Water Reserve</p>	<p>The Storm Water Master Plan Phase 1 study provided recommendations on storm water facility improvements. Some of the preliminary engineering design and approvals commenced in 2020 with construction to follow in 2021. A five (5) year capital plan will be developed for storm sewer upgrades to potentially align future capital road reconstruction along with other potential underground infrastructure needs.</p>	1,650,000
<p><b>20 PW-21-6547</b> Bi-Annual Bridge/Culvert Inspections - Consulting Services</p> <p><b>Funding Source:</b> Bridges and Culverts Reserve</p>	<p>Bi-Annual inspections of Bridge and Culvert structures with spans of 3 m or greater is a provincial mandate and requirement. There is a total inventory of 116 bridge/culvert structures that require to be inspected every 2 years. The inspections provide updated condition information to update the repair and capital works plan for the bridge and culvert structures. The Town retains the services of Keystone Bridge Management Corp. which also updates the Town's bridge and culvert inventory database with the new information.</p>	45,000
<p><b>21 PW-21-6549</b> CWATS - CR2 Pedestrian Bridge Feasibility Study</p> <p><b>Funding Source:</b> Plans and Studies</p>	<p>The CWATS (County Wide Active Transportation System) Program is a County funded program of which County funds 40% and local municipality funds 60% of the approved CWATS projects. Annually the Town submits its priorities to the CWATS Steering Committee for consideration towards projects for each year.</p>	6,000

Project Name / Funding	Project Description	2021 Budget
<p><b>22 PW-21-6550</b> CWATS - Lake 9 Segment Construction</p> <p><b>Funding Source:</b> Trails - New</p>	<p>The CWATS (County Wide Active Transportation System) Program is a County funded program of which County funds 40% and local municipality funds 60% of the approved CWAT projects. Annually the Town submits its priorities to the CWATS Steering Committee for consideration towards projects for each year.</p>	75,000
<p><b>23 PW-21-6552</b> High Water Flood Mitigation Measures</p> <p><b>Funding Source:</b> Stormwater Reserve</p>	<p>Current environmental conditions in the Great Lake Basin have seen water levels rise over recent years. Lake St. Clair is currently seeing levels several inches higher than the highest historical level seen in 1986. These current high lake levels continue to result in variances in Public Works Operational Budget for costs associated with sand bags, sand filling stations, along with earth berm work to mitigate high water flooding on public roadways and infrastructure. The current conditions of high water levels are anticipated to continue into next year. A budget of \$250,000 is being recommended to support the on going flood mitigation measures with supply of sand bag program, earth berms, and other throughout Lakeshore at various locations along shorelines.</p>	250,000
<p><b>24 PW-21-6554</b> Tandem Truck Replace Unit # 317</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>This is a 2006 tandem truck that is well past its useful lifecycle, repair cost will only escalate with the age of this vehicle. Public Works plow trucks are subject to extreme conditions while undergoing the worst exposure to corrosive salt which contributes to increased yearly repair cost.</p>	400,000
<p><b>25 PW-21-6555</b> New Sign Truck</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>With the addition of PW staff a dedicated sign truck would benefit Town sign maintenance operations with a dedicated sign crew. This truck is to be set up to handle any type of sign repair or maintenance. A sign crew would be sent out completing sign work on a daily basis and increasing Town response to complaints while maintaining the minimum standards without affecting other ongoing operations.</p> <p>This unit will have the latest slide out stand-on tray so workers can safely change signs and eliminate the safety aspect of standing in the back of an open truck box. The unit will also be equipped with a hydraulic-driver to install posts along with trays and storage to protect expensive tools and signs.</p>	150,000
<p><b>26 PW-21-6557</b> New telescoping Zoom Camera</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>A zoom camera is a unit that will allow operators to visually inspect main line storm sewers and sanitary sewers from ground level. The addition of this inspection tool will help to maintain and identify with relative ease most defects and what condition our sewers are in and give us the ability to schedule proper maintenance or repairs before they become a problem.</p>	25,000
<p><b>27 PW-21-6558</b> Fuel Management System</p> <p><b>Funding Source:</b> Technology and Office Equipment Reserve</p>	<p>The Public Works department currently use the Petro-vend system as the fueling management system for the municipality's fleet of equipment and vehicles. These are located at the public works yards and provide fuel for all Town vehicles. This system uses key fobs to activate and dispense fuel type depending on the unit number. It also tracks fuel usage by unit. The Town has been effectively using this system without significant repair costs. This system was developed on an older Windows Operating version system, approximately 15 yrs ago. It is not compatible with the current Windows 10 operating system and has required an old computer unit to house the data and down load information from the server. Repair parts are becoming increasingly harder on the older computer modules and there is a risk that the system might eventually be obsolete from a technology standpoint.</p>	50,000
<p><b>28 PW-21-6580</b> Storm Water Management Geese Deterrent</p> <p><b>Funding Source:</b> Storm Water Reserve</p>	<p>Per council resolution 410-11-2020, Administration is to investigate the cost and feasibility of implementing a maintenance-free, solar powered lights to be installed at the storm water retention ponds. This is to achieve the goal requested by Council to discourage geese from overpopulating the pond areas.</p>	10,000

Project Name / Funding	Project Description	2021 Budget
<b>29 PW-21-6566</b> Rourke Line Reconstruction Design Costs	The project funding consists of completing the engineering design for Rourke Line between CR22 and Caille Ave to complete 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.	100,000
<b>Funding Source:</b> Roads Lifecycle Reserve		
<b>30 PW-21-6574</b> Major St & Lilydale Ave Reconstruction- Engineering Design	Major Street and Lilydale Avenue reconstruction are identified in the 5 Year Capital Road Plan and being aligned with drainage improvements under the Drainage Act process along with Puce Road Reconstruction project as the first phase of construction. Both these two roads have drainage systems that are connected to Puce Road municipal drains that all require to be replaced and upgraded to a single drainage outlet to Puce River with potential pump station.	240,000
<b>Funding Source:</b> Roads Lifecycle Reserve		
<b>31 PRK-18-6362</b> Park Garbage Receptacles (Deep Well)	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 2021 the plan would be to install 7 more units at various park locations.	15,000
<b>Funding Source:</b> Parks Furniture & Fixtures Reserve		
<b>32 PRK-19-6242</b> River Ridge Redevelopment	Complete park redevelopment of River Ridge Park as part of the Parks Master Plan (PMP). To include a new trail network, trees, year round washroom/ change room complex, pickel ball courts, increased parking area as well as a splash pad. The 2019 budget of \$800,000 was deferred until 2020 due to grant possibilities and late starting issues. Here is a summary of the costs to carry out. Should the grant not be approved, the Town will phase this project over multiple years: 2019 - Trail development and electrical work (\$800,000), 2020 - Washroom and Splash pad complex (\$900,000), 2021 - Phase 3 - Pickle ball courts, playground movement and parking lot upgrade (\$700,000)	700,000
<b>Funding Source:</b> Community Benefit Reserve		
<b>33 PRK-20-6417</b> Spectator Bleachers Replacement Program	This project is to establish an annual asset replacement program of parks bleachers that need replacing. The current bleachers are decaying due to rust and age. The new bleachers would be aluminum which would provide a longer life expectancy. These new benches would require no maintenance, unlike the current bleachers that require board changes from time-to-time due to weathering, breakage and splinters. For 2020 the budget is to replace 3 in Comber. For 2021 the budget is to replace 4 in Geralyn Tellier Perdu Park.	16,000
<b>Funding Source:</b> Parks Furniture & Fixtures		
<b>34 PRK-20-6418</b> Asphalt pathways for accessibility in Parks	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	20,000
<b>Funding Source:</b> Trails - Existing Reserve		
The following is a list of parks and when they will be completed; 2020 - Oakwood, River Downs and Terra Lou; 2021 - Comber, Girard, Leffler, Millen; 2022 - Shanahan, Staples, Stoney Point		

Project Name / Funding	Project Description	2021 Budget
<b>35 PRK-20-6435</b> Surface Conversion - Playgrounds  <b>Funding Source:</b> Playground Equipment Reserve	The Parks Department has been steadily converting the fall protection surfacing at the playgrounds and swings from pea stone to Engineered Wood Fiber (EWF). EWF meets the AODA standards for playgrounds and is preferred from a costing and longevity standpoint. The current park plan is as follows: 2020 - Oakwood, Leffler and Helena park playgrounds, 2021 - Lions, Centennial and Memorial swings. Balance of playground surfacing conversions to be completed during Life Cycle Replacement in the next few years.	22,000
<b>36 PRK-20-6436</b> Lifecycle Renewal - Park Furniture  <b>Funding Source:</b> Parks Furniture & Fixtures Reserve	Lifecycle funding used for replacement of park furniture (benches, picnic tables and other tables) as part of life cycle replacement.	15,000
<b>37 PRK-20-6437</b> Playground Equipment Lifecycle Replacements  <b>Funding Source:</b> Playground Equipment Reserve	Remove and replace playgrounds structures as part of lifecycle replacement. Replacement of playground structures that are 20+ years old as part of the PMP (2017) and asset management. Below is the proposed order of replacement. The fall safe surface will be EWF unless otherwise noted. 2020 - GERALYN TELLIER PERDU PARK (includes swing surfacing in North/East corner) and Tot Lot at Lakeside Estates subdivision 2021 - Centennial and Shanahan Parks 2022 - Stoney Point Park - reduce to one structure due to proposed splash pad planned in PMP	135,000
<b>38 PRK-21-6536</b> New Equipment Purchase (RTV side by side) with trailer  <b>Funding Source:</b> Vehicles and Equipment Reserve	The current program to remove garbage and debris from Lakeview Park and West Beach requires Parks staff to use a pickup truck to drive on park trails to access garbage container locations. Lakeview Park is a very busy area and patrons are required to remove themselves from the park trails to allow access for our pickup to drive to the various garbage containers. Due to the unsanitary conditions of the garbage removal process parks staff are required to dedicate one vehicle to this daily process. It requires them to load the vehicle with the garbage and dispose of it in large collection containers. After this process is complete the vehicle needs to be driven to the wash station and completely cleaned and sanitized before it can be loaded with other tools to complete other tasks. Parks staff currently struggle with enough vehicles to operate between all of our various parks and parkettes and this RTV would relieve some of that pressure, create some time efficiencies, and allow the pickup truck to be used for other tasks.	25,000
<b>39 PRK-21-6537</b> West Beach Grading/Belle River Dredging  <b>Funding Source:</b> Park Development Reserves	To correct the low grade problem with West Beach resulting from high lake levels washing water inland daily. Large portion of beach sand area has to continuously be pumped down to mitigate stagnant water restricting beach use.	240,000
<b>40 PRK-21-6538</b> Additional Tandem Axle Dump Trailer - New Equipment Purchase  <b>Funding Source:</b> Vehicles & Equipment Reserve	The current tandem axle dump trailer is used for all the heavy lifting tasks such as tree and branch removal, loading and transporting mulch and top soil, and equipment floating. The current dump trailer is the backbone of the Parks Department and is consistently used on a daily basis. The staff struggle logistically to complete all of the daily tasks with one dump trailer unit. The current unit is limited to focus on one task per day at the various park areas where the additional trailer will allow to separate park staff into 2 crews that could be utilized in different areas to work in a more efficient manner. There is a constant need for brushing and trimming as well as mulching of trees and bed areas that one dump trailer cannot support.	15,000
<b>41 PRK-21-6540</b> GERALYN TELLIER PERDU PARK PAVILION RENOVATION  <b>Funding Source:</b> Parks Furniture & Fixtures Reserve	A complete renovation of the pavilion serving area at GERALYN 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.	8,000

Project Name / Funding	Project Description	2021 Budget
<p><b>42 PRK-21-6541</b> Parks Electrical Upgrade</p> <p><b>Funding Source:</b> Parks Furniture and Fixtures</p>	<p>All parks facilities currently use a bulb-ballast fixture which is inefficient and costly to maintain. The plan is upgrade these remaining T8 light to LED fixtures.</p>	<p>6,000</p>
<p><b>43 ENG-21-6519</b> Vehicle for New Engineering Technologist Position</p> <p><b>Funding Source:</b> Vehicles &amp; Equipment Reserve</p>	<p>The new Mid-Size Cross Over Vehicle shall be stationed at the new Rourke Line Facility for use by the new Engineering Technologist added in 2020 as well by other EIS staff when vehicle is available.</p>	<p>38,000</p>
<p><b>44 FAC-20-6440</b> Fire Station Asphalt Replacement</p> <p><b>Funding Source:</b> Facilities Lifecycle Reserve</p>	<p>The exterior asphalt of the building is deteriorating and needs to be replaced. The SFP advised that a portion of the area at station #3 and #4 should be replaced in 2019 and was budgeted for (\$8,000 and \$10,500). Unfortunately due to economies of scale, the pricing was too high and the project was deferred until 2020 with the funds being carried forward. Due to last year's results, the SFP recommending more asphalt to be replaced and economy of scale knowledge, it is recommended that all 750 m2 be replaced at station #3 in 2020. A budget plan of \$65,000 would be requested in 2021 for to replace the asphalt at Station #4.</p>	<p>65,000</p>
<p><b>45 FAC-21-6520</b> New Generators</p> <p><b>Funding Source:</b> Facilities Lifecycle Reserve</p>	<p>New Generators are required at both Public Works shops (East &amp; West), Fire Hall #2 and Fire Hall #5. 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.</p> <p>For 2021 the plan is to continue with outfitting Fire halls with back up power and install new generators at the Fire Halls in 2022</p>	<p>60,000</p>
<p><b>46 FAC-21-6521</b> Security Systems at Various Facilities</p> <p><b>Funding Source:</b> Facilities Lifecycle Reserve</p>	<p>In 2019, the Town began the implementation of increased security protocols for the safety and security of staff in Town facilities. This project is to install swipe cares at the Libro Community Centre and Comber Community Centre.</p> <p>Fire halls 1, 2, 3, 4 &amp; 5 have security Key pads and require security cameras along with both Public Works shops (East and West). Swipe cards can be altered remotely to allow or restrict entry. This will eliminate the constant replacement of keys and locks when staff leave the organizations.</p>	<p>72,000</p>
<p><b>47 FAC-21-6522</b> Sidewalk and concrete pad at Fire Hall 5, Comber OPP, and Library Building</p> <p><b>Funding Source:</b> Facilities Lifecycle Reserve</p>	<p>There is an existing gravel parking lot and gravel entrance to the back door at Fire Hall #5. Fire personnel responding to emergency calls enter the building through this back door. Currently there is no delineated walking area at the entrance to the Fire Hall. A proposed sidewalk will allow Firefighters to have a clear and maintained access into the building and provide the ability for snow removal on the paved area. 60'x5' sidewalk along the east side of the building with a 6'x8' pad at the back door entrance. This allows for keeping the path clear and a safe entrance into the building.</p>	<p>31,000</p>
<p><b>48 FAC-21-6524</b> Fire Hall #1 - Replace HVAC Unit</p> <p><b>Funding Source:</b> Facilities Lifecycle Reserve</p>	<p>Plan for replacement of rooftop HVAC unit (heating ventilation/air conditioning). Current unit is at end of lifecycle (approx. 15 years) and is rusted out. Repairs to the unit would exceed the cost of complete replacement. Potential hazard for carbon monoxide being cycle through the ventilation system due to heat exchanger failure.</p>	<p>10,000</p>



Project Name / Funding	Project Description	2021 Budget
<b>49 FAC-21-6581</b> Flooring for town hall  Funding Source: Facilities Lifecycle Reserve	Per council resolution 412-11-2020 Direct Administration to include \$35,000 for the replacement of the carpet for the basement and second floor at Town Hall, to be taken from the Facilities Reserve should grant funding be unsuccessful.	35,000
<b>50 FIN-20-6424</b> Accounting/HRIS System Upgrade  Funding Source: Technology Software	As per Council Resolution # 345-10-2020, Council approved an additional \$100,000 for this project for 2021.	100,000
<b>51 FIN-21-6525</b> Asset Management Update  Funding Source: Plans and Studies	Canadian municipalities are responsible for managing and maintaining a broad range of infrastructure assets for the purpose of providing value and adequate services to their citizens. This includes: roads and bridges, to facilitate movement; water, sewer and stormwater systems to provide clean drinking water and dispose of waste or excessive rainfall; and buildings, facilities and parks to provide community and recreational spaces. The provision of these services requires a vast and costly network of infrastructure assets. The goal of a municipality engaged in asset management is to minimize the lifecycle costs of owning, operating, and maintaining assets, at an acceptable level of risk, while continuously delivering established levels of service for present and future customers. Infrastructure needs can be prioritized over time, while ensuring timely investments to minimize repair and rehabilitation costs and maintain municipal assets now and into the future. The components of the asset management consulting fees are as such: Phase 1: Conduct a needs assessment and develop an asset management roadmap, Phase 2: Undertake AMP update for Core Assets, Phase 3: Develop framework for an Asset Management Manual that will help the Town maintain its asset management plan and ensure continual linkage to capital budgeting	62,500
<b>52 FIN-21-6526</b> Finance User Fee Review  Funding Source: Plans and Studies	User fees are intended to transfer costs of providing a services to the user of that service and to remove that cost from the overall tax base. The service deliver review recommended that a user fee review should be undertaken to ensure the Town is setting user fees to adequately recover costs. This review will also establish a user fee policy that will provide guiding principals for annual increases, cost recovery mythology and the implementation of new fees. The Town will be seeking grant funding to undertake this project as part of the second phase of the Modernization Grant. This program will review user fees primarily in Building and Planning and Recreation Facility Rentals & Recreation Programs.	80,000
<b>53 IT-20-6429</b> Server Lifecycle Replacement  Funding Source: Technology and Office Equipment Reserve	The servers used to run all of the Town's software systems are over 5 years old. Typically these servers are lifecycled every 5 years to ensure optimal performance and minimal downtime. This budget is to replace a total of 5 servers through the municipality at a total cost of \$66,000. Three will be replaced in 2020 and the other two will be replaced in 2021.  Delaying the replacement of these servers beyond the two year mark can potentially lead to malfunction systems and major down time for staff and service delivery.	29,000
<b>54 IT-20-6448</b> Computer Lifecycle Replacement  Funding Source: Technology and Office Equipment Reserve	This is the annual lifecycle replacement program of computer hardware that has reached its useful life and in need of replacement or upgrading. That annual allocation for 2020 is \$35,600.	16,100
<b>55 COR-21-6565</b> Closed Session Item  Funding Source: Facilities/Property - New	As per Council Direction, this matter is an In-Camera matter and needs to be discussed in closed session.	1,400,000

Project Name / Funding	Project Description	2021 Budget
<b>56 WTR-20-6413</b> Strong Road Watermain Improvements  <b>Funding Source:</b> Water Reserve	This is a cast iron watermain that requires replacement. Water Distribution has had multiple watermain breaks occur on this stretch that is well past its useful life.	610,000
<b>57 WTR-19-6288</b> Meter Replacement Contract  <b>Funding Source:</b> Water Reserve	Environmental Services is requesting that Meter Replacements be completed annually by a third party contractor. This will allow Water Distribution staff that currently assist this program to complete Distribution staffing duties in order to keep up with provincial legislation and regulations.  In addition, in order to eliminate the manually read meters more quickly and keep a more sustainable inventory of active meters, the number of meters being replaced annually will need to be increased. This cost is included in this budget. The Town in planning stages of working on implementing a fully automated meter read program. This is a costly undertaking that will take several years to accomplish. This project is the first step in getting the Town positioned to apply for any future grants that may become available for this initiative."	500,000
<b>58 WTR-20-6454</b> West Puce Road Watermain Improvements  <b>Funding Source:</b> Water Reserve	As identified in the Town's Water & Wastewater Master Plan the watermain from the West Puce River crossing south of County Road 22 to County Road 22 is required for replacement in order to sustain growth in the western corridor of Lakeshore. This watermain will supply water to the Wallace Woods development and support initiative to increase fire flow targets in the Patillo Road industrial area.	1,415,700
<b>59 WTR-20-6455</b> Railway Ave Watermain Improvements  <b>Funding Source:</b> Water Reserve	As identified in the Town's Water & Wastewater Master Plan the watermain crossing the VIA property behind the Belle River Water Treatment Plant to Railway Avenue is scheduled to be replaced. This replacement will improve the Lakeshore water system performance and replace the two existing cast iron watermains that have reached their useful life. Also, in 2019 there were two watermain breaks along Railway Avenue where it was identified that the existing watermain has deteriorated rapidly which requires immediate replacement. This project is being phased in over two years with the design and engineering taking place in 2020 and the full construction occurring in 2021.	1,150,000
<b>60 WTR-21-6559</b> New High Lift Pump / VFD / Surge Protector  <b>Funding Source:</b> Water Reserve	There are 3 high lift pumps critical to water operations at the water treatment plant. There have been provisions made for the fourth pump to be installed, so the other pumps can be taken off line for repairs. Furthermore, Variable Frequency Drive (VFD) are used in the process to regulate the new pump for efficiencies. Also surge protection is needed as well for reassurance from power surges.	138,000
<b>61 WTR-21-6560</b> Prominent Chlorine Analyzers - BRWTP  <b>Funding Source:</b> Water Reserve	Prominent Chlorine Analyzers are part of the monitoring process for chlorine, which sends the data to the operating SCADA system and is part of the regulations for monitoring.	45,000
<b>62 WTR-21-6561</b> Wachs Hydraulic Valve Exerciser  <b>Funding Source:</b> Water Reserve	A valve turning machine is needed for the mandatory valve exercising, which is part of our maintenance program. By exercising the municipalities water valves will give more control when trying to isolate a smaller section of the disruption system meaning less residents will be affected when repairing a water break.	60,000

Project Name / Funding	Project Description	2021 Budget
<p><b>63 WW-19-6300</b> OCWA Capital System Repairs and Maintenance</p> <p><b>Funding Source:</b> Wastewater Reserve Fund</p>	<p>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.</p>	<p>1,887,150</p>
<p><b>64 WW-20-6497</b> Denis St Pierre Expansion Design</p> <p><b>Funding Source:</b> Wastewater Reserve Fund</p>	<p>Denis St. Pierre Expansion Design</p> <p>As identified in the Town's Water &amp; Wastewater Master Plan and Municipal Class Environmental Assessment the Denis St. Pierre requires a plant expansion to accommodate growth within the Belle River - Maidstone Service Area. The design and EA are scheduled for 2020 and the full construction is planned for 2021.</p>	<p>7,500,000</p>
<p><b>Total Capital Projects</b></p>		<p><b>22,939,450</b></p>

