

**THE CORPORATION OF THE MUNICIPALITY OF LAMBTON SHORES**

**BY-LAW 10 OF 2023**

**BEING A BY-LAW TO ADOPT THE 2023 BUDGET**

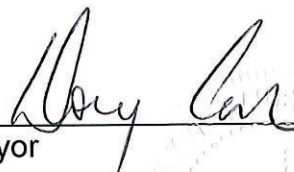
**WHEREAS** Section 290 of the *Municipal Act, S.O. 2001, c. 25*, as amended, requires municipalities to prepare and adopt a budget and establishes requirements to set out the estimated revenues and expenditures for the municipality;


**AND WHEREAS** in accordance with Section 290 of the *Municipal Act, S.O. 2001, c. 25*, as amended, Council has considered the sums required during the year for municipal purposes and is prepared to pass a budget for the year 2023;

**THEREFORE** the Council of the Corporation of the Municipality of Lambton Shores enacts as follows:

1. THAT the attached Schedule "A", being the 2023 Operating Budget Summary Comparison for the Municipality of Lambton Shores, be adopted.
2. THAT the attached Schedule "B", being the 2023 Capital Program and Budget, be adopted.
3. THAT this by-law shall come into force and effect as of the date of the final passing.

**READ A FIRST, SECOND AND THIRD TIME, AND FINALLY PASSED** this 31st day of January, 2023.

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
Clerk

Municipality of Lambton Shores  
2023 Operating Budget Summary Comparison

	2022 BUDGET	2023 BUDGET	Amount Changed
<b>Tax Supported Component</b>			
<b>TAXATION LEVY</b>	\$13,242,050.00	\$13,940,142.00	\$ 698,092.00
<b>GENERAL GOVERNMENT</b>			
<i>Revenue</i>			
General	\$3,287,663.00	\$3,383,913.00	\$96,250.00
<i>Expense</i>			
General	\$2,673,093.00	\$2,880,120.00	\$207,027.00
<b>TOTAL GENERAL GOVERNMENT</b>	<b>(614,570.00)</b>	<b>(503,793.00)</b>	<b>110,777.00</b>
<b>PROTECTION SERVICES</b>			
<i>Revenue</i>			
Fire Services	\$126,300.00	\$189,300.00	\$63,000.00
Policing	\$79,713.00	\$302,005.00	\$222,292.00
Conservation Authority	\$0.00	\$0.00	\$0.00
Protective Inspection & Control	\$147,753.00	\$147,753.00	\$0.00
Short Term Rental	\$0.00	\$150,000.00	\$150,000.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$346,700.00	\$346,700.00	\$0.00
Emergency Response	\$120,000.00	\$0.00	-\$120,000.00
Sub Total	<b>\$820,466.00</b>	<b>\$1,135,758.00</b>	<b>\$315,292.00</b>
<i>Expense</i>			
Fire Services	\$1,589,460.00	\$1,703,908.00	\$114,448.00
Policing	\$2,692,640.00	\$2,914,932.00	\$222,292.00
Conservation Authority	\$330,255.00	\$343,022.00	\$12,767.00
Protective Inspection & Control	\$273,289.00	\$447,430.00	\$174,141.00
Short Term Rental	\$0.00	\$150,000.00	\$150,000.00
Crossing Guards	\$38,821.00	\$44,556.00	\$5,735.00
Building & Assessment	\$346,700.00	\$346,700.00	\$0.00
Emergency Response	\$120,000.00	\$10,000.00	-\$110,000.00
Sub Total	<b>\$5,391,165.00</b>	<b>\$5,960,548.00</b>	<b>\$569,383.00</b>
<b>TOTAL PROTECTION SERVICES</b>	<b>4,570,699.00</b>	<b>4,824,790.00</b>	<b>254,091.00</b>
<b>TRANSPORTATION SERVICES</b>			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$86,500.00	\$56,500.00	-\$30,000.00
Transit	\$566,000.00	\$715,000.00	\$149,000.00
Sub Total	<b>\$655,650.00</b>	<b>\$774,650.00</b>	<b>\$119,000.00</b>
<i>Expense</i>			
Community Services Administration	\$822,182.00	\$831,114.00	\$8,932.00
Transfer to Reserve Fund	\$1,915,500.00	\$1,954,000.00	\$38,500.00
Roadways	\$2,903,195.00	\$3,008,409.00	\$105,214.00
Winter Control	\$460,056.00	\$454,819.00	-\$5,237.00
Street Lighting	\$125,590.00	\$140,970.00	\$15,380.00
Transit	\$566,000.00	\$715,000.00	\$149,000.00
Sub Total	<b>\$6,792,523.00</b>	<b>\$7,104,312.00</b>	<b>\$311,789.00</b>
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>\$6,136,873.00</b>	<b>\$6,329,662.00</b>	<b>\$192,789.00</b>
<b>ENVIRONMENTAL SERVICES</b>			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$690,000.00	\$710,000.00	\$20,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	<b>\$693,184.00</b>	<b>\$713,184.00</b>	<b>\$20,000.00</b>
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$444,626.00	\$465,431.00	\$20,805.00
Recycling	\$535,690.00	\$562,560.00	\$26,870.00
Compost Site / Leaf Pickup	\$85,735.00	\$89,049.00	\$3,314.00
Sub Total	<b>\$1,066,051.00</b>	<b>\$1,117,040.00</b>	<b>\$50,989.00</b>
<b>TOTAL ENVIRONMENTAL SERVICES</b>	<b>\$372,867.00</b>	<b>\$403,856.00</b>	<b>\$30,989.00</b>

Municipality of Lambton Shores  
2023 Operating Budget Summary Comparison

	2022 BUDGET	2023 BUDGET	Amount Changed
<b>CEMETERIES</b>			
<i><b>Revenue</b></i>			
Cemeteries	\$45,495.00	\$48,380.00	\$2,885.00
Sub Total	\$45,495.00	\$48,380.00	\$2,885.00
<i><b>Expense</b></i>			
Cemeteries	\$66,344.00	\$130,714.00	\$64,370.00
Sub Total	\$66,344.00	\$130,714.00	\$64,370.00
<b>TOTAL CEMETERIES</b>	<b>\$20,849.00</b>	<b>\$82,334.00</b>	<b>\$61,485.00</b>
<b>RECREATION AND CULTURAL SERVICES</b>			
<i><b>Revenue</b></i>			
General Administration	\$119,207.00	\$143,411.00	\$24,204.00
Parks	\$48,690.00	\$84,400.00	\$35,710.00
Beach	\$958,400.00	\$974,900.00	\$16,500.00
Legacy Recreation Centre	\$277,410.00	\$282,435.00	\$5,025.00
Shores Recreation Centre	\$308,912.00	\$307,462.00	-\$1,450.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$114,480.00	\$116,980.00	\$2,500.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$783,070.00	\$927,070.00	\$144,000.00
Sub Total	\$2,611,069.00	\$2,837,558.00	\$226,489.00
<i><b>Expense</b></i>			
General Administration	\$984,017.00	\$1,051,483.00	\$67,466.00
Parks	\$557,637.00	\$654,268.00	\$96,631.00
Beach	\$773,240.00	\$766,438.00	-\$6,802.00
Legacy Recreation Centre	\$750,227.00	\$815,884.00	\$65,657.00
Shores Recreation Centre	\$851,482.00	\$877,772.00	\$26,290.00
Old Forest Arena	\$28,513.00	\$29,114.00	\$601.00
Community Centres	\$197,006.00	\$204,021.00	\$7,015.00
Libraries	\$19,665.00	\$22,028.00	\$2,363.00
Harbour	\$884,712.00	\$1,017,390.00	\$132,678.00
Sub Total	\$5,046,499.00	\$5,438,398.00	\$391,899.00
<b>TOTAL RECREATION AND CULTURAL SERVICES</b>	<b>\$2,435,430.00</b>	<b>\$2,600,840.00</b>	<b>\$165,410.00</b>
<b>PLANNING &amp; DEVELOPMENT</b>			
<i><b>Revenue</b></i>			
Planning	\$83,000.00	\$103,000.00	\$20,000.00
Economic Development	\$70,000.00	\$80,000.00	\$10,000.00
Drainage	\$509,559.00	\$521,059.00	\$11,500.00
Sub Total	\$662,559.00	\$704,059.00	\$41,500.00
<i><b>Expense</b></i>			
Planning	\$49,114.00	\$24,114.00	-\$25,000.00
Economic Development	\$292,113.00	\$222,923.00	-\$69,190.00
Drainage	\$641,234.00	\$659,475.00	\$18,241.00
Sub Total	\$982,461.00	\$906,512.00	-\$75,949.00
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$319,902.00</b>	<b>\$202,453.00</b>	<b>-\$117,449.00</b>
<b>Total Tax Supported Revenue</b>	<b>\$8,776,086.00</b>	<b>\$9,597,502.00</b>	<b>\$821,416.00</b>
<b>Taxation</b>	<b>\$13,242,050.00</b>	<b>\$13,940,142.00</b>	<b>\$698,092.00</b>
<b>Total Tax Supported Expense</b>	<b>\$22,018,136.00</b>	<b>\$23,537,644.00</b>	<b>\$1,519,508.00</b>

## Schedule "A"

Municipality of Lambton Shores  
2023 Operating Budget Summary Comparison

	2022 BUDGET	2023 BUDGET	Amount Changed
<b>User Rate Supported Component</b>			
<b>WATER</b>			
<i>Revenue</i>			
Water	\$5,505,150.00	\$5,588,595.00	\$83,445.00
<i>Expense</i>			
Water	\$5,505,150.00	\$5,588,595.00	\$83,445.00
<b>TOTAL WATER</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>WASTEWATER</b>			
<i>Revenue</i>			
Wastewater	\$2,316,500.00	\$2,552,000.00	\$235,500.00
<i>Expense</i>			
Wastewater	\$2,316,500.00	\$2,552,000.00	\$235,500.00
<b>TOTAL WASTEWATER</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>User Rate Supported Revenue</b>	<b>\$7,821,650.00</b>	<b>\$8,140,595.00</b>	<b>\$318,945.00</b>
<b>User Rate Supported Expense</b>	<b>\$7,821,650.00</b>	<b>\$8,140,595.00</b>	<b>\$318,945.00</b>
<b>Tax and User Rate Revenue Total</b>	<b>\$29,839,786.00</b>	<b>\$31,678,239.00</b>	<b>\$1,838,453.00</b>
<b>Tax and User Rate Expense Total</b>	<b>\$29,839,786.00</b>	<b>\$31,678,239.00</b>	<b>\$1,838,453.00</b>

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost				Funding Source			
Department							
Project Name	Project Description	Budget		Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b><u>ROLLING STOCK</u></b>							
<b><u>Fire</u></b>							
GMC Rescue Truck	Retrofit to extend useful life	\$ 16,000		\$ 16,000			
	Subtotal	\$ 16,000		\$ 16,000	\$ -	\$ -	\$ -
<b><u>Protective Inspection &amp; Control</u></b>							
Bylaw Vehicle	Fleet Addition	\$ 50,000		\$ 50,000			
	Subtotal	\$ 50,000		\$ 50,000	\$ -	\$ -	\$ -
<b><u>Building &amp; Assessment</u></b>							
Building Vehicle	Lifecycle replacement of existing unit	\$ 50,000		\$ 50,000			
	Subtotal	\$ 50,000		\$ 50,000	\$ -	\$ -	\$ -
<b><u>Transportation</u></b>							
Grader	Lifecycle replacement of existing unit	\$ 475,000		\$ 475,000			
Backhoe	Lifecycle replacement of existing unit	\$ 155,048		\$ 155,048			
5 Ton	Lifecycle replacement of existing unit	\$ 375,000		\$ 375,000			
Pickup Truck	Fleet Addition	\$ 80,000			\$ 80,000		
	Subtotal	\$ 1,085,048		\$ 1,005,048	\$ 80,000	\$ -	\$ -
	Total Rolling Stock	\$ 1,201,048		\$ 1,121,048	\$ 80,000	\$ -	\$ -
<b><u>EQUIPMENT</u></b>							
<b><u>Information Technology</u></b>							
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 35,002		\$ 35,002			
	Subtotal	\$ 35,002		\$ 35,002	\$ -	\$ -	\$ -
<b><u>Fire</u></b>							
Bunker Gear	Pooled asset lifecycle replacement	\$ 10,000		\$ 10,000			
Breathing Gear	Pooled asset lifecycle replacement	\$ 2,000		\$ 2,000			
Radios & Pagers	Pooled asset lifecycle replacement	\$ 5,000		\$ 5,000			
Equipment Standardization - Water	Lifecycle replacement - standardization	\$ 37,000		\$ 37,000			
Sea Can for Live Fires	New for firefighting training	\$ 7,500		\$ 7,500			
NV - Small Equipment & Nozzel(s)	Lifecycle replacement	\$ 12,000		\$ 12,000			
FO - Extraction Equipment	Lifecycle replacement	\$ 17,500		\$ 17,500			
	Subtotal	\$ 91,000		\$ 91,000	\$ -	\$ -	\$ -
<b><u>Transportation</u></b>							
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000		\$ 10,000			
	Subtotal	\$ 10,000		\$ 10,000	\$ -	\$ -	\$ -
<b><u>Recreation &amp; Leisure Services</u></b>							
Thomas Hall Accessories	New tables	\$ 10,000		\$ 10,000			
Emergency Generator - Legacy	Lifecycle replacement	\$ 10,000		\$ 10,000			
Fitness Equipment	Pooled asset lifecycle replacement	\$ 10,000		\$ 10,000			
Parking Meters	Replacement of 6 parking machines, and retrofit 10 parking machines on Main St to accept tap	\$ 64,000		\$ 64,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000		\$ 10,000		\$ 10,000	
	Subtotal	\$ 114,000		\$ 104,000	\$ -	\$ 10,000	\$ -
	Total Equipment	\$ 250,002		\$ 240,002	\$ -	\$ 10,000	\$ -
<b><u>LAND IMPROVEMENTS</u></b>							
<b><u>Recreation &amp; Leisure Services</u></b>							
Optimist Park - Chain Link Fence	Lifecycle replacement	\$ 10,000		\$ 10,000			
Pedestrian Bridge - Forest Walkway Trail	Lifecycle replacement	\$ 35,000		\$ 35,000			

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Ipperwash Streetscape (Arbor Acres)	This phase includes a seating area, an information kiosk, garbage and recycling containers and a bicycle rack.	\$ 40,000	\$ 40,000			
Paving Stone Replacement	Lifecycle replacement	\$ 25,000	\$ 25,000			
Observation Deck Railing	Lifecycle replacement	\$ 40,000	\$ 40,000			
Morenz Lane Stairs	Lifecycle replacement	\$ 40,000	\$ 40,000			
PF Marina - Dock Replacement	Lifecycle replacement	\$ 21,218	\$ 21,218			
PF Marina - Boat Launch	Safety Maintenance	\$ 10,000	\$ 10,000			
Total Land Improvements		\$ 221,218	\$ 221,218	\$ -	\$ -	\$ -
<b>FACILITIES</b>						
<b>Transportation</b>						
Overhead Doors	Replacement of 6 overhead doors at the Northville Depot	\$ 75,000	\$ 75,000			
Steel Roof	Lifecycle replacement	\$ 250,000	\$ 250,000			
Subtotal		\$ 325,000	\$ 325,000	\$ -	\$ -	\$ -
<b>Recreation &amp; Leisure Services</b>						
Grand Bend Beach Washrooms	Additional Facility	\$ 450,000	\$ 379,800	\$ 70,200		
Refrigeration Plant - Legacy	Replacement of cooling tower	\$ 142,000	\$ 142,000			
LED Lighting Lobby/Thomas Hall	LED conversion of existing indoor	\$ 40,000	\$ 40,000			
Refrigeration Plant - Shores	Replace oil cooler	\$ 30,000	\$ 30,000			
PFCC Rooftop Units	Lifecycle replacement	\$ 93,000	\$ 14,000		\$ 79,000	
PFCC LED Lighting	LED conversion of existing indoor	\$ 15,000	\$ 15,000			
Subtotal		\$ 770,000	\$ 620,800	\$ 70,200	\$ 79,000	\$ -
Total Facilities		\$ 1,095,000	\$ 945,800	\$ 70,200	\$ 79,000	\$ -
<b>TRANSPORTATION INFRASTRUCTURE</b>						
<b>Road Re-Construction</b>						
FO - George St - Retaining Wall	Reconstruction	\$ 250,000	\$ 250,000			
ARK - Fairview Drive Storm Pond Inlet	Reconstruct an existing storm water outlet to accommodate new development flows	\$ 150,000	\$ 150,000			
Subtotal		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -
<b>Re-Surface Treatment</b>						
Re-surface Treatment - Various Locations	<b>Priority Rating : 2023</b> Lifecycle road resurfacing as recommend in the RNS	\$ 2,908,300	\$ 440,456		\$ 2,467,844	
Subtotal		\$ 2,908,300	\$ 440,456	\$ -	\$ 2,467,844	\$ -
<b>Sidewalks / Walkways</b>						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon sprinetime inspection cycle.	\$ 100,000	\$ 100,000			
Forest Downtown	Replacement of sidewalks in downtown Forest on King Street West.	\$ 250,000	\$ 250,000			
Ipperwash Trail	Army Camp Road	\$ 135,000	\$ 94,500	\$ 40,500		
Subtotal		\$ 485,000	\$ 444,500	\$ 40,500	\$ -	\$ -
<b>Bridge / Culvert</b>						
Ontario St Bridge and Connecting Link	Replacement and Widening of existing bridge	\$ 3,890,299	\$ 23,064	\$ 215,730	\$ 3,651,505	
Klyondyke Road Culvert - Goosemarsh Drain	Replace a culvert on Klondyke Road which is part of Goosmarsh Drain and is need of replacement	\$ 200,000	\$ 200,000			
Subtotal		\$ 4,090,299	\$ 223,064	\$ 215,730	\$ 3,651,505	\$ -

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b>Street Light</b>						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 19,463	\$ 19,463			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 22,523	\$ 22,523			
FO - Traffic Light Controller	King & Townsend - replacement	\$ 40,000	\$ 40,000			
Army Camp Road Lighting	Installation of streetlights	\$ 250,000	\$ 250,000			
	Subtotal	\$ 331,986	\$ 331,986	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 8,215,585	\$ 1,840,006	\$ 256,230	\$ 6,119,349	\$ -
	Total Tax Supported	\$ 10,982,853	\$ 4,368,074	\$ 406,430	\$ 6,208,349	\$ -

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<b><u>WATER INFRASTRUCTURE</u></b>						
<u>Water Mains</u>						
Meter Change out program	Lifecycle Replacement	\$ 400,000	\$ 400,000			
Thedford Booster Station	Rehabilitation of booster station	\$ 1,500,000	\$ 1,500,000			
GB - Ontario St Bridge	Replacement and Widening of existing bridge	\$ 332,700	\$ 332,700			
GB - Main St E Transmission	Replacement of watermain	\$ 650,000	\$ 650,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 202,929	\$ 202,929			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWS capital program based on flow proportion.	\$ 99,274	\$ 99,274			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
	Subtotal	\$ 3,349,903	\$ 3,349,903	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 3,349,903	\$ 3,349,903	\$ -	\$ -	\$ -
<b><u>WASTEWATER INFRASTRUCTURE</u></b>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 37,142	\$ 37,142			
	Subtotal	\$ 37,142	\$ 37,142	\$ -	\$ -	\$ -
	Total Wastewater Infrastructure	\$ 37,142	\$ 37,142	\$ -	\$ -	\$ -
	Total User Rate Supported	\$ 3,387,045	\$ 3,387,045	\$ -	\$ -	\$ -
<b>2023 Total Capital</b>			<b>\$ 7,755,119</b>	<b>\$ 406,430</b>	<b>\$ 6,208,349</b>	<b>\$ -</b>

## **2023 OPERATING BUDGET OVERVIEW**

The Lambton Shores 2023 Draft Budget is presented with established Business Units funded by both tax and user rate support. The tax supported component reflects a 2.40% tax rate change over the 2022 rate.

The Municipal Property Assessment Corporation (MPAC); as directed by the Province, has carried on the moratorium on reassessment and any change in assessment is due to a change in use or a change to the property or structure. Lambton Shores was fortunate to have approximately 3.76% in residential assessment growth throughout the year and this increase is reflected on the 2023 tax roll.

Detailed information on significant changes to the Business Units is outlined on the description pages provided in the budget binder. The budget was prepared using the 2022 budget, historic spending with a 3 year average, planned projects, inflationary adjustments as necessary, and any legislation changes.

The tax supported annual allocation to the Capital Reserve Funds was increased by 2% over the 2022 allocation to account for inflationary pressure. As noted in the Capital Budget Overview, the capital projects are funded from the established infrastructure replacement reserve funds or grants where possible. Maintaining the contributions to reserve funds is essential for planning future asset replacements and is supported by the Asset Management Plan.

### **Notable Revenue Increases**

The unconditional grant program Ontario Municipal Partnership Fund (OMPF) has increased by \$153,600 over the 2022 allocation.

An increase in revenue has been included for the fire service agreements based on the new billing method.

Protective Inspection and Control revenues for by-law infractions have been increased to reflect a 3 year average.

Revenue for garbage and recycle bins has been increased to reflect growth.

The planning revenues have been increased to reflect the actuals in 2022.

The wastewater revenues have been increased to reflect the rate increase for 2023.

### **Notable Revenue Decreases**

Penalty and Interest revenue for property tax accounts in arrears has been reduced. This is primarily due to many accounts being cleared up in 2021 and 2022 as well as the change in legislation to allow tax sale processes to be completed earlier. This decrease is partially offset by increasing the revenue for carrying costs of local improvements to a 3 year average.

The Economic Development department has had a decrease in revenue and expenses to reflect the removal of funds for the Community Improvement Plan in 2022.

### **Notable Expenditure Increases**

The Draft 2023 Budget reflects an estimated cost of living adjustment for wages of 3.00%.

The Ontario Municipal Employee Retirement Savings (OMERS) plan will be implementing a new option that allows all part time employees to enroll in the program. There has been an amount included for this additional cost.

Staff have also made adjustments to time allocations throughout the entire budget and therefore the wage lines will appear up or down in the operational departments

A partial year of debt repayment for the new administration building has been included in the amount of \$136,000.00.

The Policing costs for 2023 combined with the reconciliation of the 2021 billing reflect a minimal a substantial increase; however, an offsetting transfer from the Working Funds Reserve Fund has also been included.

Protective Inspection and Control costs for By-law have been increased to accommodate additional the full and part time resources required to meet the seasonal demand. This also includes a portion allocated to the Short Term Rental section which is fully funded.

Building contracted services has been increased to accommodate additional coverage required; however, with the offsetting revenue there is no impact to taxation.

The gravel allocation has been increased to be inline with Council's direction in 2022.

Funds for contracting out grass cutting at Beechwood have been included.

Funds have been included to complete the feasibility study for a Grand Bend Community Centre; however, it is fully funded from Development Charge fees and funding from the Rotary.

A new full time staff operator position has been added to accommodate the increased level of service required due to growth and programs provided.

Spot dredging costs of \$70,000 at the Port Franks Harbour has been included.

The Water and Wastewater departments have an increase in expenditures primarily due to the increase in the transfer to the pertinent reserve funds and Jacobs contract.

Insurance rates have been increased.

### **Notable Expenditure Decreases**

The Shores arena canteen operations have been adjusted to reflect the agreement with the Forest Optimist operating it in 2023.

### **Summary**

The Draft Operating Budget is estimated to result in a 2.40% change to the Municipal tax rate over the 2022 rate.



THE MUNICIPALITY OF

LAMBTON SHORES

## **2023 OPERATING BUDGET OVERVIEW**

### ***General Government Administration Overview***

#### **PRIMARY RESPONSIBILITIES**

Administrative functions in Lambton Shores are shared between the CAO's office and the operating departments being Clerk, Finance, Fire, Public Works and Community Services.

The CAO is appointed by Council with responsibility to exercise general control and management of municipal operations; including oversight of corporate initiatives that include: Corporate Policy and Planning, Human Resources, Economic Development, Intergovernmental Affairs, Property Management, Legal and Insurance.

Protective and Emergency Management Services are coordinated through the office of the Fire Chief.

The Clerk's Department, operating out of the Forest Office, is responsible for Council and committee support, corporate communications, records management, vital statistics, draft agreements, policies and by-laws, as well as undertaking the administrative functions for the municipal cemeteries, drainage and licensing. The Clerk's Department also processes all Freedom of Information requests, Integrity Commissioner inquiries and complaints, and calls from the Office of the Ombudsman. In 2022, the Clerk also had the added responsibilities administration of the municipal election.

Recreation, leisure and facility booking services are administered out of the Forest Office and expenses for those costs are shown under Recreation and Cultural Services General Administration.

The Finance Department, operating out of the Grand Bend Office, is responsible for financial management and reporting for the municipality. This includes but not limited to: audits, budget development administration, accounts payable, banking, grants, utility billing and collection, tax billing and collection, drainage and miscellaneous billing and collection, as well as the seasonal financial administration for the beach, parking and harbours. Additionally, the Corporation's IT needs are managed through the finance department.

The Public Works Department, operating out of the Northville Office, is responsible for development and engineering services, roads, operations, utilities (water, wastewater, and streetlights), municipal drains and cemetery maintenance. Administrative staff supports these operations through planning, supervision, contract administration, and customer service for Lambton Shores' citizens. The administration costs for Public

Works are shown in the Transportation Business Unit and parks and facilities under the Recreation Business Unit.

This section of the budget reflects costs associated with Council, CAO, Clerk, Finance and IT administration. Additionally, this area reflects revenues from municipal taxation and the recovery of administrative costs associated with the Building, Water and Wastewater Departments.

Also included here is the annual unconditional grant from the Ontario Municipal Partnership Fund (OMPF).

### **SUMMARY OF OPERATING BUDGET CHANGES**

The OMPF is an increase of \$153,600 over the 2022 allocation.

The budget line Finance – User Fees shows a decrease in revenues to reflect a 3 year average for penalty and interest revenue. The change in legislation that allows for tax sales to start after two years in arrears from three years in arrears has decreased the total amount of interest and penalty that is charged.

The amount included for the Development Charge study in 2022 has been removed.

The amount allocated annually for the Election Reserve Fund has been increased to meet the increase in expected costs in 4 years.

There is an expense included for a partial year debt repayment for the new administration building for \$136,000.00

The IT budget has been increased to accommodate new and increased license fees as most programs are now a subscription rather than an outright purchase for the software.

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b>GENERAL GOVERNMENT</b>			
<b><u>COUNCIL</u></b>			
PERSONNEL COSTS	\$231,368.00	\$241,844.00	\$10,476.00
CONTRACTED SERVICES	5,000.00	5,000.00	0.00
MATERIALS & SUPPLIES	873.00	873.00	0.00
ADMINISTRATIVE OTHER	11,570.00	11,570.00	0.00
TOTAL EXPENSES	<u>248,811.00</u>	<u>259,287.00</u>	<u>10,476.00</u>
<b>SUBTOTAL</b>	<b><u>248,811.00</u></b>	<b><u>259,287.00</u></b>	<b><u>10,476.00</u></b>
<b><u>MUNCIPAL TAXATION</u></b>			
MUNCIPAL TAXATION	13,242,050.00	13,940,142.00	698,092.00
MUNCIPAL P.I.L	451,013.00	451,013.00	0.00
MUNCIPAL SUPPLEMENTARY	160,000.00	160,000.00	0.00
MUNCIPAL WRITE OFF	160,000.00	190,000.00	30,000.00
<b>SUBTOTAL</b>	<b><u>13,693,063.00</u></b>	<b><u>14,361,155.00</u></b>	<b><u>668,092.00</u></b>
<b><u>GENERAL ADMINISTRATION</u></b>			
GRANTS	1,647,300.00	1,800,900.00	153,600.00
USER FEES	232,000.00	207,000.00	(25,000.00)
OTHER REVENUE	60,000.00	105,000.00	45,000.00
TRANSFER FROM RESERVE FUND	50,000.00	0.00	(50,000.00)
TOTAL REVENUE	<u>1,989,300.00</u>	<u>2,112,900.00</u>	<u>123,600.00</u>
PERSONNEL COSTS	1,347,696.00	1,443,642.00	95,946.00
UTILITIES	23,609.00	19,514.00	(4,095.00)
CONTRACTED SERVICES	250,030.00	192,530.00	(57,500.00)
LEGAL	50,000.00	50,000.00	0.00
PRINCIPAL & INTEREST	0.00	136,600.00	136,600.00
CORPORATE PROP & LIA. INSURANCE	142,004.00	146,264.00	4,260.00
MATERIALS & SUPPLIES	91,247.00	87,247.00	(4,000.00)
MAINTENANCE & REPAIR	7,000.00	2,000.00	(5,000.00)
ADMINISTRATIVE OTHER	33,896.00	33,896.00	0.00
TRANSFER TO RESERVE FUND	32,300.00	33,000.00	700.00
TOTAL EXPENSES	<u>1,977,782.00</u>	<u>2,144,693.00</u>	<u>166,911.00</u>
<b>SUBTOTAL</b>	<b><u>(11,518.00)</u></b>	<b><u>31,793.00</u></b>	<b><u>43,311.00</u></b>
<b><u>ELECTION</u></b>			
TRANSFER FROM RESERVE FUND	40,000.00	0.00	(40,000.00)
TOTAL REVENUE	<u>40,000.00</u>	<u>0.00</u>	<u>(40,000.00)</u>
CONTRACTED SERVICES	38,500.00	0.00	(38,500.00)
MATERIALS & SUPPLIES	500.00	0.00	(500.00)
ADMINISTRATIVE OTHER	1,000.00	0.00	(1,000.00)
TRANSFER TO RESERVE FUND	12,000.00	15,240.00	3,240.00
TOTAL EXPENSES	<u>52,000.00</u>	<u>15,240.00</u>	<u>(36,760.00)</u>
<b>SUBTOTAL</b>	<b><u>12,000.00</u></b>	<b><u>15,240.00</u></b>	<b><u>3,240.00</u></b>

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>INFORMATION TECHNOLOGY</u></b>			
CONTRACTED SERVICES	183,200.00	218,700.00	35,500.00
VEHICLE OR EQUIPMENT	6,500.00	6,500.00	0.00
TRANSFER TO RESERVE FUND	44,800.00	45,700.00	900.00
TOTAL EXPENSES	<u>234,500.00</u>	<u>270,900.00</u>	<u>36,400.00</u>
<b>SUBTOTAL</b>	<b><u>234,500.00</u></b>	<b><u>270,900.00</u></b>	<b><u>36,400.00</u></b>
<b><u>ADMINISTRATION RECOVERY</u></b>			
OTHER REVENUE	<u>647,350.00</u>	<u>660,000.00</u>	<u>12,650.00</u>
<b>SUBTOTAL</b>	<b><u>647,350.00</u></b>	<b><u>660,000.00</u></b>	<b><u>12,650.00</u></b>
<b>TOTAL GENERAL GOVERNMENT</b>	<b><u>(13,856,620.00)</u></b>	<b><u>(14,443,935.00)</u></b>	<b><u>(587,315.00)</u></b>
TAX LEVY INCLUDED ABOVE	<u>13,242,050.00</u>	<u>13,940,142.00</u>	<u>698,092.00</u>
<b>TOTAL GENERAL GOV'T LESS TAX LEVY</b>	<b><u>(614,570.00)</u></b>	<b><u>(503,793.00)</u></b>	<b><u>110,777.00</u></b>



THE MUNICIPALITY OF

LAMBTON SHORES

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Fire Services***

#### **PRIMARY RESPONSIBILITIES**

Lambton Shores Fire and Emergency Services, provides services to our municipality as outlined in the Department's Establishing and Regulating By-law.

Through Fire Service Agreements, the Municipality continues to provide fire services to several adjacent municipalities including Bluewater, South Huron, Warwick, and Plympton-Wyoming.

Currently the department has 5 main business lines:

1. Emergency response
2. Public Education
3. Fire Prevention, Inspection and Enforcement
4. Firefighter training
5. Firefighter Health / Safety program

In 2023, the Fire Department continues to follow identified strategies and recommendations of the strategic Master Fire Plan as was presented to Council to address both short-term and long-term planning horizons for the municipality. The 2023 operational budget continues to address the results of the Master Fire Plan while maintaining the core business lines.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

Continuing to address the recommendations of the Fire Master Plan and continuation to standardization of service delivery across the fire service continues to be a priority in the year 2023. Notable changes include:

Increase in Revenue – It is expected that new Fire Protection Agreements will be in place with our neighbouring municipalities.

Increase within personnel cost resulting from:

- \$12, 000 increase in training due to new Provincial Government Regulation
- An increase to accommodate the new mandatory offering of OMERS to all part time staff
- An increase to accommodate the cost of living increase

Increase in Contracted services due to planned change to dispatch services and Fire Protection Agreements.

Increase in fuel and maintenance and repair of equipment and vehicles to align with actual expenditures.

Decrease in Material and supplies (\$4,200), facility Maintenance (\$5,500).

Re-introduction of the annual award ceremony in meals (\$2500).

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b>PROTECTION SERVICES</b>			
<b><u>FIRE SERVICES</u></b>			
GRANTS	112,000.00	180,000.00	68,000.00
USER FEES	9,300.00	9,300.00	0.00
OTHER REVENUE	5,000.00	0.00	(5,000.00)
TOTAL REVENUE	<u>126,300.00</u>	<u>189,300.00</u>	<u>63,000.00</u>
PERSONNEL COSTS	765,462.00	846,654.00	81,192.00
UTILITIES	36,050.00	36,591.00	541.00
CONTRACTED SERVICES	68,000.00	89,700.00	21,700.00
INSURANCE	63,498.00	65,403.00	1,905.00
VEHICLE OR EQUIPMENT	81,500.00	87,000.00	5,500.00
MATERIALS & SUPPLIES	15,700.00	11,500.00	(4,200.00)
MAINTENANCE & REPAIR	10,500.00	5,000.00	(5,500.00)
ADMINISTRATIVE OTHER	13,250.00	8,350.00	(4,900.00)
TRANSFER TO RESERVE FUND	535,500.00	553,710.00	18,210.00
TOTAL EXPENSES	<u>1,589,460.00</u>	<u>1,703,908.00</u>	<u>114,448.00</u>
<b>SUBTOTAL</b>	<b><u>1,463,160.00</u></b>	<b><u>1,514,608.00</u></b>	<b><u>51,448.00</u></b>



THE MUNICIPALITY OF

LAMBTON SHORES

## 2023 OPERATING BUDGET OVERVIEW

### ***Business Plan: Policing and Conservation Authority***

#### **PRIMARY RESPONSIBILITIES**

Historically, Policing Services for Lambton Shores are provided by the Ontario Provincial Police through a joint policing contract with 9 other municipalities that form the Lambton Policing Group. In 2015 The Ministry of Community Safety and Correctional Services and the OPP developed a new billing model for policing services. The services are still overseen and administered by the Lambton Group Police Services Board of which Lambton Shores has one member.

The Ontario Provincial Police have the contract for police services and provide patrols of the Municipality 365 days a year. Among the services provided as part of those regular patrols are such things as traffic enforcement on municipal, county and provincial roadways, accident response on those roads, 911 response to property owners on specific issues such as break & enter, theft, assault etc.

Additionally, the OPP enforce the criminal code and liquor licensing act throughout the Municipality and respond to fires and other emergency situations. In addition to these enforcement activities, the OPP also provide other policing services including the "Crimestoppers" program, youth services bureaus, special First Nations liaison. Police also participate with traffic control for special events like parades and Remembrance Day services etc.

OPP administration is coordinated out of the main headquarters office building in Petrolia, a satellite site in St. Clair and the OPP station in Grand Bend. A small community office at the Forest EMS base is also available to service Lambton Shores.

Staff reported TR-25-2022 that the Policing cost for 2023 is \$2,656,341 ; which is an increase of \$33,529.00 over the 2022 amount, and has been incorporated in the draft budget. The 2023 budget also includes the 2021 reconciliation which was an increase of \$226,491.00 over the 2021 billed amount. When factored against the prior year reconciliation included in the 2022 budget the net increase is \$190,192.00.

Staff also provided report TR-27-2022 regarding the Lambton Group Police Services Board (LGPSB) deficit and a total of \$32,100 is required from Lambton Shores to fund the shortfall.

Staff have included an allocation from the Working Funds Reserve fund of \$222,292.00 to fund the total policing cost increase in 2023.

As in the past years we have included the POA grant from the County of \$65,000.00 and a small amount for the cannabis and prisoner transport grants.

Also included in this section are costs for the Conservation Authorities. These amounts are based on the submissions received from the Authorities and summarized in the tables below. The Bendway Weir maintenance costs are recovered from the benefitting property owners and are not included in the operating budget. Council has previously approved the ABCA and St. Clair Authority budgets.

<b>ABCA 2023 Budget</b>				
	<b>2022</b>	<b>2023</b>	<b>Change</b>	<b>Change %</b>
General Levy	\$ 189,566.00	\$ 194,704.00	\$ 5,138.00	2.71%
Project Levy	\$ 42,276.00	\$ 42,916.00	\$ 640.00	1.51%
Sub Total	\$ 231,842.00	\$ 237,620.00	\$ 5,778.00	2.49%
<b>Special Benefitting - Maintenance</b>				
Flood Control	\$ 15,983.00	\$ 16,077.00	\$ 94.00	0.59%
Ice Monitoring	\$ 2,721.00	\$ 2,721.00	\$ -	0.00%
Erosion Control	\$ 7,457.00	\$ 7,555.00	\$ 98.00	1.31%
AW - Bendway Weirs	\$ 9,670.00	\$ 9,810.00	\$ 140.00	1.45%
Sub Total	\$ 35,831.00	\$ 36,163.00	\$ 332.00	0.93%
Total	\$ 267,673.00	\$ 273,783.00	\$ 6,110.00	2.28%
<b>Special Benefitting - Projects</b>				
Walker Drain Repairs	\$ 1,864.00		\$ (1,864.00)	
Total Special Benefitting -Projects	\$ 1,864.00	\$ -	\$ -	
Total General, Mtc and Project Levy	\$ 269,537.00	\$ 273,783.00		
Less AW - Bendway Weir	\$ 9,670.00	\$ 9,810.00		
Total 2021 Operating Budget	\$ 259,867.00	\$ 263,973.00	\$ 4,106.00	1.58%

<b>St. Clair 2023 Budget</b>				
	<b>2022</b>	<b>2023</b>	<b>Change</b>	<b>Change %</b>
<b>General Levy</b>	\$ 69,138.00	\$ 77,799.00	\$ 8,661.00	12.53%
<b>Special Levies</b>				
Eslie Dodge	\$ 1,250.00	\$ 1,250.00	\$ -	
Sub Total	\$ 1,250.00	\$ 1,250.00	\$ -	
Total	\$ 70,388.00	\$ 79,049.00	\$ 8,661.00	12.53%

## **SUMMARY OF OPERATING BUDGET CHANGES**

The Policing costs reflect an increase over the 2022 budget; however, staff have included an offsetting allocation from the Working Funds Reserve Fund to remove an impact to the year over year budget. In years past if the LGPSB had a surplus, it was shared with the member municipalities. Lambton Shores allocated it to the Working Funds Reserve Fund and now utilizing it to offset the large increase in 2023.

There has been no resolution to the addition of the St. Clair detachment being included in the OPP contract and is pending the ongoing discussion with the Lambton Mayors and Provincial representatives.

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>POLICING</u></b>			
GRANTS	78,713.00	78,713.00	0.00
USER FEES	1,000.00	1,000.00	0.00
TRANSFER FROM RESERVE FUND	0.00	222,292.00	222,292.00
TOTAL REVENUE	<u>79,713.00</u>	<u>302,005.00</u>	<u>222,292.00</u>
CONTRACTED SERVICES	<u>2,692,640.00</u>	<u>2,914,932.00</u>	<u>222,292.00</u>
TOTAL EXPENSES	<u>2,692,640.00</u>	<u>2,914,932.00</u>	<u>222,292.00</u>
<b>SUBTOTAL</b>	<b><u>2,612,927.00</u></b>	<b><u>2,612,927.00</u></b>	<b><u>0.00</u></b>
<b><u>CONSERVATION AUTHORITY</u></b>			
CONTRACTED SERVICES	<u>330,255.00</u>	<u>343,022.00</u>	<u>12,767.00</u>
TOTAL EXPENSES	<u>330,255.00</u>	<u>343,022.00</u>	<u>12,767.00</u>
<b>SUBTOTAL</b>	<b><u>330,255.00</u></b>	<b><u>343,022.00</u></b>	<b><u>12,767.00</u></b>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Protection to Person & Property By-law***

#### **PRIMARY RESPONSIBILITIES**

The Municipalities By-laws are enforced by By-Law Enforcement a service area within the Fire, Protection and Emergency Services Department. By-law enforcement is responsible for the enforcement and administration of approximately 20 municipal By-laws, as well as 5 Provincial Acts within the Municipality of Lambton Shores.

The mandate of By-law Enforcement Services is to protect and serve residents, businesses and visitors through education, administration and enforcement of, regulations that address public health and safety, nuisance control and consumer protection. It is responsible for ensuring compliance with municipal-wide regulatory bylaws and provincial legislation that address a wide range of municipal community issues that relate to parking, animals, property standards, zoning, fire protection and other matters such as public nuisances, fences, business licensing/permits and parks and facilities. Except for Grand Bend from May to Sept and parking, enforcement is based largely on a reactive approach primarily in response to requests for service made to the By-law Enforcement Service.

The organizational structure of the By-law Enforcement Service is one full time By-law Enforcement Officer and approximately 12 seasonal By-law enforcement officers from May to October to assist with proactive compliance/enforcement in the Grand Bend, Ipperwash and Port Franks areas due an influx of seasonal residents, visitors and tourists as well as an increased volume of service requests.

By-law Enforcement Services covers all 331.20 square kilometers of Lambton Shores via 330 kilometers of roads with a permanent population of 10,631 which doubles or even triples in the summer months due to seasonal residents and visitors attracted to the area. In order to assist Lambton Shores provides one permanent vehicle and two bicycles for transportation to allow By-law Enforcement too proactively patrol and reactively respond to service request. Between May and Sept annually the municipality provides a second vehicle for part time use in the evenings and weekends shared with the building services department (CBO) and budgets for the rental of an additional vehicle for the full time By-law Enforcement Officer.

Also shown in this department is an amount under Emergency Management. Previous years included an amount for the COVID-19 response; however, staff believe there is no longer a need to budget for it. What is included is an amount for staff training for Emergency Management Response.

## **SUMMARY OF OPERATING BUDGET CHANGES**

The revenue (fines) has been adjusted to a 3 year average.

Additional funds for increase in personnel cost associated with organizational increase.

Additional funds for seasonal staffing for increased wages and to meet the greater seasonal demands.

Increase in maintenance and repair of vehicle and equipment to support By-law Enforcement Operations.

Reallocated funds from Rental/Lease no longer required due to purchasing required equipment over 2021/2022.

An amount of \$10,000 for staff training for Emergency Response has been included.

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>PROTECTIVE INSPECTION &amp; CONTROL</u></b>			
GRANTS	9,535.00	9,535.00	0.00
USER FEES	138,218.00	138,218.00	0.00
TOTAL REVENUE	<u>147,753.00</u>	<u>147,753.00</u>	<u>0.00</u>
PERSONNEL COSTS	221,239.00	379,071.00	157,832.00
UTILITIES	2,700.00	2,700.00	0.00
CONTRACTED SERVICES	3,500.00	1,500.00	(2,000.00)
VEHICLE & EQUIPMENT	16,000.00	23,000.00	7,000.00
MATERIALS & SUPPLIES	21,100.00	26,209.00	5,109.00
ADMINISTRATIVE OTHER	3,500.00	3,500.00	0.00
TRANSFER TO RESERVE FUND	5,250.00	11,450.00	6,200.00
TOTAL EXPENSES	<u>273,289.00</u>	<u>447,430.00</u>	<u>174,141.00</u>
<b>SUBTOTAL</b>	<b><u>125,536.00</u></b>	<b><u>299,677.00</u></b>	<b><u>174,141.00</u></b>
<b><u>CROSSING GUARDS</u></b>			
PERSONNEL COSTS	37,739.00	43,474.00	5,735.00
CONTRACTED SERVICES	1,082.00	1,082.00	0.00
<b>SUBTOTAL</b>	<b><u>38,821.00</u></b>	<b><u>44,556.00</u></b>	<b><u>5,735.00</u></b>

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>EMERGENCY MANAGEMENT - RESPONSE</u></b>			
TRF FROM RF	120,000.00	0.00	(120,000.00)
TOTAL REVENUE	120,000.00	0.00	(120,000.00)
PERSONNEL COSTS	20,000.00	10,000.00	(10,000.00)
CONTRACTED SERVICES	20,000.00	0.00	(20,000.00)
MATERIALS & SUPPLIES	80,000.00	0.00	(80,000.00)
TOTAL EXPENSES	120,000.00	10,000.00	(110,000.00)
<b>SUBTOTAL</b>	<b>0.00</b>	<b>10,000.00</b>	<b>10,000.00</b>
<b>TOTAL PROTECTION SERVICES</b>	<b>4,570,699.00</b>	<b>4,824,790.00</b>	<b>254,091.00</b>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Short-Term Rental Licensing Program***

In 2022, Council passed By-Law 29-2022 and By-Law 43-2022 to introduce a two-phase approach to the regulation and licensing of short-term rental accommodations within the Municipality. The first phase – mandatory registration – was put in place for Summer 2022. The registration program required short-term rental owners to register their accommodation(s) with the Municipality by June 1, 2022.

The second phase – the Short-Term Rental Licensing By-Law – comes into effect on February 1, 2023 and includes a comprehensive licensing program. The licensing program is a cost-recovery program funded through annual licensing fees.

The goal of the short-term licensing program is to support the positive impact short-term rental accommodations can have on local tourism, while ensuring these accommodations are safe and responsibly managed within our communities.

In 2022, a staff restructuring created a full-time Manager of Licensing and Communications. In addition to ongoing internal and external communications responsibilities, this role will oversee and manage the short-term rental licensing program. In November 2022, the Manager of Licensing and Communications launched the short-term rental licensing application process and began reviewing licensing application packages.

The short-term rental licensing program is included in the 2023 Operating Budget but is reflective of the cost-recovery structure. This budget has been drafted by referencing the number of registered short-term rentals in the Municipality and anticipates \$150,000 in licensing fee revenue, which will support all aspects of the licensing program as broken down in the Budget document.

### **SUMMARY OF OPERATING BUDGET CHANGES**

The costs and revenue associated with the short-term rental licensing program are new for 2023, but as a cost-recovery program, it will not have an impact on the overall 2023 Operating Budget.

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>SHORT TERM RENTAL</u></b>			
USER FEES	0.00	150,000.00	150,000.00
TOTAL REVENUE	0.00	150,000.00	150,000.00
PERSONNEL COSTS	0.00	99,738.00	99,738.00
LEGAL	0.00	7,186.00	7,186.00
CONTRACTED SERVICES	0.00	28,685.00	28,685.00
MATERIALS & SUPPLIES	0.00	8,391.00	8,391.00
ADMINISTRATIVE OTHER	0.00	6,000.00	6,000.00
TOTAL EXPENSES	0.00	150,000.00	150,000.00

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Building & Assessment***

#### **PRIMARY RESPONSIBILITIES**

Building regulations are in place to ensure that buildings within our municipality comply with the construction and safety standards of the Ontario Building Code, Fire Code, and other applicable laws. Drawings and plans are reviewed to ensure compliance not only with these Provincial regulations, but with the Lambton Shores' Official Plan and Zoning By-law, which are documents that specify the uses that are permitted on a particular lot and govern such items as building setbacks, height restrictions and lot coverage.

The Chief Building Official provides technical knowledge and information regarding applicable legislation to contractors and residents, and receives regular training to ensure he remains current on legislation and safety issues.

The Community Services staff provides administrative support for the Chief Building Official, including processing permits, collecting fees, maintaining all files relating to the permits and ensuring copies of all inspections are retained in the property files. Information is also provided monthly to MPAC (Municipal Property Assessment Corporation) for amendments to the tax roll, and to the Treasury department for tracking and updating.

The Treasury department staff ensures changes are made by MPAC to the tax roll in a timely manner and that the required changes/updates are made to the tax program.

As of December 21, 2022, a total of 243 permits have been issued, of which 134 are single family residential new builds, renovations and additions. All permit revenue received that exceeds the cost to provide the building inspection services is transferred to the "Building Department Reserve". Similarly, any shortfall between revenues and expenses is covered with an allocation from the reserve at the end of the year. The 2023 budget projects a surplus of \$22,963.

The CBO continues with a steady workload not only on building sites but in office ensuring plans meet all applicable laws, and adhere to changing regulations, which requires time to adequately review plans. Time is also devoted to detailed documentation of all inspections to protect the municipality from liability claims. The agreement entered into in 2016 with the County of Lambton to provide building services, in the absence of the CBO, has been invaluable to ensure continuity of services.

In addition to plan reviews and inspections, a significant amount of time is devoted to compliance issues, and when these issues are not resolved voluntarily, it is necessary to spend time preparing the supporting documentation for Court appearances.

## **SUMMARY OF OPERATING BUDGET CHANGES**

The 2023 budget has been based on a slightly slower paced growth in the Municipality from what we saw in 2022. The 2022 actual revenue generated is higher than the budgeted amount, as however with the changing economy related to inflation, interest rates and the slowing housing market, the 2023 budget has been set the same as the 2022 budget. In addition, the Contracted Services has been increased from \$30,000 to \$45,000 to account for coverage provided by Lambton County.

A summary of the permits issued to December 21, 2022 is shown below:

Permit Type	# of Permits	Project Value	Construction Type	Permit Fee**
Accessory Bldg Commercial	5	\$308,100.00	New	\$1,803.60
Accessory Bldg Residential	30	\$2,622,799.00	New	\$11,377.10
Agricultural	18	\$10,575,000.00	New	\$23,703.65
Change of use	1	\$0.00	Change of Use	\$1,108.00
Commercial Addition	2	\$55,000.00	Addition	\$400.00
Commercial Alteration/Renovation	10	\$1,073,000.00	Alteration/Renovation	\$10,650.60
Commercial New	2	\$1,130,000.00	New	\$12,419.10
Demolition Accessory Bldg	1	\$15,000.00	Demolition	\$200.00
Demolition Commercial	2	\$88,500.00	Demolition	\$400.00
Demolition Residential	8	\$82,700.00	Demolition	\$2,800.00
Industrial Addition	1	\$400,000.00	Addition	\$1,512.00
Industrial New	1	\$5,500,000.00	New	\$10,464.30
Institutional Addition	1	\$150,000.00	Addition	\$200.00
Institutional Alteration/Renovation	3	\$1,489,250.00	Alteration/Renovation	\$5,986.99
Pool	5	\$1,408,000.00	New	\$750.00
Residential Multi New	15	\$13,100,000.00	New	\$95,352.20
Residential SDD Addition	34	\$5,123,500.00	Addition	\$18,990.50
Residential SDD Alteration /Renovation	20	\$2,552,000.00	Alteration/Renovation	\$15,935.10
Residential SDD New	70	\$41,981,079.58	New	\$222,585.55
Special Events Tent	2	\$6,000.00	Unknown	\$700.00
Mixed Commercial/Residential New	1	\$5,300,000.00	New	\$28,954.20
Residential Trailer Addition	7	\$212,080.35	Addition	\$2,045.00
Sign	2	\$61,500.00	New	\$300.00
Conditional Permit	2	\$1,500,000.00	New	\$12,315.00
	243	\$94,733,508.93		\$480,952.88

\*\* Note this is total permit fees and includes to fees to others such as County plumbing\septic fees etc.

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>BUILDING &amp; ASSESSMENT</u></b>			
USER FEES	341,700.00	341,700.00	0.00
OTHER REVENUE	5,000.00	5,000.00	0.00
TOTAL REVENUE	<u>346,700.00</u>	<u>346,700.00</u>	<u>0.00</u>
PERSONNEL COSTS	237,299.00	239,687.00	2,388.00
UTILITIES	1,045.00	1,045.00	0.00
VEHICLE & EQUIPMENT	4,505.00	4,505.00	0.00
CONTRACTED SERVICES	30,000.00	45,000.00	15,000.00
MATERIALS & SUPPLIES	2,500.00	2,500.00	0.00
ADMINISTRATIVE OTHER	25,350.00	31,000.00	5,650.00
TRANSFER TO RESERVE FUND	46,001.00	22,963.00	(23,038.00)
TOTAL EXPENSES	<u>346,700.00</u>	<u>346,700.00</u>	<u>0.00</u>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Transportation Services***

#### **PRIMARY RESPONSIBILITIES**

The Public Works Department oversees maintenance of a wide range of transportation related infrastructure within the Municipality including roads, sidewalks, bridges, culverts, street lighting, storm drain maintenance, traffic signals, signage, etc. The department has a fleet of equipment that operates out of two main locations, Northville and Forest. The Public Works Department administration consists of one Director, Transportation Manager, Infrastructure Manager, Drainage Superintendent, Engineering Technician, and an Administrative Assistant.

The department maintains approximately 330 kilometres of road, 130 kilometres is composed of gravel surface roads and the remaining 200 kilometres are asphalt/tar and chip. Maintenance and repair of roads and sidewalks falls within this business unit. The department also has responsibility for monitoring and maintaining a significant inventory of bridges and culverts, 46 of which have a span greater than 3m and as such require legislated biannual inspections. Of the 46 structures, 8 would be considered traditional bridges with the remainder being culverts. The Public Works Department follows Minimum Maintenance Standards as mandated under the Municipal Act, 2001. This legislation is design to protect the municipality from liability associated with the care and maintenance of roads and sidewalks.

The department has set up its winter control service through its operations centres and augments the regular day to day monitoring and plowing of roads with what is referred to as a "Winter Night Patrol" which consists of two Operators patrolling the roads between the hours of 3:00am & 11:30am on weekdays and from 6:00am to 10:00am on weekends from December to March.

During the summer season the department is also responsible for controlling weeds and ensuring that municipal ditches are maintained, this includes roadside grass cutting, weed spraying where necessary and tree trimming. Roadside grass cutting occurs twice a year generally the first week in June and the first week of September. It takes approximately five weeks for each operation to be complete.

The Municipality operates and maintains a significant infrastructure of municipally owned sidewalks and walking trails. Annual sidewalk inspections take place in order to identify things such as sidewalk surfaces for discontinuities. Annually the municipality also undertakes a capital replacement and installation program for sidewalks. This program includes both sidewalk replacement and the installation of new sidewalks.

Street lighting is also a component of the unit and as a result the Municipality operates and maintains approximately 1,200 streetlights throughout the Municipality. The department monitors these street lights on a regular basis and schedules repairs and replacement as may be required. The Department is working through replacing the balance of its streetlight inventory to LED lights.

The Public Works Department oversees the maintenance of the urban storm water collection systems in Arkona, Forest, Grand Bend, and Thedford, and conducts scheduled street sweeping, winter salt management, and catch basin cleanout. The department monitors the performance of these storm drains and if necessary repairs or replaces non-performing sections during Capital replacement. It is important to note that most storm water systems are only designed to handle up to a 5 year storm event. The Municipality has an annual maintenance program to inspect all the storm water management ponds that the Municipality owns.

### **SUMMARY OF OPERATING BUDGET CHANGES**

The following summarizes notable changes to the Transportation Budget proposed for 2023:

An Ontario Structure Inspection Manual (OSIM) update is included under the Bridge and Culvert budget. OSIM inspections are due every 2 years and Lambton Shores has historically completed these inspections in odd years meaning they are due again in 2023. There is a funding offset from the Study Reserve Fund for this cost.

An additional \$15,000 is proposed in Tree Trimming contracted services to account for increasing requirements in that area.

Additional funds are proposed in Hard Top maintenance materials for small scale asphalt repairs and improvements throughout Lambton Shores to be performed by internal staff

In 2022 Council authorized additional Gravel funding of approximately \$55,000 at the time of tender award. Staff have proposed making a permanent \$60,000 increase in that budget which would allow for the entire gravel road network be completed on a two-year rotation.

Additional funds are proposed in line painting budget in order to add centerlines/ markings on urban roads as a traffic calming measure.

The fully funded Transit program is included in this department. The annual allocations have changed to meet the direction and requirements for optimal service delivery and promotion.

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
<b>TRANSPORTATION SERVICES</b>			
<b><u>COMMUNITY SERVICES</u></b>			
USER FEES	3,150.00	3,150.00	0.00
TOTAL REVENUE	<u>3,150.00</u>	<u>3,150.00</u>	<u>0.00</u>
PERSONNEL COSTS	571,470.00	614,010.00	42,540.00
UTILITIES	73,512.00	57,819.00	(15,693.00)
CONTRACTED SERVICES	100,000.00	102,000.00	2,000.00
MATERIALS & SUPPLIES	18,384.00	17,884.00	(500.00)
MAINTENANCE & REPAIR	45,000.00	25,000.00	(20,000.00)
ADMINISTRATIVE OTHER	13,816.00	14,401.00	585.00
TOTAL EXPENSES	<u>822,182.00</u>	<u>831,114.00</u>	<u>8,932.00</u>
<b>SUBTOTAL</b>	<b><u>819,032.00</u></b>	<b><u>827,964.00</u></b>	<b><u>8,932.00</u></b>
<b><u>CAPITAL RESERVE FUND ALLOCATIONS</u></b>			
TRANSFER TO RESERVE FUND	1,915,500.00	1,954,000.00	38,500.00
<b>SUBTOTAL</b>	<b><u>1,915,500.00</u></b>	<b><u>1,954,000.00</u></b>	<b><u>38,500.00</u></b>
<b><u>ROADWAYS</u></b>			
<b><u>GENERAL OPERATIONS</u></b>			
GRANTS	30,500.00	30,500.00	0.00
USER FEES	5,000.00	5,000.00	0.00
OTHER REVENUE	1,000.00	1,000.00	0.00
TRANSFER FROM RESERVE FUND	50,000.00	20,000.00	(30,000.00)
TOTAL REVENUE	<u>86,500.00</u>	<u>56,500.00</u>	<u>(30,000.00)</u>
PERSONNEL COSTS	449,150.00	423,679.00	(25,471.00)
CONTRACTED SERVICES	224,000.00	174,000.00	(50,000.00)
INSURANCE	288,625.00	297,284.00	8,659.00
VEHICLE & EQUIPMENT	35,548.00	38,439.00	2,891.00
MATERIALS & SUPPLIES	25,000.00	30,000.00	5,000.00
MAINTENANCE & REPAIR	108,099.00	85,000.00	(23,099.00)
TOTAL EXPENSES	<u>1,130,422.00</u>	<u>1,048,402.00</u>	<u>(82,020.00)</u>
<b>SUBTOTAL</b>	<b><u>1,043,922.00</u></b>	<b><u>991,902.00</u></b>	<b><u>(52,020.00)</u></b>
<b><u>SIDEWALK MAINTENANCE</u></b>			
PERSONNEL COSTS	2,380.00	16,095.00	13,715.00
CONTRACTED SERVICES	20,000.00	30,000.00	10,000.00
MATERIALS & SUPPLIES	3,000.00	3,000.00	0.00
MAINTENANCE & REPAIR	10,000.00	10,000.00	0.00
<b>SUBTOTAL</b>	<b><u>35,380.00</u></b>	<b><u>59,095.00</u></b>	<b><u>23,715.00</u></b>
<b><u>CATCH BASIN, CURB &amp; GUTTER, SWEEPING</u></b>			
PERSONNEL COSTS	57,024.00	42,651.00	(14,373.00)
CONTRACTED SERVICES	33,000.00	18,000.00	(15,000.00)
VEHICLE & EQUIPMENT	31,300.00	33,574.00	2,274.00
MATERIALS & SUPPLIES	4,711.00	4,806.00	95.00
<b>SUBTOTAL</b>	<b><u>126,035.00</u></b>	<b><u>99,031.00</u></b>	<b><u>(27,004.00)</u></b>
<b><u>HARD TOP MAINTENANCE</u></b>			
PERSONNEL COSTS	54,607.00	43,211.00	(11,396.00)
CONTRACTED SERVICES	150,000.00	160,000.00	10,000.00
VEHICLE & EQUIPMENT	31,300.00	33,547.00	2,247.00
MATERIALS & SUPPLIES	15,000.00	25,000.00	10,000.00
<b>SUBTOTAL</b>	<b><u>250,907.00</u></b>	<b><u>261,758.00</u></b>	<b><u>10,851.00</u></b>

# Municipality of Lambton Shores

2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b><u>LINE PAINTING</u></b>			
PERSONNEL COSTS	11,684.00	7,321.00	(4,363.00)
CONTRACTED SERVICES	24,000.00	30,000.00	6,000.00
VEHICLE & EQUIPMENT	1,800.00	1,893.00	93.00
MATERIALS & SUPPLIES	6,500.00	10,000.00	3,500.00
<b>SUBTOTAL</b>	<b>43,984.00</b>	<b>49,214.00</b>	<b>5,230.00</b>
<b><u>LOOSE TOP MAINTENANCE</u></b>			
PERSONNEL COSTS	77,798.00	105,131.00	27,333.00
CONTRACTED SERVICES	81,200.00	83,000.00	1,800.00
VEHICLE & EQUIPMENT	75,500.00	80,976.00	5,476.00
MATERIALS & SUPPLIES	450,000.00	510,000.00	60,000.00
<b>SUBTOTAL</b>	<b>684,498.00</b>	<b>779,107.00</b>	<b>94,609.00</b>
<b><u>BRIDGES AND CULVERTS</u></b>			
PERSONNEL COSTS	38,521.00	51,549.00	13,028.00
CONTRACTED SERVICES	10,000.00	10,000.00	0.00
VEHICLE & EQUIPMENT	39,500.00	41,566.00	2,066.00
MATERIALS & SUPPLIES	15,000.00	20,000.00	5,000.00
ADMINISTRATIVE	10,000.00	30,000.00	20,000.00
TRANSFER TO RESERVE FUND	104,200.00	106,500.00	2,300.00
<b>SUBTOTAL</b>	<b>217,221.00</b>	<b>259,615.00</b>	<b>42,394.00</b>
<b><u>GRASS MOWING</u></b>			
PERSONNEL COSTS	47,182.00	43,281.00	(3,901.00)
VEHICLE & EQUIPMENT	20,000.00	21,033.00	1,033.00
<b>SUBTOTAL</b>	<b>67,182.00</b>	<b>64,314.00</b>	<b>(2,868.00)</b>
<b><u>BRUSHING/TREE TRIMMING - REMOVAL</u></b>			
PERSONNEL COSTS	42,064.00	55,268.00	13,204.00
CONTRACTED SERVICES	75,000.00	90,000.00	15,000.00
VEHICLE & EQUIPMENT	20,000.00	21,033.00	1,033.00
<b>SUBTOTAL</b>	<b>137,064.00</b>	<b>166,301.00</b>	<b>29,237.00</b>
<b><u>SAFETY SIGNS</u></b>			
PERSONNEL COSTS	53,289.00	61,773.00	8,484.00
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	8,500.00	8,939.00	439.00
MATERIALS & SUPPLIES	22,000.00	22,000.00	0.00
<b>SUBTOTAL</b>	<b>98,789.00</b>	<b>107,712.00</b>	<b>8,923.00</b>
<b><u>TRAFFIC SIGNALS</u></b>			
UTILITIES	9,551.00	9,742.00	191.00
CONTRACTED SERVICES	5,500.00	5,500.00	0.00
VEHICLE & EQUIPMENT	3,500.00	3,500.00	0.00
<b>SUBTOTAL</b>	<b>18,551.00</b>	<b>18,742.00</b>	<b>191.00</b>
<b><u>STORM SEWER SYSTEMS</u></b>			
PERSONNEL COSTS	3,162.00	3,827.00	665.00
CONTRACTED SERVICES	60,000.00	50,000.00	(10,000.00)
VEHICLE & EQUIPMENT	25,000.00	26,291.00	1,291.00
MATERIALS & SUPPLIES	5,000.00	15,000.00	10,000.00
<b>SUBTOTAL</b>	<b>93,162.00</b>	<b>95,118.00</b>	<b>1,956.00</b>
<b>SUBTOTAL ROADWAYS</b>	<b>2,816,695.00</b>	<b>2,951,909.00</b>	<b>135,214.00</b>

# Municipality of Lambton Shores

## 2023 Budget

	2022	2023	
	BUDGET	BUDGET	Amount Changed
<b><u>WINTER CONTROL - MAINTENANCE</u></b>			
PERSONNEL COSTS	114,130.00	96,862.00	(17,268.00)
CONTRACTED SERVICES	62,052.00	63,293.00	1,241.00
VEHICLE & EQUIPMENT	160,000.00	168,262.00	8,262.00
MATERIALS & SUPPLIES	91,344.00	93,170.00	1,826.00
TOTAL EXPENSES	427,526.00	421,587.00	(5,939.00)
<b>SUBTOTAL</b>	<b>427,526.00</b>	<b>421,587.00</b>	<b>(5,939.00)</b>
<b><u>WINTER PATROL</u></b>			
PERSONNEL COSTS	32,530.00	33,232.00	702.00
<b>SUBTOTAL</b>	<b>32,530.00</b>	<b>33,232.00</b>	<b>702.00</b>
<b><u>STREET LIGHTING</u></b>			
PERSONNEL COSTS	291.00	1,420.00	1,129.00
UTILITIES	79,799.00	81,395.00	1,596.00
VEHICLE & EQUIPMENT	38,000.00	48,155.00	10,155.00
MATERIALS & SUPPLIES	7,500.00	10,000.00	2,500.00
TOTAL EXPENSES	125,590.00	140,970.00	15,380.00
<b>SUBTOTAL</b>	<b>125,590.00</b>	<b>140,970.00</b>	<b>15,380.00</b>
<b><u>TRANSIT</u></b>			
GRANTS	546,000.00	685,000.00	139,000.00
OTHER REVENUE	20,000.00	30,000.00	10,000.00
TOTAL REVENUE	566,000.00	715,000.00	149,000.00
PERSONNEL COSTS	47,457.00	111,600.00	64,143.00
CONTRACTED SERVICES	490,625.00	578,350.00	87,725.00
EQUIPMENT, MATERIALS & SUPPLIES	8,000.00	3,050.00	(4,950.00)
ADMINISTRATION OTHER	19,918.00	22,000.00	2,082.00
TOTAL EXPENSES	566,000.00	715,000.00	149,000.00
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>6,136,873.00</b>	<b>6,329,662.00</b>	<b>192,789.00</b>



## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Vehicle & Equipment***

#### **PRIMARY RESPONSIBILITIES**

The Public Works Department maintains a fleet of equipment and vehicles to conduct the operations of the municipality. The fleet includes graders, backhoes, pick-up trucks, loaders, tractors, 1-ton trucks, 5-ton tandem axle trucks, chippers, beach cleaner, sweeper truck, bucket truck, ice resurfacers, and a host of small equipment (i.e. lawn mowers, chain saws, etc.).

Operating costs include fuel, equipment repairs, and licensing. The Public Works Department's equipment is subjected to heavy and diverse use, and as the equipment ages maintenance requirements increase. The Municipality has a regular replacement program to ensure that equipment is replaced before maintenance costs become extreme. Equipment replacement is funded through the capital budget.

The cost of equipment is allocated to the individual business units as the various pieces are used in the operations relative to that specific business unit. For example, "Recreation – Parks" includes a line item showing the cost of equipment used to operate that department. As a result, the vehicle and equipment business unit recovers the full cost of operating equipment from all other business units.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

Equipment costs have been increased to reflect the price of fuel.

# Municipality of Lambton Shores

## 2023 Budget

	2022	2023	
	BUDGET	BUDGET	Amount Changed
<b><u>VEHICLE &amp; EQUIPMENT</u></b>			
<b><u>GENERAL OPERATIONS</u></b>			
USER FEES	529,600.00	560,430.00	30,830.00
TOTAL REVENUE	529,600.00	560,430.00	30,830.00
PERSONNEL COSTS	59,194.00	72,349.00	13,155.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
TRANSFER TO RESERVE FUND	3,685.00	2,950.00	(735.00)
TOTAL EXPENSES	87,879.00	100,299.00	12,420.00
<b>SUBTOTAL</b>	<b>(441,721.00)</b>	<b>(460,131.00)</b>	<b>(18,410.00)</b>
<b><u>EQUIPMENT OPERATING COSTS</u></b>			
GRADER	53,502.00	40,700.00	(12,802.00)
BACKHOES	24,759.00	26,750.00	1,991.00
LOADERS	8,828.00	10,900.00	2,072.00
TRACTORS	61,947.00	43,400.00	(18,547.00)
PLOW TRUCK	89,458.00	109,280.00	19,822.00
PICK UP TRUCKS	31,296.00	43,500.00	12,204.00
ONE TON	59,583.00	71,500.00	11,917.00
BUCKET TRUCK	2,500.00	2,000.00	(500.00)
SWEEPER	14,786.00	16,100.00	1,314.00
CHIPPERS	1,664.00	2,600.00	936.00
BEACH CLEANER	2,000.00	2,000.00	0.00
NORTHSIDE	5,602.00	5,000.00	(602.00)
ZAMBONI	12,200.00	11,800.00	(400.00)
SMALL EQUIPMENT	34,596.00	36,001.00	1,405.00
HYDROVAC	39,000.00	38,600.00	(400.00)
<b>SUBTOTAL</b>	<b>441,721.00</b>	<b>460,131.00</b>	<b>18,410.00</b>



THE MUNICIPALITY OF

**LAMBTON SHORES**

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Environmental Solid Waste Management***

#### **PRIMARY RESPONSIBILITIES**

Lambton Shores provides collection and disposal of recycling and solid waste for its 11,800 residents and businesses. In addition the Municipality has yard waste options and an e-waste program available to residents.

The largest component of the Lambton Shores Waste Management system is the solid waste and recycling collection and disposal contract. Currently these services are contracted out to the Bluewater Recycling Association (BRA). In 2014 the municipality converted to BRA's automated collection system with the exception of the plan 24 area of Grand Bend. Starting in May of 2020 the remainder of Plan 24 was converted to the automated collection system. Lambton Shores in its entirety is now collected in this manner.

Lambton Shores operates a compost site at 7550 Brush Road in Forest under a Ministry of Environment Certificate of Approval. The site operates Saturdays and Wednesdays (9:30am to 1:00pm) and provides services to Lambton Shores' residents free of charge.

In cooperation with BRA Lambton Shores provides an E-waste program to residents at the Lambton Shores Northville Works Yard and the Shores Recreation Centre. Residents can drop off their E-waste free of charge, and BRA collects the waste on an as required basis.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

Revenues within the 2023 budget for Solid Waste were adjusted to reflect growth within Lambton Shores.

The approved BRA budget reflected a slight increase in fees for Lambton Shores.

# Municipality of Lambton Shores

2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b>ENVIRONMENTAL SERVICES</b>			
<b><u>GARBAGE COLLECT / DEBRIS / LITTER PICKUP</u></b>			
USER FEES	690,000.00	710,000.00	20,000.00
TOTAL REVENUE	690,000.00	710,000.00	20,000.00
PERSONNEL COSTS	73,484.00	64,204.00	(9,280.00)
CONTRACTED SERVICES	309,512.00	337,339.00	27,827.00
VEHICLES & EQUIPMENT	5,000.00	5,258.00	258.00
MATERIALS & SUPPLIES	56,630.00	58,630.00	2,000.00
TOTAL EXPENSES	444,626.00	465,431.00	20,805.00
<b>SUBTOTAL</b>	<b>(245,374.00)</b>	<b>(244,569.00)</b>	<b>805.00</b>
<b><u>RECYCLING</u></b>			
USER FEES	3,184.00	3,184.00	0.00
TOTAL REVENUE	3,184.00	3,184.00	0.00
CONTRACTED SERVICES	533,140.00	560,010.00	26,870.00
MATERIALS & SUPPLIES	2,550.00	2,550.00	0.00
TOTAL EXPENSES	535,690.00	562,560.00	26,870.00
<b>SUBTOTAL</b>	<b>532,506.00</b>	<b>559,376.00</b>	<b>26,870.00</b>
<b><u>COMPOST SITE / LEAF PICKUP</u></b>			
PERSONNEL COSTS	54,631.00	56,049.00	1,418.00
CONTRACTED SERVICES	30,000.00	32,000.00	2,000.00
ADMINISTRATIVE OTHER	1,104.00	1,000.00	(104.00)
<b>SUBTOTAL</b>	<b>85,735.00</b>	<b>89,049.00</b>	<b>3,314.00</b>
<b>TOTAL ENVIRONMENTAL SERVICES</b>	<b>372,867.00</b>	<b>403,856.00</b>	<b>30,989.00</b>



## 2023 OPERATING BUDGET OVERVIEW

### *Business Plan: Cemeteries*

#### **PRIMARY RESPONSIBILITIES**

The Municipality of Lambton Shores owns and is responsible for the maintenance and administration of four cemeteries: Beechwood Cemetery in Forest, the Arkona Cemetery on Townsend Line, the Baptist Cemetery on Arkona Road, and the Ward Cemetery on Sitter Road. Lambton Shores also owns 2/3 of the Pinery Cemetery on Klondyke Road with the Municipality of South Huron owning the other 1/3.

The Beechwood Cemetery continues to be the most active of the cemeteries. This cemetery has a number of plots available and based on the average yearly sales; there is a sufficient supply of in ground lots in the Beechwood Cemetery for the foreseeable future.

The maintenance of the roadways, tree trimming, brushing and minor maintenance of monuments in Beechwood Cemetery is arranged through the municipal staff. Traditionally, municipal staff have also been responsible for grass cutting and trimming. The 2023 budget includes funds for a grass cutting contract for Beechwood, which is similar to the Arkona Cemetery maintenance arrangements. Contracting Beechwood grass cutting frees staff time to focus on other areas like downtown cores and parks. The grass and yard work at the Ward and Baptist cemeteries are undertaken by the Community Services department staff. The property maintenance at the Arkona Cemetery is undertaken by a contracted company. Openings are done by either municipal staff, or private contract staff depending on the cemetery and the circumstance.

The Clerk's Department is responsible the day-to-day administrative duties for the Beechwood, Baptist and the Arkona Cemeteries, including selling interment rights, regulating monuments and coordinating arrangements between families, the local Funeral Directors and the openings and burials. There are annual report requirements to the Bereavement Authority of Ontario and that is completed by Clerk's Department staff. The municipality has purchased CemSites software and staff are continuing with data entry to modernize cemetery records and processes.

The Finance Department administers the financial transactions for the cemeteries and the prescribed Trust Funds and prepares the financial information for the annual audit.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

Additional funds have been included to contract grass cutting and trimming at Beechwood Cemetery in 2023.

Additional funds have been included for new trees at Beechwood.

# Municipality of Lambton Shores

2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b>CEMETERIES</b>			
<b><u>FOREST / BEECHWOOD</u></b>			
USER FEES	33,050.00	33,050.00	0.00
OTHER REVENUE	1,840.00	3,700.00	1,860.00
TOTAL REVENUE	34,890.00	36,750.00	1,860.00
PERSONNEL COSTS	16,139.00	15,336.00	(803.00)
CONTRACTED SERVICES	0.00	55,000.00	55,000.00
VEHICLE & EQUIPMENT	12,000.00	12,620.00	620.00
MATERIALS & SUPPLIES	3,200.00	3,200.00	0.00
MAINTENANCE & REPAIR	5,000.00	10,000.00	5,000.00
ADMINISTRATIVE OTHER	5,000.00	5,000.00	0.00
TOTAL EXPENSES	41,339.00	101,156.00	59,817.00
<b>SUBTOTAL</b>	<b>6,449.00</b>	<b>64,406.00</b>	<b>57,957.00</b>
<b><u>ARKONA</u></b>			
USER FEES	7,040.00	7,040.00	0.00
OTHER REVENUE	2,145.00	3,020.00	875.00
TOTAL REVENUE	9,185.00	10,060.00	875.00
CONTRACTED SERVICES	15,500.00	20,000.00	4,500.00
MATERIALS & SUPPLIES	2,000.00	2,000.00	0.00
MAINTENANCE & REPAIR	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	750.00	750.00	0.00
TOTAL EXPENSES	19,250.00	23,750.00	4,500.00
<b>SUBTOTAL</b>	<b>10,065.00</b>	<b>13,690.00</b>	<b>3,625.00</b>
<b><u>PINERY / BAPTIST / WARD/ LVG/PIONEER</u></b>			
USER FEES	1,300.00	1,300.00	0.00
OTHER REVENUE	120.00	270.00	150.00
TOTAL REVENUE	1,420.00	1,570.00	150.00
INSURANCE	1,755.00	1,808.00	53.00
ADMINISTRATIVE OTHER	4,000.00	4,000.00	0.00
TOTAL EXPENSES	5,755.00	5,808.00	53.00
<b>SUBTOTAL</b>	<b>4,335.00</b>	<b>4,238.00</b>	<b>(97.00)</b>
<b>TOTAL CEMETERIES</b>	<b>20,849.00</b>	<b>82,334.00</b>	<b>61,485.00</b>



THE MUNICIPALITY OF

LAMBTON SHORES

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Recreation & Cultural Services***

#### **PRIMARY RESPONSIBILITIES**

Recreation and Cultural Services acts as the primary liaison between community groups and the municipality through promotion and facilitation of a wide range of programs and events. The department also works to maximize utilization of recreational facilities in Lambton Shores. Community groups are assisted by staff with facility rentals, promotion of events, programs and services through the municipal website, the e-newsletter and social media.

Recreation and Cultural Services follows the guidance set forth in the Recreation and Leisure Services Master Plan and facilitates quality assurance programs such as “Communities in Bloom” and “Blue Flag” and the volunteer recognition program.

Council has developed the Lambton Shores Community Grant and Community Vibrancy Fund programs, for which groups and organizations can apply for funding or in-kind services from the Municipality. Recreation and Leisure Services is the main contact for the applications, which are due annually in September and considered with the annual budget.

Council annually supports local recreation programs and community groups generously in the form of fee waivers and reductions for the use of municipal facilities. These waivers and reductions ensure that programs are accessible and do not face financial barriers for participation. Waived revenue amounts are highlighted in each of the relevant business unit descriptions.

The waived revenue has been included in the operating budget to recognize that our facilities are heavily used, despite the actual revenue line items being lower than expected. It is important to highlight information to Council and the community regarding what the municipality contributes to ensure that some local recreation programs and community groups can function and deliver their programs at low cost or no cost to participants.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

A budget increase of \$40,000 for consulting fees to develop a feasibility study for a Grand Bend Community Centre has been included. This cost has been offset with Development Charge fees and funding from the Rotary.

Community grants have increased by \$6,000 and the Vibrancy Fund has decreased to the historical commitment established by Council

Volunteer recognition has increased slightly with the anticipation that the 2023 event will be held in-person

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b>RECREATION AND CULTURAL SERVICES</b>			
<b><u>GENERAL ADMINISTRATION</u></b>			
USER FEES	9,000.00	9,000.00	0.00
OTHER REVENUE	411.00	11,486.00	11,075.00
TRANSFER FROM RESERVE FUND	109,796.00	122,925.00	13,129.00
TOTAL REVENUE	<u>119,207.00</u>	<u>143,411.00</u>	<u>24,204.00</u>
PERSONNEL COSTS	337,049.00	362,462.00	25,413.00
CONTRACTED SERVICES	10,300.00	50,300.00	40,000.00
INSURANCE	58,418.00	60,171.00	1,753.00
DONATION / GRANT	143,296.00	134,000.00	(9,296.00)
COMMUNITIES IN BLOOM	2,500.00	2,000.00	(500.00)
VOLUNTEER RECOGNITION	8,500.00	10,000.00	1,500.00
ADMINISTRATIVE OTHER	7,754.00	8,000.00	246.00
TRANSFER TO RESERVE FUND	<u>416,200.00</u>	<u>424,550.00</u>	<u>8,350.00</u>
TOTAL EXPENSES	<u>984,017.00</u>	<u>1,051,483.00</u>	<u>67,466.00</u>
<b>SUBTOTAL</b>	<b><u>864,810.00</u></b>	<b><u>908,072.00</u></b>	<b><u>43,262.00</u></b>



## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Recreation Parks***

#### **PRIMARY RESPONSIBILITIES**

The Municipality of Lambton Shores has an inventory of 30 active and passive parks which the Community Services Department is responsible for maintaining.

The active parks consist of parks which either have playgrounds, ball diamonds, or soccer fields, tennis/pickleball courts, pavilions, etc. Passive parks largely consist of treed natural areas.

Primary responsibilities within parks include grass cutting, tree trimming and maintenance, garbage and recycling removal, bench placement, inspections, washroom cleaning or portable washroom arrangements, parking lot maintenance, placement of picnic tables, and maintenance of any buildings or pavilions within the park area. Ongoing monthly playground inspections are conducted by staff.

Parks also includes trail maintenance of the Forest Walkway Trail and Rotary Trail, which primarily consists of grass cutting, surface maintenance, benches, and garbage/recycling units.

Within the past several years the Municipality has integrated numerous gardens within our parks and beaches, which has led to increased staff time dedicated to maintenance in this business unit.

Lastly, the Municipality's support of the volunteer driven phragmites program is funded through this business unit.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

Revenue waived for parks (baseball diamonds, pavilions, soccer fields) is budgeted to be \$74,000, which is a 92% increase from 2022. The change is accounting for increased use and an adjustment of soccer field pricing to per field.

Staffing has increased to account for a new FTE dedicated to parks and facilities.

Vehicle rentals has decreased due to Council consideration for purchase of a new truck.

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>PARKS</u></b>			
USER FEES	10,200.00	10,400.00	200.00
REVENUE WAIVED	<u>38,490.00</u>	<u>74,000.00</u>	<u>35,510.00</u>
TOTAL REVENUE	<u>48,690.00</u>	<u>84,400.00</u>	<u>35,710.00</u>
PERSONNEL COSTS	299,665.00	362,814.00	63,149.00
UTILITIES	47,826.00	48,782.00	956.00
CONTRACTED SERVICES	37,000.00	37,000.00	0.00
VEHICLE & EQUIPMENT	27,000.00	22,516.00	(4,484.00)
DONATION / GRANT	38,490.00	74,000.00	35,510.00
PHRAGMITIES PROGRAM	20,000.00	20,000.00	0.00
MATERIALS & SUPPLIES	32,076.00	33,576.00	1,500.00
MAINTENANCE & REPAIR	<u>55,580.00</u>	<u>55,580.00</u>	<u>0.00</u>
TOTAL EXPENSES	<u>557,637.00</u>	<u>654,268.00</u>	<u>96,631.00</u>
<b>SUBTOTAL</b>	<b><u>508,947.00</u></b>	<b><u>569,868.00</u></b>	<b><u>60,921.00</u></b>



THE MUNICIPALITY OF

LAMBTON SHORES

## 2023 OPERATING BUDGET OVERVIEW

### *Business Plan: Recreation - Beach*

#### **PRIMARY RESPONSIBILITIES**

##### **Main Beach**

The Grand Bend Municipal Beach is one of Lambton Shores' most popular assets and attracts tens of thousands of visitors every year. Grand Bend Main Beach has retained its Blue Flag status since 2009. The Blue Flag designation is awarded to beaches and marinas that meet strict environmental and educational criteria. The Municipality is required to reapply to the Blue Flag Program annually.

Beach preparations for the upcoming season typically begin in April or early May. This includes moving sand, removal of snow fence, cleanup of debris, placement of lifeguard towers, and maintenance, cleaning and repairs to the beach house facility. Daily maintenance of the beach includes raking/cleaning, collection of garbage and recycling, cleaning washrooms at the beach house, and general cleaning/maintenance of the property. The Municipality also maintains the gardens and parking lots adjacent to the beach.

The information booth has operated since 2021. Beach equipment lending programs including lifejackets, umbrellas and amphibious wheelchairs is facilitated through the information booth.

In addition to full time staff, there are numerous seasonal staff hired to support the beach operation. These staff are generally hired for the Victoria weekend in May, and include maintenance staff, beach house staff and the beach patrol staff. The Grand Bend Beach Manager oversees the beach house and beach patrol staff. By-Law enforcement staff are responsible for enforcement of parking and other by-laws that pertain to beach activities (primarily the Parks and Facilities By-Law).

Beach Patrol will start June 3, 2023 with Saturday and Sunday coverage. Full-time coverage starts June 17, 2023. Beach patrol hours are 12pm – 6pm Monday to Thursday, and 11am – 7pm Friday to Sunday and holidays. The beach patrol staff are in place until (and including) Labour Day Monday.

Water quality testing is conducted by Lambton Public Health.

##### **South Beach**

The maintenance for the South Beach is limited in its scope and involves a start of the season removal of wood and debris, and at a minimum, weekly hand picking of large debris and garbage from the beach. Public trash receptacles are also provided in this location. South Beach is unsupervised.

## **SUMMARY OF OPERATING BUDGET CHANGES**

The information booth will continue to provide support to visitors, communicate bylaws, rules, and other expectations, and facilitate the lifejacket lending and amphibious wheelchair lending programs. Revenue has increased to reflect the umbrella rental program. Wages have been decreased to reflect the operation as an information booth.

Parking revenues are unchanged from the 2022 budget. An increase in parking fees to \$7.00 per hour and \$30.00 per day is expected to reach the 2023 budgeted revenue.

# Municipality of Lambton Shores

## 2023 Budget

	2022	2023	
	BUDGET	BUDGET	Amount Changed
<b><u>BEACH</u></b>			
GRANTS	1,000.00	1,000.00	0.00
USER FEES	1,000.00	1,000.00	0.00
REVENUE WAIVED	1,900.00	1,900.00	0.00
TOTAL REVENUE	3,900.00	3,900.00	0.00
PERSONNEL COSTS	164,483.00	169,756.00	5,273.00
UTILITIES	66,142.00	67,427.00	1,285.00
CONTRACTED SERVICES	53,679.00	53,679.00	0.00
VEHICLE & EQUIPMENT	10,000.00	10,516.00	516.00
DONATION / GRANT	1,900.00	1,900.00	0.00
MATERIALS & SUPPLIES	32,000.00	32,000.00	0.00
MAINTENANCE & REPAIR	16,748.00	16,748.00	0.00
ADMINISTRATIVE OTHER	763.00	1,163.00	400.00
TOTAL EXPENSES	345,715.00	353,189.00	7,474.00
<b>SUBTOTAL</b>	<b>341,815.00</b>	<b>349,289.00</b>	<b>7,474.00</b>
<b><u>BEACH HOUSE OPERATIONS</u></b>			
USER FEES	4,500.00	21,000.00	16,500.00
TOTAL REVENUE	4,500.00	21,000.00	16,500.00
PERSONNEL COSTS	45,935.00	21,031.00	(24,904.00)
MATERIALS & SUPPLIES	3,500.00	5,500.00	2,000.00
ADMINISTRATIVE OTHER	500.00	500.00	0.00
TOTAL EXPENSES	49,935.00	27,031.00	(22,904.00)
<b>SUBTOTAL</b>	<b>45,435.00</b>	<b>6,031.00</b>	<b>(39,404.00)</b>
<b><u>BEACH PATROL</u></b>			
PERSONNEL COSTS	137,183.00	147,392.00	10,209.00
UTILITIES	338.00	338.00	0.00
MATERIALS & SUPPLIES	5,000.00	5,000.00	0.00
TOTAL EXPENSES	142,521.00	152,730.00	10,209.00
<b>SUBTOTAL</b>	<b>142,521.00</b>	<b>152,730.00</b>	<b>10,209.00</b>
<b><u>PARKING</u></b>			
USER FEES	950,000.00	950,000.00	0.00
TOTAL REVENUE	950,000.00	950,000.00	0.00
PERSONNEL COSTS	5,035.00	2,663.00	(2,372.00)
UTILITIES	2,603.00	2,655.00	52.00
CONTRACTED SERVICES	4,500.00	4,500.00	0.00
PRINCIPAL & INTEREST	129,243.00	129,243.00	0.00
INSURANCE	4,964.00	5,113.00	149.00
VEHICLE & EQUIPMENT	10,653.00	11,014.00	361.00
MATERIALS & SUPPLIES	6,100.00	6,100.00	0.00
ADMINISTRATIVE OTHER	71,971.00	72,200.00	229.00
TOTAL EXPENSES	235,069.00	233,488.00	(1,581.00)
<b>SUBTOTAL</b>	<b>(714,931.00)</b>	<b>(716,512.00)</b>	<b>(1,581.00)</b>
<b>SUBTOTAL BEACH</b>	<b>(185,160.00)</b>	<b>(208,462.00)</b>	<b>(23,302.00)</b>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Recreation Complexes***

#### **PRIMARY RESPONSIBILITIES**

Lambton Shores operates The Shores and Legacy Recreation Centres and the Forest Area. The Shores and the Legacy facilities consist of the main ice pad areas, dressing rooms, lobbies, public washrooms, concession booths, equipment storage areas and the mechanical rooms that house the ice making equipment. The Legacy Centre can also function as Emergency Reception Centre for the community in the event of emergencies.

The Shores Recreation Centre also includes a gymnasium and meeting room. These spaces have served as the rural COVID-19 and flu vaccination clinic in 2022 on a limited basis and will continue to serve this purpose in 2023. Other activities such as pickleball, exercise and basketball have resumed in the gymnasium.

In addition to the above noted amenities, Fred Thomas Hall was reopened within the Legacy Centre in 2011. The hall was designed to be the premier location within the Municipality to hold events such as weddings, meetings, bridal showers, community events, special interest shows etc. The hall includes a professional grade kitchen, dividing wall to allow for more than one event to occur simultaneously, skylights, floor to ceiling windows to allow for natural light to flow through the entire area. A built-in bar has also been included within the area. The hall also hosts a limited number of recreational activities.

The costs of operating these facilities are offset through rental fees and the operating cost shortfall is funded by the general levy. The cost of maintaining the former Forest Arena is also captured in this business unit.

The Suncor Wellness Centre is in the Shores and is operated by the YMCA. The contract for the YMCA was renewed by Council for an additional three-year term and expires on December 31, 2023.

YMCA operations are offset by revenue-sharing, which is calculated based on the number of memberships. Once membership exceeds 350, Lambton Shores receives 40% of revenue resulting from the additional memberships.

The Forest Arena contains Kimball Hall and a board room, which were formerly leased to the Optimist Club. This agreement has since been voided. The facility also includes a smaller hall, which is leased to the Contact House. The existing concrete ice surface is used for storage of municipal equipment and materials.

## **SUMMARY OF OPERATING BUDGET CHANGES**

The Shores Arena Concession is leased to the Optimist Club of Forest for 2022-2023 ice season. The budget has been adjusted for expenses and revenues to account for this arrangement.

Municipal staff are operating the Legacy Centre Concession with a limited menu. The concession operation is budgeted as a deficit of approximately \$8,000. There were no expressions of interest received from local community groups to operate the Legacy Concession. Concessions in arenas have previously been viewed as a service and not a business venture when operated by the municipality.

Personnel costs at both facilities have increased to accommodate a new full-time operator.

Waived revenue for the Shores and Legacy Recreation Centres is budgeted to be approximately \$59,000 for 2023, which is similar to what was budgeted in 2022.

Staff will provide a report in early 2023 to provide Council with information to make a decision on the future of the Forest Arena in 2023.

Funds have been included to paint permanent pickleball and shuffleboard lines at Thomas Hall in the Legacy Centre.

The Shores budget includes additional funds for equipment repairs as the equipment is aging. Replacement plans for equipment is included in the capital budget.

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>THE LEGACY RECREATION CENTRE</u></b>			
USER FEES	186,210.00	188,760.00	2,550.00
REVENUE WAIVED	33,700.00	36,175.00	2,475.00
OTHER REVENUE	40,000.00	40,000.00	0.00
TOTAL REVENUE	<u>259,910.00</u>	<u>264,935.00</u>	<u>5,025.00</u>
PERSONNEL COSTS	119,350.00	169,366.00	50,016.00
UTILITIES	190,289.00	194,052.00	3,763.00
PRINCIPAL & INTEREST	245,505.00	245,505.00	0.00
CONTRACTED SERVICES	45,000.00	50,000.00	5,000.00
INSURANCE	48,489.00	49,944.00	1,455.00
VEHICLE & EQUIPMENT	12,304.00	12,820.00	516.00
DONATION / GRANT	33,700.00	36,175.00	2,475.00
MATERIALS & SUPPLIES	25,275.00	25,275.00	0.00
MAINTENANCE & REPAIR	6,200.00	6,200.00	0.00
TOTAL EXPENSES	<u>726,112.00</u>	<u>789,337.00</u>	<u>63,225.00</u>
<b>SUBTOTAL</b>	<b><u>466,202.00</u></b>	<b><u>524,402.00</u></b>	<b><u>58,200.00</u></b>
<b><u>CANTEEN</u></b>			
USER FEES	<u>17,500.00</u>	<u>17,500.00</u>	<u>0.00</u>
TOTAL REVENUE	<u>17,500.00</u>	<u>17,500.00</u>	<u>0.00</u>
PERSONNEL COSTS	13,615.00	16,047.00	2,432.00
MATERIALS & SUPPLIES	<u>10,500.00</u>	<u>10,500.00</u>	<u>0.00</u>
TOTAL EXPENSES	<u>24,115.00</u>	<u>26,547.00</u>	<u>2,432.00</u>
<b>SUBTOTAL</b>	<b><u>6,615.00</u></b>	<b><u>9,047.00</u></b>	<b><u>2,432.00</u></b>
<b>SUBTOTAL LEGACY REC CENTRE</b>	<b><u>472,817.00</u></b>	<b><u>533,449.00</u></b>	<b><u>60,632.00</u></b>

# Municipality of Lambton Shores

## 2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b><u>THE SHORES RECREATION CENTRE</u></b>			
USER FEES	230,010.00	241,060.00	11,050.00
REVENUE WAIVED	22,540.00	22,540.00	0.00
OTHER REVENUE	18,000.00	18,000.00	0.00
TOTAL REVENUE	270,550.00	281,600.00	11,050.00
PERSONNEL COSTS	162,036.00	190,458.00	28,422.00
UTILITIES	194,007.00	197,857.00	3,850.00
CONTRACTED SERVICES	45,000.00	55,000.00	10,000.00
PRINCIPAL & INTEREST	214,165.00	214,165.00	0.00
INSURANCE	78,506.00	80,861.00	2,355.00
VEHICLE & EQUIPMENT	11,350.00	11,866.00	516.00
DONATION / GRANT	22,540.00	22,540.00	0.00
MATERIALS & SUPPLIES	28,150.00	28,150.00	0.00
MAINTENANCE & REPAIR	23,000.00	28,000.00	5,000.00
TOTAL EXPENSES	778,754.00	828,897.00	50,143.00
<b>SUBTOTAL</b>	<b>508,204.00</b>	<b>547,297.00</b>	<b>39,093.00</b>
<b><u>CANTEEN</u></b>			
USER FEES	25,000.00	12,500.00	(12,500.00)
TOTAL REVENUE	25,000.00	12,500.00	(12,500.00)
PERSONNEL COSTS	16,353.00	0.00	(16,353.00)
VEHICLE & EQUIPMENT	300.00	300.00	0.00
MATERIALS & SUPPLIES	15,000.00	7,500.00	(7,500.00)
ADMINISTRATIVE OTHER	300.00	300.00	0.00
TOTAL EXPENSES	31,953.00	8,100.00	(23,853.00)
<b>SUBTOTAL</b>	<b>6,953.00</b>	<b>(4,400.00)</b>	<b>(11,353.00)</b>
<b><u>FITNESS AREA</u></b>			
USER FEES	13,362.00	13,362.00	0.00
TOTAL REVENUE	13,362.00	13,362.00	0.00
CONTRACTED SERVICES	32,975.00	32,975.00	0.00
MATERIALS & SUPPLIES	7,800.00	7,800.00	0.00
TOTAL EXPENSES	40,775.00	40,775.00	0.00
<b>SUBTOTAL</b>	<b>27,413.00</b>	<b>27,413.00</b>	<b>0.00</b>
<b>SUBTOTAL SHORES RECREATION CENTRE</b>	<b>542,570.00</b>	<b>570,310.00</b>	<b>27,740.00</b>

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>OLD FOREST ARENA</u></b>			
USER FEES	450.00	450.00	0.00
OTHER REVENUE	450.00	450.00	0.00
TOTAL REVENUE	<u>900.00</u>	<u>900.00</u>	<u>0.00</u>
UTILITIES	24,034.00	24,514.00	480.00
CONTRACTED SERVICES	338.00	338.00	0.00
INSURANCE	4,041.00	4,162.00	121.00
MATERIALS & SUPPLIES	100.00	100.00	0.00
TOTAL EXPENSES	<u>28,513.00</u>	<u>29,114.00</u>	<u>601.00</u>
<b>SUBTOTAL</b>	<b><u>27,613.00</u></b>	<b><u>28,214.00</u></b>	<b><u>601.00</u></b>
<b>SUBTOTAL OLD FOREST ARENA</b>	<b><u>27,613.00</u></b>	<b><u>28,214.00</u></b>	<b><u>601.00</u></b>



## 2023 OPERATING BUDGET OVERVIEW

### ***Business Plan: Community Centres & Libraries***

#### **PRIMARY RESPONSIBILITIES**

##### **Community Centres**

The Municipality of Lambton Shores operates a total of seven community centres. These centres vary in size but their primary function is to serve as gathering and activity centres for their respective communities. The Community Services Department coordinates the booking of these facilities owned by the Municipality of Lambton Shores. The primary costs of operating these facilities include; heat, hydro and basic custodial duties, although many of the facilities are aging and require ongoing servicing and repairs.

The various Community Centres are listed below:

The Arkona Community Centre: this facility is the former Arkona School and now includes the Arkona library (operated by the County of Lambton), the Lions meeting room, office, and a small all-purpose room along with public washroom facilities.

The Arkona Seniors Centre: this facility serves both as the Arkona Fire Hall and the seniors centre. The seniors centre has a capacity of approximately 60 people and has kitchen facilities and serves as the Emergency Evacuation Centre for the Arkona area. This facility is leased to the Arkona Seniors. This group provides programming and oversees rentals of the facility.

The Thedford Village Complex: the Community Room is a component of the larger Village Complex building that houses the Thedford Fire Station and Lambton EMS (Thedford). The Community Centre holds approximately 70 people and has kitchen facilities and two offices.

Port Franks Community Centre: The Port Franks Community Centre consists of three main facilities, the main hall with a seating capacity of 246 people, the West Wing, with a seating capacity of 149 and the Optimist Room with a capacity of 82. In addition to these meeting facilities the centre also houses the Port Franks Library (operated by Lambton County), and three small office/storage rooms. There are three separate kitchen facilities within the complex and the facility also serves as the Emergency Evacuation Centre for the Port Franks area. The Optimist Room is leased to the Ausable Port Franks Optimist Club, who has exclusive use of this area.

The Grand Bend Recreation Centre: The Grand Bend Recreation Centre is part of the Grand Bend School/Library facility constructed in 2003. The "Community Centre" component consists of gymnasium and community room. The community room has a capacity of approximately 40 people and contains a small kitchen.

## **Libraries**

Lambton Shores has five library facilities within the community; these library facilities are located in Arkona, Forest, Grand Bend, Port Franks, and Thedford. Most of the libraries are housed in community centres, with the exception of the Forest Library as a stand-alone building. The Municipality is responsible for the provision of the physical library facility and outdoor spaces, and the County is responsible for providing the books, staffing and programming required for operations.

The Community Services Department is responsible for the maintenance and repair of libraries and conducts annual inspections of the facilities to check, roofs, drainage, heating and cooling systems, etc. and make repairs as needed. There is a small provision in the Library budget for minor repairs with the Capital & Equipment Reserve providing for any larger repairs that may be required.

## **SUMMARY OF OPERATING BUDGET CHANGES**

The 2023 budget for waived revenue at Community Centres is \$95,000, which is up slightly from 2022. There is no direct financial impact of waived revenue at the Community Centres as it is shown in the budget as revenue offset by the expense.

Funds have been included for a LED lighting conversion at the Village Complex in Thedford.

There is minimal change to the Libraries budget from 2022.

# Municipality of Lambton Shores

2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b><u>COMMUNITY CENTRES &amp; LIBRARIES</u></b>			
<b><u>ARKONA - COMMUNITY &amp; SENIOR CENTRES</u></b>			
USER FEES	200.00	200.00	0.00
REVENUE WAIVED	1,530.00	2,030.00	500.00
TOTAL REVENUE	1,730.00	2,230.00	500.00
PERSONNEL COSTS	577.00	0.00	(577.00)
UTILITIES	4,587.00	4,678.00	91.00
CONTRACTED SERVICES	10,500.00	10,500.00	0.00
INSURANCE	3,464.00	3,568.00	104.00
VEHICLE & EQUIPMENT	304.00	304.00	0.00
DONATION / GRANT	1,530.00	2,030.00	500.00
MATERIALS & SUPPLIES	700.00	700.00	0.00
MAINTENANCE & REPAIR	500.00	500.00	0.00
TOTAL EXPENSES	22,162.00	22,280.00	118.00
<b>SUBTOTAL</b>	<b>20,432.00</b>	<b>20,050.00</b>	<b>(382.00)</b>
<b><u>PORT FRANKS</u></b>			
USER FEES	8,750.00	8,750.00	0.00
REVENUE WAIVED	73,500.00	75,500.00	2,000.00
TOTAL REVENUE	82,250.00	84,250.00	2,000.00
PERSONNEL COSTS	5,351.00	3,137.00	(2,214.00)
UTILITIES	18,086.00	18,411.00	325.00
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	1,160.00	1,160.00	0.00
DONATION / GRANT	73,500.00	75,500.00	2,000.00
MATERIALS & SUPPLIES	7,500.00	7,500.00	0.00
MAINTENANCE & REPAIR	10,000.00	12,000.00	2,000.00
TOTAL EXPENSES	130,597.00	132,708.00	2,111.00
<b>SUBTOTAL</b>	<b>48,347.00</b>	<b>48,458.00</b>	<b>111.00</b>
<b><u>GRAND BEND</u></b>			
USER FEES	3,500.00	3,500.00	0.00
REVENUE WAIVED	5,000.00	5,000.00	0.00
TOTAL REVENUE	8,500.00	8,500.00	0.00
CONTRACTED SERVICES	4,000.00	4,000.00	0.00
DONATION / GRANT	5,000.00	5,000.00	0.00
MATERIALS & SUPPLIES	350.00	350.00	0.00
TOTAL EXPENSES	9,350.00	9,350.00	0.00
<b>SUBTOTAL</b>	<b>850.00</b>	<b>850.00</b>	<b>0.00</b>
<b><u>THEDFORD VILLAGE COMPLEX</u></b>			
USER FEES	9,500.00	9,500.00	0.00
REVENUE WAIVED	12,500.00	12,500.00	0.00
TOTAL REVENUE	22,000.00	22,000.00	0.00
PERSONNEL COSTS	1,410.00	0.00	(1,410.00)
UTILITIES	11,417.00	11,613.00	196.00
CONTRACTED SERVICES	2,500.00	3,500.00	1,000.00
VEHICLE & EQUIPMENT	580.00	580.00	0.00
DONATION / GRANT	12,500.00	12,500.00	0.00
MATERIALS & SUPPLIES	2,490.00	2,490.00	0.00
MAINTENANCE & REPAIR	4,000.00	9,000.00	5,000.00
TOTAL EXPENSES	34,897.00	39,683.00	4,786.00
<b>SUBTOTAL</b>	<b>12,897.00</b>	<b>17,683.00</b>	<b>4,786.00</b>

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>LIBRARIES</u></b>			
UTILITIES	11,793.00	12,028.00	235.00
CONTRACTED SERVICES	3,000.00	5,000.00	2,000.00
INSURANCE	4,272.00	4,400.00	128.00
MAINTENANCE & REPAIR	600.00	600.00	0.00
TOTAL EXPENSES	<u>19,665.00</u>	<u>22,028.00</u>	<u>2,363.00</u>
<b>SUBTOTAL</b>	<b><u>19,665.00</u></b>	<b><u>22,028.00</u></b>	<b><u>2,363.00</u></b>
 <b>SUBTOTAL COMM CENTRES &amp; LIBRARIES</b>	 <b><u>102,191.00</u></b>	 <b><u>109,069.00</u></b>	 <b><u>6,878.00</u></b>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Harbours***

#### **PRIMARY RESPONSIBILITIES**

The Municipality of Lambton Shores operates and maintains two “Blue Flag Designated” marinas within the municipality; one is located in Grand Bend, the other at Port Franks. Operation of these marinas is coordinated through the Community Services Department. The Marina operations are overseen by a seasonal Marina Manager who coordinates seasonal staff to deliver services to the boaters

The Grand Bend Marina provides a gas dock, launch ramp, public washrooms and other services to the boating public. The Municipality contracts out dredging services (prop washing) to a private operator which maintains an open channel to the lake for boats. Spot dredging may occur if necessary, although this practice has not taken place in Grand Bend for several years.

Port Franks Marina provides 90 seasonal slips. This facility was acquired from the Ausable Bayfield Conservation Authority in 2001 and it includes a community park, picnic area, and public boat launch. In 2021, the existing pavilion burnt down and is scheduled to be built in 2023. Several slips within the marina are leased by the Municipality to the Port Franks Yacht Club.

Dredging operations in Port Franks have two approaches. The first approach is spot dredging, which occurs in the spring before boats are in the water. The approach is done through a barge and an excavator, with materials being removed off site. The focus for spot dredging has been around the Yacht Club area, the boat launch and marina boat slips. Prop washing in Port Franks occurs based on the permit window and is focused on the river mouth.

Both Marinas are operational from Victoria Day holiday to Thanksgiving weekend.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

In Grand Bend, the revenue and expenses for the sale of fuel have been adjusted to better reflect the increased sales volume we are experiencing.

Boat launch revenue in Grand Bend has increased based on recent operations.

Spot dredging costs at the Port Franks Marina have increased by \$70,000 based on work completed in 2022. Additional discussions regarding dredging operations will be presented to Council during budget meetings.

# Municipality of Lambton Shores

2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b><u>HARBOURS</u></b>			
<b><u>GRAND BEND HARBOUR</u></b>			
GRANTS	25,000.00	30,000.00	5,000.00
USER FEES	530,732.00	653,732.00	123,000.00
OTHER REVENUE	500.00	1,500.00	1,000.00
TOTAL REVENUE	556,232.00	685,232.00	129,000.00
PERSONNEL COSTS	104,374.00	115,397.00	11,023.00
UTILITIES	32,098.00	32,705.00	607.00
CONTRACTED SERVICES	7,000.00	9,000.00	2,000.00
INSURANCE	7,504.00	7,729.00	225.00
VEHICLE & EQUIPMENT	1,500.00	1,500.00	0.00
MATERIALS & SUPPLIES	268,655.00	350,655.00	82,000.00
MAINTENANCE & REPAIR	70,000.00	30,000.00	(40,000.00)
DREDGING	62,000.00	62,000.00	0.00
ADMINISTRATIVE OTHER	13,480.00	13,480.00	0.00
TOTAL EXPENSES	566,611.00	622,466.00	55,855.00
<b>SUBTOTAL</b>	<b>10,379.00</b>	<b>(62,766.00)</b>	<b>(73,145.00)</b>
<b><u>PORT FRANKS HARBOUR</u></b>			
USER FEES	226,838.00	241,838.00	15,000.00
TOTAL REVENUE	226,838.00	241,838.00	15,000.00
PERSONNEL COSTS	86,671.00	86,767.00	96.00
UTILITIES	16,110.00	16,607.00	497.00
CONTRACTED SERVICES	13,500.00	18,500.00	5,000.00
INSURANCE	7,678.00	7,908.00	230.00
VEHICLE & EQUIPMENT	500.00	500.00	0.00
MATERIALS & SUPPLIES	7,016.00	7,016.00	0.00
MAINTENANCE & REPAIR	5,500.00	6,500.00	1,000.00
DREDGING	130,000.00	200,000.00	70,000.00
ADMINISTRATIVE OTHER	1,126.00	1,126.00	0.00
TOTAL EXPENSES	268,101.00	344,924.00	76,823.00
<b>SUBTOTAL</b>	<b>41,263.00</b>	<b>103,086.00</b>	<b>61,823.00</b>
<b><u>GREATER HARBOUR MAINTENANCE</u></b>			
MAINTENANCE & REPAIR	50,000.00	50,000.00	0.00
<b>SUBTOTAL</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>0.00</b>
<b>SUBTOTAL HARBOURS</b>	<b>101,642.00</b>	<b>90,320.00</b>	<b>(11,322.00)</b>
<b>TOTAL RECREATION &amp; CULTURAL</b>	<b>2,435,430.00</b>	<b>2,600,840.00</b>	<b>165,410.00</b>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Planning***

#### **PRIMARY RESPONSIBILITIES**

The Municipality of Lambton Shores is responsible for the management of growth and development within the community. The “Planning & Development Business” unit is divided into two distinct components: “Planning & Development Administration” which involves accepting and processing applications for amendments to the Official Plan and Zoning by-laws, and applications for commercial Site Plans or Committee of Adjustment deliberations. Included in the administrative function is the issuing of notices regarding hearings, maintaining records and files, preparing zoning reports, and updating the planning documents. The other component is “Planning & Development Management” which involves the analysis of development proposals, severances, minor variances, site plans etc. and the provision of advice and guidance to Council, which is the responsibility of the Planner.

Large scale development proposals such as subdivisions and condominiums are evaluated through a comprehensive draft plan approval and development agreement process. This process includes a review and assessment of the development’s potential impacts on the environment, traffic, infrastructure, service delivery etc. and requires detailed specifics about numerous aspects of the development’s infrastructure and design.

Council has established standards for the design of residential development including streetscapes, servicing, parking requirements, green spaces, street lighting, drainage, etc. Adherence to these standards ensures that quality developments take place in the municipality that are funded by the developers, and not subsidized by the residents. These standards are detailed and enforced by way of a plan of Subdivision or Condominium Agreement.

Planning involves more than just subdivision control and residential developments, as the Municipality is also responsible for overseeing and regulating commercial developments. Council has established standards for the design of commercial developments such as buffering, parking lots, lighting, signage, drainage, and similar to the subdivision developments, adherence to these standards ensures that only quality development takes place in the municipality, and these standards are detailed and enforced by way of a Site Plan Agreement.

Lambton County provides planning services to the Municipality and currently has two (2) full time planners assigned to Lambton Shores. In addition, a planning consultant has been hired through the County to assist in updating the current Official Plan and subsequently updating the Comprehensive Zoning Bylaw. Work on the Official Plan is expected to be completed by the end of August, after which work will start on the Zoning Bylaw. Concurrent to this process, a consultant, working through the County and in concert with municipal staff, a Community Improvement Plan for the urban areas of

Forest, Arkona, Thedford, and Grand Bend. As Council is aware, OMAFRA provided funds for this project through a RED grant that funds 50% of the project. Funds for this project were originally allocated in the 2022 budget. These monies have been carried forward as such there is no impact to the 2023 budget for the CIP project.

### **SUMMARY OF OPERATING BUDGET CHANGES**

Revenues in 2023 were increased to \$103,000, an increase of \$20,000 over 2022. This increase was simply a reflection in the actual revenue that is being generated through planning applications.

Contracted services were reduced to reflect the removal of costs for the Official Plan review billed in 2022.

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b>PLANNING &amp; DEVELOPMENT</b>			
<b><u>PLANNING AND ZONING</u></b>			
USER FEES	83,000.00	103,000.00	20,000.00
TOTAL REVENUE	<u>83,000.00</u>	<u>103,000.00</u>	<u>20,000.00</u>
CONTRACTED SERVICES	31,500.00	6,500.00	(25,000.00)
MATERIALS & SUPPLIES	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	16,614.00	16,614.00	0.00
TOTAL EXPENSES	<u>49,114.00</u>	<u>24,114.00</u>	<u>(25,000.00)</u>
<b>SUBTOTAL</b>	<b><u>(33,886.00)</u></b>	<b><u>(78,886.00)</u></b>	<b><u>(45,000.00)</u></b>



## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Economic Development***

The Municipality of Lambton Shores does not have a specific Economic Development office, but rather relies on and supports a variety of agencies including the Sarnia Lambton Economic Partnership (SLEP), Tourism Sarnia Lambton (TSL) and our area chambers of commerce and business associations.

In 2014 Council endorsed an Economic Development Action Plan (EDAP) that identified 7 strategic priorities and a variety of initiatives that the municipality and its stakeholder sectors can embrace. The 7 priorities are:

- A solid economic foundation
- A visible Lambton Shores Brand
- A competitive agri-business and food industry
- A prosperous business base
- An active creative and cultural sector
- Sustainable growth
- A thriving tourism industry

In 2019, Council established a number of strategic priorities that continue to support the EDAP. These priorities are captured under the pillars of “Community Growth and Support”, “Infrastructure Improvements” and “Governance and Organizational Management”.

In 2022, staff secured funding through the Rural Economic Development program to support the development of a Community Improvement Plan (CIP) for Lambton Shores. Staff continue to work on the CIP development with NPG Solutions with public consultation beginning in early 2023.

Lambton Shores continues to promote its “brand”. Past investment in wayfinding signage is evident across the municipality. Significant Highway #21 connecting link projects are improving traffic flow through Forest and will soon begin in Grand Bend through the Ontario Street bridge widening project.

Staff continue to build relationships with both the Sarnia Lambton Economic Partnership and Tourism Sarnia Lambton to leverage the resources and expertise that are made available through both County agencies. Continually effort has been made to ensure local businesses are aware of these resourced.

Since 2011, the Grand Bend and Area Chamber of Commerce has received payments of between \$13,000 and \$24,000 to allocate toward additional visitor services efforts. This budget has been drafted with the 2023 contribution of \$24,000 included again although there has been no specific discussion on how these funds would be used.

Additionally, this budget has been drafted with continued support of \$7,000 to the Forest Museum for their operation of a downtown visitor information centre. The municipality continues to budget \$7,000 for direct promotion/advertising through trade shows, print media and partnership support.

### **SUMMARY OF OPERATING BUDGET CHANGES**

Wages have been adjusted as part of the Communications and Licensing Coordinators wages are now covered through the Short-Term Rental Licensing

\$50,000 has been included for the Warwick Arena donation which is offset with allocating Vibrancy Funds to it.

Contracted services and revenue have been reduced for the conclusion of RED funding

# Municipality of Lambton Shores

## 2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>ECONOMIC DEVELOPMENT</u></b>			
GRANTS	40,000.00	0.00	(40,000.00)
USER FEES	30,000.00	30,000.00	0.00
TRANSFER FROM RESERVE FUND	0.00	50,000.00	50,000.00
TOTAL REVENUE	<u>70,000.00</u>	<u>80,000.00</u>	<u>10,000.00</u>
PERSONNEL COSTS	89,113.00	49,923.00	(39,190.00)
CONTRACTED SERVICES	80,000.00	0.00	(80,000.00)
DONATION / GRANT	31,000.00	81,000.00	50,000.00
ADMINISTRATIVE OTHER	42,000.00	42,000.00	0.00
TRANSFER TO RESERVE FUND	50,000.00	50,000.00	0.00
TOTAL EXPENSES	<u>292,113.00</u>	<u>222,923.00</u>	<u>(69,190.00)</u>
<b>SUBTOTAL</b>	<b><u>222,113.00</u></b>	<b><u>142,923.00</u></b>	<b><u>(79,190.00)</u></b>

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Drainage***

#### **PRIMARY RESPONSIBILITIES**

The Municipality of Lambton Shores has approximately 184 drains (360 km) under its control and management. These drains are created and maintained pursuant to the Municipal Drainage Act and require an extensive amount of administration and supervision. The Department maintains files on all drains and monitors the maintenance and capital needs on an annual basis.

The Municipality has a full time Drainage Superintendent who manages day to day works and administration of the drainage department. The Drainage Superintendent is typically responsible for monitoring of drains and liaising with the affected property owners on any issues that may arise. The cost of capital and maintenance works on Municipal Drains is coordinated by the Drainage Superintendent, and billed to the affected property owners as noted in the drainage assessment.

Lambton Shores has seven drainage pumps which require continual observation. They are in place to aid not only in drainage, but irrigation to crop land as well. Six pumps are placed in the Bog area and one within Ipperwash. Lambton Shores currently has 4 commissioners under by-law to assist the drainage superintendent in the running maintenance and operational procedures of these pumps. We are in the process of reviewing the pump commissioner system and their importance in pump maintenance and emergencies.

The maintenance and construction works for drains are very difficult to budget due to the timing of the work and the grants from OMAFRA. The work, grants and billing to property owners may span 2 or more years. The costs are carried by the municipality and the annual operating revenue and expenses are netted to zero at the end of the year. The only cost to Lambton Shores is the personnel cost for the Drainage Superintendent; which is also subsidized by OMAFRA, and any assessment charged to us as a property owner.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

With the addition of a full time Drain Superintendent, the grant revenue has been increased to help offset the costs.

The drain maintenance and construction numbers have been adjusted down to better reflect expected costs and recoveries. Both of these sections are fully funded from the benefitting property owners and therefore no impact to taxation.

# Municipality of Lambton Shores

2023 Budget

	<u>2022</u>	<u>2023</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<b><u>DRAINAGE</u></b>			
<b><u>MUNICIPAL DRAINAGE OPERATIONS</u></b>			
GRANTS	28,500.00	40,000.00	11,500.00
TOTAL REVENUE	<u>28,500.00</u>	<u>40,000.00</u>	<u>11,500.00</u>
PERSONNEL COSTS	95,762.00	110,825.00	15,063.00
UTILITIES	788.00	788.00	0.00
VEHICLE & EQUIPMENT	3,400.00	3,576.00	176.00
MATERIALS & SUPPLIES	225.00	225.00	0.00
ADMINISTRATIVE OTHER	60,000.00	60,000.00	0.00
TOTAL EXPENSES	<u>160,175.00</u>	<u>175,414.00</u>	<u>15,239.00</u>
<b>SUBTOTAL</b>	<b><u>131,675.00</u></b>	<b><u>135,414.00</u></b>	<b><u>3,739.00</u></b>
<b><u>MUNICIPAL DRAIN MAINTENANCE</u></b>			
GRANTS	45,000.00	45,000.00	0.00
USER FEES	120,000.00	120,000.00	0.00
OTHER REVENUE	10,000.00	10,000.00	0.00
TOTAL REVENUE	<u>175,000.00</u>	<u>175,000.00</u>	<u>0.00</u>
PERSONNEL COSTS	1,232.00	2,434.00	1,202.00
UTILITIES	58,366.00	59,533.00	1,167.00
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
INSURANCE	2,309.00	2,378.00	69.00
ADMINISTRATIVE OTHER	13,093.00	10,655.00	(2,438.00)
TOTAL EXPENSES	<u>175,000.00</u>	<u>175,000.00</u>	<u>0.00</u>
<b>SUBTOTAL</b>			
<b><u>MUNICIPAL DRAIN CONSTRUCTION</u></b>			
GRANTS	200,000.00	200,000.00	0.00
USER FEES	100,000.00	100,000.00	0.00
TOTAL REVENUE	<u>300,000.00</u>	<u>300,000.00</u>	<u>0.00</u>
CONTRACTED SERVICES	300,000.00	300,000.00	0.00
TOTAL EXPENSES	<u>300,000.00</u>	<u>300,000.00</u>	<u>0.00</u>
<b>SUBTOTAL</b>			
<b><u>TILE DRAINAGE</u></b>			
USER FEES	6,059.00	6,059.00	0.00
TOTAL REVENUE	<u>6,059.00</u>	<u>6,059.00</u>	<u>0.00</u>
PRINCIPAL & INTEREST	3,791.00	6,793.00	3,002.00
ADMINISTRATIVE OTHER	2,268.00	2,268.00	0.00
TOTAL EXPENSES	<u>6,059.00</u>	<u>9,061.00</u>	<u>3,002.00</u>
<b>SUBTOTAL</b>			
<b>SUBTOTAL</b>	<b><u>0.00</u></b>	<b><u>3,002.00</u></b>	<b><u>3,002.00</u></b>
<b>SUBTOTAL DRAINAGE</b>	<b><u>131,675.00</u></b>	<b><u>138,416.00</u></b>	<b><u>6,741.00</u></b>
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b><u>319,902.00</u></b>	<b><u>202,453.00</u></b>	<b><u>(117,449.00)</u></b>



THE MUNICIPALITY OF

LAMBTON SHORES

## 2023 OPERATING BUDGET OVERVIEW

### *Business Plan: Water*

#### **PRIMARY RESPONSIBILITIES**

Lambton Shores serves 7143 water customers throughout its water distribution infrastructure, an increase of 223 connections over the last year. This infrastructure includes approximately 360km of watermains, two elevated storage facilities, a reservoir, and two booster/pumping stations. The Municipality shares in the ownership of its two water suppliers, the Lake Huron Primary Water Supply System (LHPWSS) and the Lambton Area Water Supply System (LAWSS).

The Municipality currently contracts with Jacobs for the operation of the Municipalities water distribution system. The contract was recently renewed for a ten (10) year term that expires on December 31, 2030. Jacobs is responsible for the day to day operation of the system, maintenance, responding to complaints and repair issues, and ensuring that the Provincial water quality standards are met.

In late 2010 the Municipality became licensed under the new water licensing program. The license demonstrates that Lambton Shores has the operational and management systems and procedures in place to provide sustainable and safe drinking water to all customers. The license was renewed in 2015 and was successfully renewed again in 2020.

The business unit operates on a fully self-funded model through user rates and has no impact to the tax levy. Rates are set based on a Financial Plan required by the Safe Water Drinking Act, and adopted by Council.

Every water account is metered for billing purposes and ensuring that users are being charged on an equitable per use basis. These water meters are repaired as needed.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

Jacobs service fees have been adjusted based on the contract. The following summarizes notable changes to the Water budget proposed for 2023:

The revenue has been increased to reflect the new customers for 2023; however, there is no rate change proposed.

# Municipality of Lambton Shores

2023 Budget

	2022 BUDGET	2023 BUDGET	Amount Changed
<b>WATER</b>			
USER FEES	5,505,150.00	5,588,595.00	83,445.00
TOTAL REVENUE	5,505,150.00	5,588,595.00	83,445.00
PERSONNEL COSTS	9,133.00	18,102.00	8,969.00
UTILITIES	59,864.00	67,061.00	7,197.00
PRINCIPAL & INTEREST	343,117.00	343,117.00	0.00
OMI - CONTRACTED SERVICES	619,721.00	628,440.00	8,719.00
LAWSS - CONTRACTED SERVICES	122,666.00	122,666.00	0.00
NORTH MIDDLESEX CONTRACTED SERVICES	9,636.00	9,636.00	0.00
CONTRACTED SERVICES	205,827.00	192,827.00	(13,000.00)
INSURANCE	34,693.00	35,734.00	1,041.00
VEHICLE & EQUIPMENT	25,300.00	27,600.00	2,300.00
WATER PURCHASE	660,662.00	660,662.00	0.00
MATERIALS & SUPPLIES	108,780.00	122,780.00	14,000.00
MAINTENANCE & REPAIR	15,814.00	15,814.00	0.00
ADMINISTRATIVE OTHER	326,336.00	334,594.00	8,258.00
TRANSFER TO RESERVE FUND	2,963,601.00	3,009,562.00	45,961.00
TOTAL EXPENSES	5,505,150.00	5,588,595.00	83,445.00



THE MUNICIPALITY OF

LAMBTON SHORES

## **2023 OPERATING BUDGET OVERVIEW**

### ***Business Plan: Wastewater***

#### **PRIMARY RESPONSIBILITIES**

The Lambton Shores Wastewater Treatment and Collection System is made up of collection systems in the urban areas of Forest, Arkona, Thedford, and Grand Bend in addition to treatment facilities in Arkona, Forest, Thedford, Grand Bend (within South Huron), and Indian Hills. The Arkona, Forest, Grand Bend, and Indian Hills Treatment facilities are mechanical plants while the Thedford system relies on a lagoon for treatment. The systems serve 3104 customers.

The wastewater collection system and treatment plants are operated under contract by Jacobs. The contract was renewed for 2020 and included a ten (10) year term that expires on December 31, 2030. Jacobs is responsible for the operation of the treatment facilities in accordance with Provincial certificates of approval and regulations as well as monitoring and maintenance of the collection system as required.

The Wastewater Treatment and Collection system operates under the fully self-funded model with operating expenses recovered through sewer rates. Sewer rates are charged based on the quantity of metered water consumption.

#### **SUMMARY OF OPERATING BUDGET CHANGES**

The 2023 Wastewater budget has been adjusted to account for Jacobs fees as per the services contract. Other proposed changes are summarized:

The revenue has been increased to reflect the new rates for 2023.

The cost allocation for the Grand Bend shared sewer system has been updated as per the proposed Grand Bend Area Joint Sewer Board budget previously approved.

# Municipality of Lambton Shores

2023 Budget

	2022	2023	
	BUDGET	BUDGET	Amount Changed
<b>WASTEWATER</b>			
<b><u>SANITARY SEWER SYSTEMS</u></b>			
USER FEES	2,266,500.00	2,502,000.00	235,500.00
TRANSFER FROM R / RF	50,000.00	50,000.00	0.00
TOTAL REVENUE	2,316,500.00	2,552,000.00	235,500.00
PERSONNEL COSTS	5,052.00	5,821.00	769.00
UTILITIES	202,694.00	206,748.00	4,054.00
PRINCIPAL & INTEREST	102,975.00	86,100.00	(16,875.00)
OMI - CONTRACTED SERVICES	651,306.00	666,424.00	15,118.00
CONTRACTED SERVICES	47,858.00	45,000.00	(2,858.00)
INSURANCE	49,066.00	50,538.00	1,472.00
VEHICLE & EQUIPMENT	6,300.00	6,300.00	0.00
GB - STP LAGOON	468,497.00	487,251.00	18,754.00
MAINTENANCE & REPAIR	76,500.00	78,000.00	1,500.00
ADMINISTRATIVE OTHER	338,815.00	339,140.00	325.00
TRANSFER TO RESERVE FUND	367,437.00	580,678.00	213,241.00
TOTAL EXPENSES	2,316,500.00	2,552,000.00	235,500.00

## **2023 CAPITAL BUDGET OVERVIEW**

Lambton Shores has an extensive capital program proposed for 2023. This overview highlights the planned projects and outlines staff's approach to developing the capital program for each respective area.

The Capital Budget has 3 components with each under a separate tab in the binder. The first section "Capital Budget Project Listing" provides a summary of the projects with a brief description, costs and source of funding.

The 10-year capital forecast is presented under the tab "Capital Detail Schedules". The 10-year capital plan shows planned capital maintenance, rehabilitation, and replacement of the Municipality's existing assets as they are funded from the appropriate lifecycle reserve. This is reflective of the Asset Management Plan and Policy approved by Council in 2019.

### **Tax Supported Projects**

The Tax Supported capital projects are funded from designated lifecycle Reserve Funds which are established through an annual allocation in the Operating Budget.

### **Rolling Stock**

This section of the capital program funds the replacement and purchase of fleet vehicles and equipment. Replacement is planned around the normal life expectancy of a particular piece of equipment, and the annual plan is adjusted based on field inspections of equipment to determine actual need for replacement. The intent of the replacement program is to ensure that equipment is safe for use by municipal staff, and to replace equipment from the Rolling Stock Reserve Fund.

### **Emergency Services**

The amount of \$16,000.00 has been included to retrofit the Thedford rescue truck for better service delivery. This modification is linked to the Fire Master Plan and was included in a previous years budget; however, due to the pandemic the project was not completed and the funds remained in the reserve fund.

### **Transportation**

The rolling stock includes the lifecycle replacement of a grader used to maintain gravel roads, a tractor backhoe used for general maintenance needs and a tandem axle 5 ton truck complete with snow plow.

### **Equipment**

Equipment is also replaced to ensure safety and efficient operations. The equipment is funded from the Equipment Replacement Reserve Fund.

### Information Technology

This section of the capital program funds technology related items purchased to assist with the day to day operations such as computers, printers, and network devices. We rely extensively on the technology in place and it is in our best interest to continue to support it. These capital purchases are funded from the IT capital reserve fund.

### Fire Services

Equipment is replaced to ensure safety and efficient and standardization of operations. In 2023 this includes bunker and breathing gear, radios, water equipment standardization, extrication equipment and small equipment replacements such as nozzles.

### Transportation

The budget includes an annual allocation for small equipment purchases and replacement utilized in day to day operations.

### Recreation

The budget includes funds to purchase new tables for the Legacy Recreation Centre to add to the existing assets. Funds are included for fitness equipment at the Shores Recreation Centre, to replace existing equipment at end of lifecycle. There are also funds to replace the gas tank on the generator at the Legacy Centre due to end of useful life.

Funds have been included for the parking meters in Grand Bend. An update is required to comply with the Payment Card Industry using a new technology for unattended units which increases the security for the user and owner. The upgrade will also allow for the tap option. The cost for upgrading the older parking lot machines was weighed with a full replacement and staff are recommending the replacement. The Main St and River Rd machines will be retrofitted.

Funds have been included to continue to support Lambton Shores Policy 072 Seasonal Decorations Christmas. The budget includes \$20,000 which is offset by \$10,000 in contributions from community groups, in accordance with the policy.

## **Land Improvements**

### Recreation & Leisure Services

This section of the capital program funds capital maintenance and lifecycle projects for the Lambton Shores' inventory of recreation related facilities including: arenas, harbours, community centres, libraries, and parks, as well as all associated apparatus. Projects are considered and prioritized based on the results of various inspections that are completed by staff throughout the calendar year (playground, facilities, etc.) to ensure the safe use of Lambton Shores' assets by the public. All planned expenses are funded from Reserve Funds: Facilities or Land Improvements. Some of the major capital work planned for 2023 includes the following:

Optimist Park Fence and Lighting – this will repair and replace lighting and fencing through Optimist Park in Grand Bend.

Pedestrian Bridge – Forest Walkway Trail – funds are included to replace decking and wooden beams on the pedestrian bridge in Forest.

Grand Bend Beach Walkway Stone Replacement: \$25,000 – this is a lifecycle upgrade to replace existing damaged paver stones with concrete. It is expected that 2023 will see the full completion of this project.

Observation Deck Railing - \$40,000 to replace the existing railing on the observation deck at the Grand Bend Beach.

Morenz Lane Stairs - \$40,000 to replace the stairs at Morenz Lane in Grand Bend due to end of useful life.

Port Franks Marina Dock Replacements: \$21,218 – this is a continuous lifecycle improvement to replace docks as needed.

Port Franks Marina Boat Launch Repair of \$10,000 for safety.

## **Facilities**

### Transportation

Replacement of 6 overheads at the Northville Depot. One of the doors was replaced in 2022 and the balance are in need of replacement.

Lifecycle replacement of the steel roof at the Northville Operations Depot. The roof is leaking in several locations and requires replacement and remedial work.

### Recreation and Leisure

There is \$142,000 included to replace the cooling tower on the refrigeration plant at the Legacy Recreation Centre. The unit is original to the building and has reached the end of useful life. Funds have also been included for a LED lighting conversion at in the lobby and Thomas Hall at the Legacy Centre.

Funds are included to replace the oil cooler in the refrigeration plant at the Shores Recreation Centre

Funds are included to replace HVAC units and for a LED lighting conversion at the Port Franks Community Centre. This project is partially offset by a grant from the Trillium Foundation.

## **Transportation Infrastructure**

Road Reconstruction and Resurfacing, Bridge and Culvert, Sidewalk and Walkways and Streetlight projects are funded from the Transportation Reserve. Lambton Shores also incorporates the Gas Tax Funding we receive in to the Roads program.

### Road Reconstruction and Surface Treatment

When developing the annual capital road repair listing the following criteria from Policy #73 are applied:

1. Consideration is given to the highest priority road repairs first, and those that have been identified as a safety concern in the needs study;
2. Consideration is given to planning a road rehabilitation at the same time as a critical infrastructure upgrade (water, sewer, storm sewer);
3. Consideration is given to projects that are identified as priority items in any other engineering report, study, or memorandum.

Resurfacing Projects for 2023 will be entirely asphalt resurfacing projects and include Gordon Road, Port Franks Estates Drive, Powell Road, Andrea Street, Victoria Street PF, and Ontario Street Thedford.

### Sidewalks and Walkways

This section of the capital program funds maintenance upgrades to existing sidewalks, and funds the construction of new hard surface pathways. An annual allocation is dedicated to replacement of existing sidewalks, and staff completed a springtime inspection of all sidewalk areas to prioritize replacement areas based on the standards established in the Public Works “Sidewalk Inspection, Repair, and Replacement Policy”. The 2023 budget includes \$100,000 to support this program.

The 2023 budget includes a \$250,000 project to replace sidewalks in downtown Forest on King Street West. These sidewalks see a lot of pedestrian traffic and are in need of repairs. This will address safety and accessibility issues.

An expansion of the Ipperwash Trail System to extend Army Camp Road roadside paved Shoulder to Highway 21 is also included in 2023 and partially funded from Development Charges.

### Bridge and Culvert

This section of the capital program funds rehabilitation to Lambton Shores’ inventory of bridges and culverts. O. Reg 278/06 requires that qualifying bridges and culverts must be inspected every other year by a professional engineer to the standards of the *Ontario Structure Inspection Manual (OSIM)*.

The 2023 Capital Budget includes funds for the Ontario Street Grand Bend Bridge project and to replace a culvert on Klondyke Road that is part of the Goosemarsh drain which has noted deterioration and is in need of replacement.

### Streetlights

This section of the capital program funds maintenance upgrades to existing streetlights and traffic lights, as well as the installation of lights at new locations for safety purposes. Projects in this area are considered on an “as-required” basis with consideration given to field inspections completed by the municipality’s lighting contractors. The budget includes replacement of the traffic light controller at King and Townsend in Forest. The 2023 budget also includes \$250,000 for installation of streetlights on Army Camp road in Ipperwash.

### **User Rate Supported Projects**

Funding of water and wastewater projects is provided from two Reserve Funds which are established as part of our rate reviews. The General Reserve Fund supports various miscellaneous projects and the Lifecycle Reserve Fund provides for the asset replacement related costs.

### **Water**

This section of the capital program funds replacement and upgrade investments to drinking water related infrastructure. “Horizontal” infrastructure, such as watermains, is replaced in coordination with road resurfacing projects on an age and/or condition related basis. “Vertical” infrastructure, such as pump stations and water towers, is assessed on a regular basis and replacements/improvements are made on aged and/or obsolete equipment. Projects included in this year’s budget as follows:

- Thedford Booster Station Rehabilitation
- Ontario Street GB Bridge Watermain works
- Main Street East GB Watermain transmission main

### **Wastewater**

This section of the capital program funds replacement and upgrade investments to sanitary servicing related infrastructure. The majority of “horizontal” infrastructure in Lambton Shores, such as gravity sewers and forcemains, is not yet old enough to require replacement. As such, most horizontal sanitary infrastructure capital work is completed on an as-needed basis in the form of repairs during road and watermain reconstruction projects. “Vertical” infrastructure, such as pump stations and wastewater treatment plants, is assessed on a regular basis and replacements/improvements are made on aged and/or obsolete equipment. There are no new projects included in 2023 in this area.

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost				Funding Source			
Department							
Project Name	Project Description	Budget		Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b><u>ROLLING STOCK</u></b>							
<b><u>Fire</u></b>							
GMC Rescue Truck	Retrofit to extend useful life	\$ 16,000		\$ 16,000			
	Subtotal	\$ 16,000		\$ 16,000	\$ -	\$ -	\$ -
<b><u>Protective Inspection &amp; Control</u></b>							
Bylaw Vehicle	Fleet Addition	\$ 50,000		\$ 50,000			
	Subtotal	\$ 50,000		\$ 50,000	\$ -	\$ -	\$ -
<b><u>Building &amp; Assessment</u></b>							
Building Vehicle	Lifecycle replacement of existing unit	\$ 50,000		\$ 50,000			
	Subtotal	\$ 50,000		\$ 50,000	\$ -	\$ -	\$ -
<b><u>Transportation</u></b>							
Grader	Lifecycle replacement of existing unit	\$ 475,000		\$ 475,000			
Backhoe	Lifecycle replacement of existing unit	\$ 155,048		\$ 155,048			
5 Ton	Lifecycle replacement of existing unit	\$ 375,000		\$ 375,000			
Pickup Truck	Fleet Addition	\$ 80,000			\$ 80,000		
	Subtotal	\$ 1,085,048		\$ 1,005,048	\$ 80,000	\$ -	\$ -
	Total Rolling Stock	\$ 1,201,048		\$ 1,121,048	\$ 80,000	\$ -	\$ -
<b><u>EQUIPMENT</u></b>							
<b><u>Information Technology</u></b>							
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 35,002		\$ 35,002			
	Subtotal	\$ 35,002		\$ 35,002	\$ -	\$ -	\$ -
<b><u>Fire</u></b>							
Bunker Gear	Pooled asset lifecycle replacement	\$ 10,000		\$ 10,000			
Breathing Gear	Pooled asset lifecycle replacement	\$ 2,000		\$ 2,000			
Radios & Pagers	Pooled asset lifecycle replacement	\$ 5,000		\$ 5,000			
Equipment Standardization - Water	Lifecycle replacement - standardization	\$ 37,000		\$ 37,000			
Sea Can for Live Fires	New for firefighting training	\$ 7,500		\$ 7,500			
NV - Small Equipment & Nozzel(s)	Lifecycle replacement	\$ 12,000		\$ 12,000			
FO - Extrication Equipment	Lifecycle replacement	\$ 17,500		\$ 17,500			
	Subtotal	\$ 91,000		\$ 91,000	\$ -	\$ -	\$ -
<b><u>Transportation</u></b>							
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000		\$ 10,000			
	Subtotal	\$ 10,000		\$ 10,000	\$ -	\$ -	\$ -
<b><u>Recreation &amp; Leisure Services</u></b>							
Thomas Hall Accessories	New tables	\$ 10,000		\$ 10,000			
Emergency Generator - Legacy	Lifecycle replacement	\$ 10,000		\$ 10,000			
Fitness Equipment	Pooled asset lifecycle replacement	\$ 10,000		\$ 10,000			
Parking Meters	Replacement of 6 parking machines, and retrofit 10 parking machines on Main St to accept tap	\$ 64,000		\$ 64,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000		\$ 10,000		\$ 10,000	
	Subtotal	\$ 114,000		\$ 104,000	\$ -	\$ 10,000	\$ -
	Total Equipment	\$ 250,002		\$ 240,002	\$ -	\$ 10,000	\$ -
<b><u>LAND IMPROVEMENTS</u></b>							
<b><u>Recreation &amp; Leisure Services</u></b>							
Optimist Park - Chain Link Fence	Lifecycle replacement	\$ 10,000		\$ 10,000			
Pedestrian Bridge - Forest Walkway Trail	Lifecycle replacement	\$ 35,000		\$ 35,000			

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Ipperwash Streetscape (Arbor Acres)	This phase includes a seating area, an information kiosk, garbage and recycling containers and a bicycle rack.	\$ 40,000	\$ 40,000			
Paving Stone Replacement	Lifecycle replacement	\$ 25,000	\$ 25,000			
Observation Deck Railing	Lifecycle replacement	\$ 40,000	\$ 40,000			
Morenz Lane Stairs	Lifecycle replacement	\$ 40,000	\$ 40,000			
PF Marina - Dock Replacement	Lifecycle replacement	\$ 21,218	\$ 21,218			
PF Marina - Boat Launch	Safety Maintenance	\$ 10,000	\$ 10,000			
Total Land Improvements		\$ 221,218	\$ 221,218	\$ -	\$ -	\$ -
<b>FACILITIES</b>						
<b>Transportation</b>						
Overhead Doors	Replacement of 6 overhead doors at the Northville Depot	\$ 75,000	\$ 75,000			
Steel Roof	Lifecycle replacement	\$ 250,000	\$ 250,000			
Subtotal		\$ 325,000	\$ 325,000	\$ -	\$ -	\$ -
<b>Recreation &amp; Leisure Services</b>						
Grand Bend Beach Washrooms	Additional Facility	\$ 450,000	\$ 379,800	\$ 70,200		
Refrigeration Plant - Legacy	Replacement of cooling tower	\$ 142,000	\$ 142,000			
LED Lighting Lobby/Thomas Hall	LED conversion of existing indoor	\$ 40,000	\$ 40,000			
Refrigeration Plant - Shores	Replace oil cooler	\$ 30,000	\$ 30,000			
PFCC Rooftop Units	Lifecycle replacement	\$ 93,000	\$ 14,000		\$ 79,000	
PFCC LED Lighting	LED conversion of existing indoor	\$ 15,000	\$ 15,000			
Subtotal		\$ 770,000	\$ 620,800	\$ 70,200	\$ 79,000	\$ -
Total Facilities		\$ 1,095,000	\$ 945,800	\$ 70,200	\$ 79,000	\$ -
<b>TRANSPORTATION INFRASTRUCTURE</b>						
<b>Road Re-Construction</b>						
FO - George St - Retaining Wall	Reconstruction	\$ 250,000	\$ 250,000			
ARK - Fairview Drive Storm Pond Inlet	Reconstruct an existing storm water outlet to accommodate new development flows	\$ 150,000	\$ 150,000			
Subtotal		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -
<b>Re-Surface Treatment</b>						
Re-surface Treatment - Various Locations	<b>Priority Rating : 2023</b> Lifecycle road resurfacing as recommend in the RNS	\$ 2,908,300	\$ 440,456		\$ 2,467,844	
Subtotal		\$ 2,908,300	\$ 440,456	\$ -	\$ 2,467,844	\$ -
<b>Sidewalks / Walkways</b>						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 100,000	\$ 100,000			
Forest Downtown	Replacement of sidewalks in downtown Forest on King Street West.	\$ 250,000	\$ 250,000			
Ipperwash Trail	Army Camp Road	\$ 135,000	\$ 94,500	\$ 40,500		
Subtotal		\$ 485,000	\$ 444,500	\$ 40,500	\$ -	\$ -
<b>Bridge / Culvert</b>						
Ontario St Bridge and Connecting Link	Replacement and Widening of existing bridge	\$ 3,890,299	\$ 23,064	\$ 215,730	\$ 3,651,505	
Klyondyke Road Culvert - Goosemarsh Drain	Replace a culvert on Klondyke Road which is part of Goosmarsh Drain and is need of replacement	\$ 200,000	\$ 200,000			
Subtotal		\$ 4,090,299	\$ 223,064	\$ 215,730	\$ 3,651,505	\$ -

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b>Street Light</b>						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 19,463	\$ 19,463			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 22,523	\$ 22,523			
FO - Traffic Light Controller	King & Townsend - replacement	\$ 40,000	\$ 40,000			
Army Camp Road Lighting	Installation of streetlights	\$ 250,000	\$ 250,000			
	Subtotal	\$ 331,986	\$ 331,986	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 8,215,585	\$ 1,840,006	\$ 256,230	\$ 6,119,349	\$ -
	<b>Total Tax Supported</b>	<b>\$ 10,982,853</b>	<b>\$ 4,368,074</b>	<b>\$ 406,430</b>	<b>\$ 6,208,349</b>	<b>\$ -</b>

**Municipality of Lambton Shores  
2023 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<b><u>WATER INFRASTRUCTURE</u></b>						
<u>Water Mains</u>						
Meter Change out program	Lifecycle Replacement	\$ 400,000	\$ 400,000			
Thedford Booster Station	Rehabilitation of booster station	\$ 1,500,000	\$ 1,500,000			
GB - Ontario St Bridge	Replacement and Widening of existing bridge	\$ 332,700	\$ 332,700			
GB - Main St E Transmission	Replacement of watermain	\$ 650,000	\$ 650,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 202,929	\$ 202,929			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWS capital program based on flow proportion.	\$ 99,274	\$ 99,274			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
	Subtotal	\$ 3,349,903	\$ 3,349,903	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 3,349,903	\$ 3,349,903	\$ -	\$ -	\$ -
<b><u>WASTEWATER INFRASTRUCTURE</u></b>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 37,142	\$ 37,142			
	Subtotal	\$ 37,142	\$ 37,142	\$ -	\$ -	\$ -
	Total Wastewater Infrastructure	\$ 37,142	\$ 37,142	\$ -	\$ -	\$ -
	<b>Total User Rate Supported</b>	<b>\$ 3,387,045</b>	<b>\$ 3,387,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>2023 Total Capital</b>	<b>\$ 14,369,898</b>	<b>\$ 7,755,119</b>	<b>\$ 406,430</b>	<b>\$ 6,208,349</b>	<b>\$ -</b>



THE MUNICIPALITY OF

LAMBTON SHORES

## 2023 OPERATING BUDGET OVERVIEW

### *Estimated Draft Tax Rate Impact*

At the time the Draft 2023 Budget was created, the Lambton County tax policies have not yet been approved and therefore tax rates cannot be calculated. For illustration purposes, the tax policy for 2022 has been used to calculate the estimated tax rate for 2023.

The 2023 Lambton Shores Draft Operating Budget reflects a minimal increase of 2.40% to the tax rate for 2022 from the 2021 tax rate.

The following table shows the year over year impacts for \$100,000.00 of assessment.

Per \$100,000 of Assess	2022	2023	Annual Change	Installment	Month	Day
Assessment	\$100,000.00	\$ 100,000.00	0.00000000			
Tax Rate	0.00503064	0.00515136	0.00012072			
Taxes	\$ 503.06	\$ 515.14	\$12.07	\$3.02	\$1.01	\$0.03
Percent			2.40%			



## 2023 OPERATING BUDGET OVERVIEW

### *Debt Repayments in the 2023 Budget*

On an annual basis staff review the debt and if any additional debt is considered throughout the year, the Annual Repayment Limit (ARL) established by the Ministry of Municipal Affairs and Housing is updated to confirm that we are within our limits. Although there is a detailed calculation, the Ministry calculation is based on the Net Revenues of the Municipality and our total principle and interest payments cannot exceed 25% of the net revenues. Based on the calculation the Lambton Shores current annual repayment limit is \$6,649,554. The current annual repayment costs are \$1,066,070.43 leaving \$5,371,485 of repayment funds available.

The following chart illustrates the current principle outstanding as well as the projected principle and interest payments required. Also, there is a notation of how the debt is funded and depending on the project, it may or may not have an impact on taxation.

		2022	
Description	Expiry	Year End PRI	Annual Pmt
Wastewater			
LS - Forcemain	Oct, 2023	79,118.10	86,100.10
GB STF & PS2	Dec, 2030	388,674.21	47,940.00
		467,792.31	134,040.10
Water			
Phase III Waterline	Oct, 2023	283,419.38	293,555.69
Phase IV Waterline	Oct, 2027	227,505.99	49,561.30
		510,925.37	343,116.99
Recreation			
Shores Rec Centre	Sept, 2033	1,775,198.47	214,165.22
Beach P.Lot	Sept, 2026	456,420.36	129,242.90
Legacy Rec Centre	Nov, 2034	567,125.82	53,391.26
Legacy Rec Centre	Dec, 2039	2,447,743.72	192,113.96
		5,246,488.37	588,913.34
		6,225,206.05	1,066,070.43
Does not include Tile Loan Debenture			

Legend: CIBC – Financial Institution, IO – Infrastructure Ontario, CTY – County, FCM – Federation of Canadian Municipalities

Not Shown in this chart is the new debt that will be acquired in 2023 for the new administration building. As noted in the Operating Budget overview, only a partial year has been included for 2023 as the financing probably won't be in place until mid year when all costs are known. As shown above, this debt is well within the annual repayment limit.

When debt retires it provides an opportunity to either undertake a newly debentured project or allocate an amount equal to the debt repayment to the capital infrastructure replacement reserve fund. Increasing the contribution to the reserve funds enables the funding of future capital replacements without incurring new debt.



## 2023 OPERATING CAPITAL BUDGET OVERVIEW

### *Reserve Fund Impact*

As noted throughout the Operating and Capital Budget, Reserve Funds are established to fund infrastructure replacement in the future. The Draft 2023 budget reflects a 2% increased allocation to reserve funds over the 2022 level and follows the council approved Reserve Fund Policy.

The detailed Capital Budget sheets illustrate the impacts to the Reserve Funds; however, the following chart summarizes the impacts:

2023 Estimated Budget Impacts						
	DESCRIPTION	2022 R/R/F Est Year End Draft	2023 Capital Expense	2023 Operating Expense Contribution	2023 R/R/F Year End Estimate	Capital Program
<b>RESERVE</b>						
1-000-031-3100	Working Funds					
1-000-031-3101	Opportunities & Contingencies					
	<b>SUB TOTAL RESERVES</b>					
<b>RESERVE FUND</b>						
1-000-032-3200	Working Funds	1,082,522.13		222,292.00	860,230.13	
1-000-032-3203	Opportunities and Contingency	199,712.35			199,712.35	
1-000-032-3204	Tax Rate Stabilization	742,940.93			742,940.93	
1-000-032-3223	Election	15,949.58			15,949.58	
1-000-032-3217	Parking	837,887.84			837,887.84	
1-000-032-3213	Information Technology	166,164.96	35,002.00	45,700.00	176,862.96	Equipment
1-000-032-3226	Bridge & Road Inspection /Studies	703,895.90		20,000.00	683,895.90	
1-000-032-3209	Arkona Cemetery	99,062.68			99,062.68	
1-000-032-3219	Harbour Maintenance	550,700.65			550,700.65	
1-000-032-3205	Rolling Stock	746,386.93	1,071,048.00	752,086.00	427,424.93	Rolling Stock
1-000-032-3201	Equipment	477,022.63	197,500.00	253,783.84	533,306.47	Equipment
1-000-032-3202	Transportation Services	1,224,127.22	1,590,006.00	1,582,500.00	1,216,621.22	Transportation
1-000-032-3210	Building and Facilities	2,356,851.62	566,000.00	277,023.85	2,067,875.47	Building & Facilities
1-000-032-3218	Land Improvements	159,183.29	181,218.00	168,951.66	146,916.95	Land Improvement
1-000-032-3207	Water	13,245,832.45	3,349,903.00	2,963,601.00	12,859,530.45	Water
1-000-032-3208	Wastewater	489,937.50	37,142.00	367,437.00	820,232.50	Wastewater
1-000-032-3228	Economic Development	92,067.15				
1-000-032-3227	Special Projects	1,343,668.94			1,343,668.94	
1-000-032-3222	Building Department Cost Stabilization	1,102,171.74	50,000.00		1,052,171.74	
	<b>SUB TOTAL RESERVE FUNDS</b>					
	<b>SUB TOTAL RESERVE &amp; RESERVE FUNDS</b>	<b>25,636,086.49</b>	<b>7,077,819.00</b>	<b>242,292.00</b>	<b>6,411,083.35</b>	<b>24,634,991.69</b>
<b>DEFERRED REVENUE</b>		<b>\$ 29,272,937.86</b>				
1-000-023-2331	Federal Gas Tax	334,402.24	686,224.70	351,823.00	0.00	Infrastructure
1-000-023-2326	Cash-in-lieu of Parkland Revenue	351,903.78			351,903.78	
1-000-023-2328	Cash-in-lieu of Parking	99,068.31			99,068.31	
1-000-023-2337	Ontario Community Infrastructure Fund (OCIF)	43,352.90	1,781,618.90	1,738,266.00	-	Infrastructure
1-000-023-2333	Community Vibrancy Fund	2,913,885.46			2,913,885.46	
1-000-023-2332	Community Improvement - Water Quality	3,981.44			3,981.44	
	Community Improvement - Skateboard/Basketball Park	2,944.81			2,944.81	
	<b>SUB TOTAL DEFERRED REVENUE</b>	<b>3,749,538.94</b>	<b>2,467,843.60</b>	<b>-</b>	<b>2,090,089.00</b>	<b>3,371,783.80</b>
	<b>TOTAL</b>	<b>29,385,625.43</b>	<b>9,545,662.60</b>	<b>242,292.00</b>	<b>8,501,172.35</b>	<b>28,006,775.49</b>

Development Charges				
	2022 Year End Draft	2023 Capital Expense	2023 Operating Expense Contribution	2023 Year End Estimate
Water	\$ 2,695,049.99		\$ 55,769.60	\$ 2,750,819.59
Waste Water	\$ 559,598.19	\$ 50,000.00	\$ 21,864.50	\$ 531,462.69
Municipal Wide Breakdown				
Public Works Facilities	\$ 10,494.64			\$ 10,494.64
Transportation	\$ 1,644,873.71	\$ 295,730.00	\$ 35,372.90	\$ 1,384,516.61
Outdoor Recreation Services	\$ 1,017,289.42	\$ 40,500.00	\$ 20,722.90	\$ 997,512.32
Indoor Recreation Services	\$ 176,641.05	\$ 38,000.00	\$ 6,000.50	\$ 144,641.55
Library Services	\$ 57,325.66			\$ 57,325.66
Parking	\$ 63,628.25			\$ 63,628.25
Administration / Consulting	\$ 50,113.05		\$ 1,315.20	\$ 51,428.25
Fire	\$ 10,913.20			\$ 10,913.20
Fire Protection Services	\$ 4,411.98			\$ 4,411.98
<b>Balance</b>	<b>\$ 6,268,512.74</b>	<b>\$ 336,230.00</b>	<b>\$ 88,000.00</b>	<b>\$ 141,045.60</b>
				<b>\$ 5,985,328.34</b>