



THE MUNICIPALITY OF

LAMBTON SHORES

2020 Operating & Capital Budget

THE CORPORATION OF THE MUNICIPALITY OF LAMBTON SHORES

BY-LAW 06 OF 2020

BEING A BY-LAW TO ADOPT THE 2020 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 2020;

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

1. THAT the attached Schedule "A", being 2020 Operating Budget Summary Comparison for the Municipality of Lambton Shores be adopted.
2. THAT the attached Schedule "B", being the 2020 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 14th day of January, 2020.



Mayor



Clerk

Municipality of Lambton Shores
2020 Operating Budget Summary Comparison

	2019 BUDGET	2020 BUDGET	Amount Changed
Tax Supported Component			
TAXATION LEVY	\$12,140,000.00	\$12,832,494.08	\$ 692,494.08
GENERAL GOVERNMENT			
<i>Revenue</i>			
General	\$3,297,763.00	\$3,319,663.00	\$21,900.00
<i>Expense</i>			
General	\$2,561,181.00	\$2,758,397.00	\$197,216.00
TOTAL GENERAL GOVERNMENT	<u>(736,582.00)</u>	<u>(561,266.00)</u>	<u>175,316.00</u>
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$133,950.00	\$143,950.00	\$10,000.00
Policing	\$130,286.00	\$79,713.00	-\$50,573.00
Conservation Authority	\$20,000.00	\$20,000.00	\$0.00
Protective Inspection & Control	\$88,753.00	\$88,753.00	\$0.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$295,565.00	\$281,674.00	-\$13,891.00
Sub Total	<u>\$668,554.00</u>	<u>\$614,090.00</u>	<u>-\$54,464.00</u>
<i>Expense</i>			
Fire Services	\$1,297,329.00	\$1,394,993.00	\$97,664.00
Policing	\$2,629,954.00	\$2,635,215.00	\$5,261.00
Conservation Authority	\$357,750.00	\$359,343.00	\$1,593.00
Protective Inspection & Control	\$217,860.00	\$211,958.00	-\$5,902.00
Crossing Guards	\$32,728.00	\$38,209.00	\$5,481.00
Building & Assessment	\$295,565.00	\$281,674.00	-\$13,891.00
Sub Total	<u>\$4,831,186.00</u>	<u>\$4,921,392.00</u>	<u>\$90,206.00</u>
TOTAL PROTECTION SERVICES	<u>4,162,632.00</u>	<u>4,307,302.00</u>	<u>144,670.00</u>
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$201,500.00	\$16,500.00	-\$185,000.00
Sub Total	<u>\$204,650.00</u>	<u>\$19,650.00</u>	<u>-\$185,000.00</u>
<i>Expense</i>			
Community Services Administration	\$866,453.00	\$920,472.00	\$54,019.00
Transfer to Reserve Fund	\$1,804,782.00	\$1,891,000.00	\$86,218.00
Roadways	\$2,440,221.00	\$2,372,603.00	-\$67,618.00
Winter Control	\$481,158.00	\$483,637.00	\$2,479.00
Street Lighting	\$116,537.00	\$110,370.00	-\$6,167.00
Sub Total	<u>\$5,709,151.00</u>	<u>\$5,778,082.00</u>	<u>\$68,931.00</u>
TOTAL TRANSPORTATION SERVICES	<u>\$5,504,501.00</u>	<u>\$5,758,432.00</u>	<u>\$253,931.00</u>
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$485,000.00	\$495,000.00	\$10,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	<u>\$488,184.00</u>	<u>\$498,184.00</u>	<u>\$10,000.00</u>
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$388,035.00	\$416,960.00	\$28,925.00
Recycling	\$462,550.00	\$520,550.00	\$58,000.00
Compost Site / Leaf Pickup	\$51,104.00	\$64,744.00	\$13,640.00
Sub Total	<u>\$901,689.00</u>	<u>\$1,002,254.00</u>	<u>\$100,565.00</u>
TOTAL ENVIRONMENTAL SERVICES	<u>\$413,505.00</u>	<u>\$504,070.00</u>	<u>\$90,565.00</u>

Municipality of Lambton Shores
2020 Operating Budget Summary Comparison

	2019 BUDGET	2020 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$48,431.00	\$49,231.00	\$800.00
Sub Total	\$48,431.00	\$49,231.00	\$800.00
<i>Expense</i>			
Cemeteries	\$70,353.00	\$68,937.00	-\$1,416.00
Sub Total	\$70,353.00	\$68,937.00	-\$1,416.00
TOTAL CEMETERIES	\$21,922.00	\$19,706.00	-\$2,216.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$103,533.00	\$102,973.00	-\$560.00
Parks	\$47,740.00	\$47,740.00	\$0.00
Beach	\$714,030.00	\$764,503.00	\$50,473.00
Legacy Recreation Centre	\$235,610.00	\$262,810.00	\$27,200.00
Shores Recreation Centre	\$386,207.00	\$342,262.00	-\$43,945.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$108,050.00	\$121,780.00	\$13,730.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$601,872.00	\$696,872.00	\$95,000.00
Sub Total	\$2,197,942.00	\$2,339,840.00	\$141,898.00
<i>Expense</i>			
General Administration	\$821,027.00	\$815,337.00	-\$5,690.00
Parks	\$390,320.00	\$438,207.00	\$47,887.00
Beach	\$918,067.00	\$856,964.00	-\$61,103.00
Legacy Recreation Centre	\$770,261.00	\$777,976.00	\$7,715.00
Shores Recreation Centre	\$877,967.00	\$906,210.00	\$28,243.00
Old Forest Arena	\$51,628.00	\$66,721.00	\$15,093.00
Community Centres	\$189,295.00	\$191,238.00	\$1,943.00
Libraries	\$19,168.00	\$19,043.00	-\$125.00
Harbour	\$707,212.00	\$804,566.00	\$97,354.00
Sub Total	\$4,744,945.00	\$4,876,262.00	\$131,317.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,547,003.00	\$2,536,422.00	(\$10,581.00)
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$68,000.00	\$68,000.00	\$0.00
Economic Development	\$77,500.00	\$66,250.00	-\$11,250.00
Drainage	\$1,388,722.00	\$1,385,121.00	-\$3,601.00
Sub Total	\$1,534,222.00	\$1,519,371.00	-\$14,851.00
<i>Expense</i>			
Planning	\$24,114.00	\$49,114.00	\$25,000.00
Economic Development	\$318,000.00	\$322,865.08	\$4,865.08
Drainage	\$1,419,127.00	\$1,415,220.00	-\$3,907.00
Sub Total	\$1,761,241.00	\$1,787,199.08	\$25,958.08
TOTAL PLANNING & DEVELOPMENT	\$227,019.00	\$267,828.08	\$40,809.08
Total Tax Supported Revenue	\$8,439,746.00	\$8,360,029.00	(\$79,717.00)
Taxation	\$ 12,140,000.00	\$ 12,832,494.08	\$692,494.08
Total Tax Supported Expense	\$20,579,746.00	\$21,192,523.08	\$612,777.08

Municipality of Lambton Shores
2020 Operating Budget Summary Comparison

	2019 BUDGET	2020 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$4,655,583.00	\$4,911,150.00	\$255,567.00
<i>Expense</i>			
Water	\$4,655,583.00	\$4,911,150.00	\$255,567.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$1,941,941.00	\$2,051,434.00	\$109,493.00
<i>Expense</i>			
Wastewater	\$1,941,941.00	\$2,051,434.00	\$109,493.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$6,597,524.00	\$6,962,584.00	\$365,060.00
User Rate Supported Expense	\$6,597,524.00	\$6,962,584.00	\$365,060.00
Tax and User Rate Revenue Total	\$27,177,270.00	\$28,155,107.08	\$977,837.08
Tax and User Rate Expense Total	\$27,177,270.00	\$28,155,107.08	\$977,837.08

\$0.00

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>ROLLING STOCK</u>						
<u>Fire</u>						
Grand Bend Squad Truck	Replace Jeep vehicle	60,000	60,000			
Thedford Rescue Truck	Retrofit	15,000	15,000			
	Subtotal	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
<u>Transportation</u>						
Tractor - N. Area	Lifecycle replacement of existing unit	\$ 110,000	\$ 110,000			
Tractor - Shores	Lifecycle replacement with a Compact Tractor	\$ 50,000	\$ 50,000			
Tractor Mower - S. Area	Lifecycle replacement of existing unit	\$ 38,000	\$ 38,000			
5 Ton	Lifecycle replacement of existing unit	\$ 236,500	\$ 236,500			
Pickup	Lifecycle replacement of existing unit	\$ 29,910	\$ 29,910			
Pickup	New Asset	\$ 45,000	\$ 45,000			
	Subtotal	\$ 509,410	\$ 509,410	\$ -	\$ -	\$ -
	Total Rolling Stock	\$ 584,410	\$ 584,410	\$ -	\$ -	\$ -
<u>EQUIPMENT</u>						
<u>Information Technology</u>						
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements, new software	\$ 73,210	\$ 73,210			
	Subtotal	\$ 73,210	\$ 73,210	\$ -	\$ -	\$ -
<u>Fire</u>						
Bunker Gear	Pooled asset lifecycle replacement	\$ 23,640	\$ 23,640			
Bunker Gear Ready Racks	Storage and Drying Racks	\$ 18,000	\$ 18,000			
Breathing Gear	Pooled asset lifecycle replacement	\$ 17,000	\$ 17,000			
Flt Test Equipment	Equipment to perform required work in house	\$ 19,000	\$ 19,000			
Truck Equipment Standardization	Updating / Standardize Equipment on trucks	\$ 11,000	\$ 11,000			
Infrared Cameras	Lifecycle replacement	\$ 44,000	\$ 44,000			
	Subtotal	\$ 132,640	\$ 132,640	\$ -	\$ -	\$ -
<u>Transportation</u>						
Road Side Mower	Lifecycle replacement	\$ 18,000	\$ 18,000			
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
Speedcheck Radar sign	Lifecycle replacement	\$ 10,000	\$ 10,000			
	Subtotal	\$ 38,000	\$ 38,000	\$ -	\$ -	\$ -
<u>Recreation & Leisure Services</u>						
Parking Meters	Lifecycle replacement of existing meters	\$ 94,721	\$ 94,721			
Fitness Equipment Replacement	Replace existing equipment	\$ 30,000	\$ 30,000			
	Subtotal	\$ 124,721	\$ 124,721	\$ -	\$ -	\$ -
	Total Equipment	\$ 368,571	\$ 368,571	\$ -	\$ -	\$ -

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>LAND IMPROVEMENTS</u>						
<u>Recreation & Leisure Services</u>						
Klondyke Park Play Structure	Replacement of play structure	\$ 47,782	\$ 47,782			
Whyte Park Tennis Court & Fencing	Major repairs to fencing and surface	\$ 30,000	\$ 30,000			
Boardwalk Lighting	Replacement of Wood Bollard Lights	\$ 60,000	\$ 60,000			
Paving Stone & Wooden lookouts	Replacement of cracked stone and wooden lookouts	\$ 45,000	\$ 45,000			
PF Docks	Lifecycle replacement of finger docks and re-anchor due to high water level	\$ 25,000	\$ 25,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000	\$ 10,000		\$ 10,000	
Total Land Improvements		\$ 227,782	\$ 217,782	\$ -	\$ 10,000	\$ -
<u>FACILITIES</u>						
<u>Recreation & Leisure Services</u>						
Shores Recreation Compressor	Replacement	\$ 25,000	\$ 25,000			
Shores Recreation Lights	Replace ice surface lights with LED	\$ 35,000	\$ 35,000			
Shores Recreation dressing room heaters	Install dressing room heaters	\$ 10,000	\$ 10,000			
Beach House	New epoxy floors	\$ 40,000	\$ 40,000			
Arkona Community Centre Upgrades	Washroom upgrades - flooring and fixtures	\$ 30,000	\$ 30,000			
Total Facilities		\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -
<u>TRANSPORTATION INFRASTRUCTURE</u>						
<u>Road Re-Construction</u>						
GB - Ontario Street North - Corridor	Priority Rating : N/A Lifecycle replacement includes road surface, watermain and stormwater infrastructure improvements	\$ 1,480,000	\$ 63,358		\$ 1,416,642	
Ravenswood Line	Priority Rating : 1-5 Years Full Reconstruction	\$ 2,600,000	\$ 1,596,508		\$ 1,003,492	
FO - Broadway St	Priority Rating : N/A Engineering	\$ 50,000	\$ 50,000			
FO - Railway Storm Sewer	Priority Rating : N/A Realignment of existing storm from under building	\$ 250,000	\$ 250,000			
Subtotal		\$ 4,380,000	\$ 1,959,866	\$ -	\$ 2,420,134	\$ -
<u>Re-Surface Treatment</u>						
GB - Oak St - Ontario St to Huron	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS. Single Lift HCB	\$ 80,000	\$ 80,000			

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
GB - Woodward Ave - Centre to Walker	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 42,000	\$ 42,000			
GB - Dietrich Crescent - Ellber to Dietrich	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 32,000	\$ 32,000			
GB - Beach St - Huron to Beach	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 18,000	\$ 18,000			
GB - Walker St - Huron to Warwick	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 115,000	\$ 115,000			
GB - Huron St - Centre to Walker	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 42,000	\$ 42,000			
GB - Huron Ave - Main to Centre	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 28,000	\$ 28,000			
BOS - Peter Cres - London to London	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 10,000	\$ 10,000			
BOS - Cedar Drive - London to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 3,000	\$ 3,000			
BOS - Spruce St - West to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 7,000	\$ 7,000			
BOS - Wakefield St - London to William	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
BOS - Victoria Ave - West Ipperwash to East End	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 14,000	\$ 14,000			
BOS - Mary St - Victoria to Robert	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
BOS - Tanner Rd - West Ipperwash to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 12,000	\$ 12,000			
BOS - Ruth Pl - William to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 3,000	\$ 3,000			
BOS - Juniper Ln - London to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Double lift LCB	\$ 22,000	\$ 22,000			

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
BOS - Jane St - London to Tobias	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
BOS - Margaret Pl - William to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - Robert Ave - West End to Mary	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - Agnes Pl - William to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - William St - West Ipperwash to Wakefield	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 18,000	\$ 18,000			
BOS - Robert Ave - Mary to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - Beachway Dr - West Parkway to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 20,000	\$ 20,000			
BOS - Sunset Ave - Ipperwash to Beachway	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 15,000	\$ 15,000			
BOS - Foster Cr - Ipperwash to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
BOS - Evergreen Ave - Beachway to Sunset	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
BOS - Richardson Dr - East Parkway to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 18,000	\$ 18,000			
BOS - Pine Trail Ave - Beachway to Sunset	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
BOS - Maylard Ave - Gratton to Clemens	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 15,000	\$ 15,000			
BOS - Gratton Dr - Army Camp to Maylard	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000	\$ 6,000			
BOS - Erin St - Riverside to Cornell	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
BOS - Cornell Trail - Erie to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
Subtotal		\$ 606,000	\$ 606,000	\$ -	\$ -	\$ -

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Sidewalks / Walkways						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 150,000	\$ 150,000			
	Subtotal	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
Bridge / Culvert						
Decker Rd	Priority Rating :1-10 Years Springline repair per 2019 OSIM update	\$ 30,000	\$ 30,000			
Brush Line	Priority Rating : 1-5 Years Replacement of existing structure off Brush Line on road to sewage plant per 2019 OSIM update	\$ 75,000	\$ 75,000			
	Subtotal	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -
Street Light						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 17,812	\$ 17,812			
Decorative Streetlights	Upgrade lights to LED	100,000	\$ 100,000			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 21,224	\$ 21,224			
	Subtotal	\$ 139,036	\$ 139,036	\$ -	\$ -	\$ -
Total Transportation Infrastructure		\$ 5,380,036	\$ 2,959,902	\$ -	\$ 2,420,134	\$ -
Total Tax Supported		\$ 6,700,799	\$ 4,270,665	\$ -	\$ 2,430,134	\$ -

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>WATER INFRASTRUCTURE</u>						
<u>Water System General</u>						
North Area Meter Changeout	Annual water meter replacement program.	\$ 350,000	\$ 350,000			
<u>Water Mains</u>						
GB - Ontario St N Corridor	Watermain replacement associated with Ontario St N Corridor Reconstruction in Grand Bend (Connecting Link)	\$ 200,000	\$ 200,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 185,709	\$ 185,709			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 78,755	\$ 78,755			
Leak Detection Study	Carry over from 2019. Area metering to locate potential watermain leaks	\$ 40,000	\$ 40,000			
Thedford Reservoir Maintenance	Surface coatings and sealing recommended by recent inspections	\$ 250,000	\$ 250,000			
Water SCADA Upgrades	Upgrade SCADA and communications	\$ 75,000	\$ 75,000			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
	Subtotal	\$ 1,344,464	\$ 1,344,464	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 1,344,464	\$ 1,344,464	\$ -	\$ -	\$ -
<u>WASTEWATER INFRASTRUCTURE</u>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 33,990	\$ 33,990			
<u>Miscellaneous Items</u>						
GB - Ontario St N Corridor	Sewer system upgrades associated with Ontario St N Corridor Reconstruction in Grand Bend (Connecting Link)	\$ 100,000	\$ 100,000			
GB - Ontario Trunk Sewer	New jointly owned trunk sewer servicing South Huron and Lambton Shores	\$ 1,468,900	\$ 263,900		\$ 1,205,000	
River Rd Sanitary Sewer Upgrades	Design of new gravity sanitary sewer and pump station	\$ 50,000	\$ 50,000			
	Subtotal	\$ 1,652,890	\$ 447,890	\$ -	\$ 1,205,000	\$ -
	Total Wastewater Infrastructure	\$ 1,652,890	\$ 447,890	\$ -	\$ 1,205,000	\$ -
	Total User Rate Supported	\$ 2,997,354	\$ 1,792,354	\$ -	\$ 1,205,000	\$ -
2020 Total Capital						
		\$ 9,698,153	\$ 6,063,019	\$ -	\$ 3,635,134	\$ -

Budget Detail

OPERATING BUDGET

Operating Budget Overview

Operating Budget Summary

TAX SUPPORTED

Business Unit Detail

USER RATE SUPPORTED

Business Unit Detail

Water Operating
Wastewater Operating

CAPITAL BUDGET

Capital Budget Overview

Capital Budget Project Listing

Capital Budget Backup Detail Schedules

SUPPORTING DOCUMENTS

Tax Rate Impacts
Debt Repayment
Reserve Fund Impacts

2020 OPERATING BUDGET OVERVIEW

The Lambton Shores 2020 Draft Budget is presented with established Business Units funded by both tax and user rate support.

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 2019 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 2019 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. Maintaining the contributions to reserve funds is essential for planning future asset replacements and is supported by the Asset Management Plan.

Notable Revenue Increases

Building permit revenue has increased \$25,000 to reflect averages, growth and pending rate review.

Parking Revenue has increased \$30,000 to reflect the 3 year average.

Harbour Revenues have increased to reflect the inclusion of funds from the Harbour Reserve Fund to offset additional work required for docks as a result of the high water level.

The rate funded component; Water and Wastewater, revenues have increased to reflect the change in rates.

Notable Revenue Decreases

The 2019 Budget included a prior year policing reconciliation and a credit was included to help offset the current year increase in pricing. This has been removed for 2020.

Transportation Services has had the allocation for the Cliff Road Drain funding from Reserve Fund removed as it has been allocated in 2019 and not required in 2020.

Notable Expenditure Increases

The Draft 2020 budget reflects the approved cost of living adjustment for wages of 1.75%.

There has been a 10% increase in insurance costs overall for Lambton Shores. This is high; however, lower than the average for municipalities.

The Fire Services budget has increases for several items. In addition to the wage adjustment noted above, an annual allocation for vacation pay has been included. The contracted services has increased due to the new communications contract for the new radio system. An increase for a public education and guideline updates has also been included.

In 2019 Council approved an increase allocation for Gravel of \$70,000 funded from the Opportunities and Contingencies Reserve fund after the budget was approved and therefore is not shown as part of the 2019 budget. Staff have included the increased level of \$70,000 for Gravel in the 2020 Budget with no offsetting Reserve Fund allocation.

Bluewater Recycling Association Board has approved their 2020 budget which reflects an increase for both garbage and recycling costs and together the increase for Lambton Shores is \$78,000.

Notable Expenditure Decreases

In 2019 Council allocated \$114,000 to the Opportunities and Contingencies Reserve Fund for future projects. This was done to maintain a zero tax rate change and was not carried forward; however, the 2020 Budget does include an allocation of \$187,700.00 to Reserve Funds for Asset Management and \$50,000.00 for “new sidewalks” to be determined at a later date.

Under Transportation the municipal cost for the Cliff Rd drain has been removed.

Under Economic Development the allocation for the wayfinding signs has been decreased from \$125,000 to \$50,000.00. The initial project is complete and the remaining funds will be put in a Reserve Fund for future sign replacement.

Summary

The Operating Budget is estimated to result in a 0% change to the Municipal tax rate over the 2019 rate. This tax rate impact is as a result of the increased assessment for 2020. The final tax rate information will be brought forward once the County wide tax policies have been established and education rates received.

Municipality of Lambton Shores
2020 Operating Budget Summary Comparison

	2019 BUDGET	2020 BUDGET	Amount Changed
Tax Supported Component			
TAXATION LEVY	\$12,140,000.00	\$12,832,494.08	\$ 692,494.08
GENERAL GOVERNMENT			
<i>Revenue</i>			
General	\$3,297,763.00	\$3,319,663.00	\$21,900.00
<i>Expense</i>			
General	\$2,561,181.00	\$2,758,397.00	\$197,216.00
TOTAL GENERAL GOVERNMENT	<u>(736,582.00)</u>	<u>(561,266.00)</u>	<u>175,316.00</u>
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$133,950.00	\$143,950.00	\$10,000.00
Policing	\$130,286.00	\$79,713.00	-\$50,573.00
Conservation Authority	\$20,000.00	\$20,000.00	\$0.00
Protective Inspection & Control	\$88,753.00	\$88,753.00	\$0.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$295,565.00	\$281,674.00	-\$13,891.00
Sub Total	<u>\$668,554.00</u>	<u>\$614,090.00</u>	<u>-\$54,464.00</u>
<i>Expense</i>			
Fire Services	\$1,297,329.00	\$1,394,993.00	\$97,664.00
Policing	\$2,629,954.00	\$2,635,215.00	\$5,261.00
Conservation Authority	\$357,750.00	\$359,343.00	\$1,593.00
Protective Inspection & Control	\$217,860.00	\$211,958.00	-\$5,902.00
Crossing Guards	\$32,728.00	\$38,209.00	\$5,481.00
Building & Assessment	\$295,565.00	\$281,674.00	-\$13,891.00
Sub Total	<u>\$4,831,186.00</u>	<u>\$4,921,392.00</u>	<u>\$90,206.00</u>
TOTAL PROTECTION SERVICES	<u>4,162,632.00</u>	<u>4,307,302.00</u>	<u>144,670.00</u>
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$201,500.00	\$16,500.00	-\$185,000.00
Sub Total	<u>\$204,650.00</u>	<u>\$19,650.00</u>	<u>-\$185,000.00</u>
<i>Expense</i>			
Community Services Administration	\$866,453.00	\$920,472.00	\$54,019.00
Transfer to Reserve Fund	\$1,804,782.00	\$1,891,000.00	\$86,218.00
Roadways	\$2,440,221.00	\$2,372,603.00	-\$67,618.00
Winter Control	\$481,158.00	\$483,637.00	\$2,479.00
Street Lighting	\$116,537.00	\$110,370.00	-\$6,167.00
Sub Total	<u>\$5,709,151.00</u>	<u>\$5,778,082.00</u>	<u>\$68,931.00</u>
TOTAL TRANSPORTATION SERVICES	<u>\$5,504,501.00</u>	<u>\$5,758,432.00</u>	<u>\$253,931.00</u>
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$485,000.00	\$495,000.00	\$10,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	<u>\$488,184.00</u>	<u>\$498,184.00</u>	<u>\$10,000.00</u>
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$388,035.00	\$416,960.00	\$28,925.00
Recycling	\$462,550.00	\$520,550.00	\$58,000.00
Compost Site / Leaf Pickup	\$51,104.00	\$64,744.00	\$13,640.00
Sub Total	<u>\$901,689.00</u>	<u>\$1,002,254.00</u>	<u>\$100,565.00</u>
TOTAL ENVIRONMENTAL SERVICES	<u>\$413,505.00</u>	<u>\$504,070.00</u>	<u>\$90,565.00</u>

Municipality of Lambton Shores
2020 Operating Budget Summary Comparison

	2019 BUDGET	2020 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$48,431.00	\$49,231.00	\$800.00
Sub Total	\$48,431.00	\$49,231.00	\$800.00
<i>Expense</i>			
Cemeteries	\$70,353.00	\$68,937.00	-\$1,416.00
Sub Total	\$70,353.00	\$68,937.00	-\$1,416.00
TOTAL CEMETERIES	\$21,922.00	\$19,706.00	-\$2,216.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$103,533.00	\$102,973.00	-\$560.00
Parks	\$47,740.00	\$47,740.00	\$0.00
Beach	\$714,030.00	\$764,503.00	\$50,473.00
Legacy Recreation Centre	\$235,610.00	\$262,810.00	\$27,200.00
Shores Recreation Centre	\$386,207.00	\$342,262.00	-\$43,945.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$108,050.00	\$121,780.00	\$13,730.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$601,872.00	\$696,872.00	\$95,000.00
Sub Total	\$2,197,942.00	\$2,339,840.00	\$141,898.00
<i>Expense</i>			
General Administration	\$821,027.00	\$815,337.00	-\$5,690.00
Parks	\$390,320.00	\$438,207.00	\$47,887.00
Beach	\$918,067.00	\$856,964.00	-\$61,103.00
Legacy Recreation Centre	\$770,261.00	\$777,976.00	\$7,715.00
Shores Recreation Centre	\$877,967.00	\$906,210.00	\$28,243.00
Old Forest Arena	\$51,628.00	\$66,721.00	\$15,093.00
Community Centres	\$189,295.00	\$191,238.00	\$1,943.00
Libraries	\$19,168.00	\$19,043.00	-\$125.00
Harbour	\$707,212.00	\$804,566.00	\$97,354.00
Sub Total	\$4,744,945.00	\$4,876,262.00	\$131,317.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,547,003.00	\$2,536,422.00	(\$10,581.00)
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$68,000.00	\$68,000.00	\$0.00
Economic Development	\$77,500.00	\$66,250.00	-\$11,250.00
Drainage	\$1,388,722.00	\$1,385,121.00	-\$3,601.00
Sub Total	\$1,534,222.00	\$1,519,371.00	-\$14,851.00
<i>Expense</i>			
Planning	\$24,114.00	\$49,114.00	\$25,000.00
Economic Development	\$318,000.00	\$322,865.08	\$4,865.08
Drainage	\$1,419,127.00	\$1,415,220.00	-\$3,907.00
Sub Total	\$1,761,241.00	\$1,787,199.08	\$25,958.08
TOTAL PLANNING & DEVELOPMENT	\$227,019.00	\$267,828.08	\$40,809.08
Total Tax Supported Revenue	\$8,439,746.00	\$8,360,029.00	(\$79,717.00)
Taxation	\$12,140,000.00	\$12,832,494.08	\$692,494.08
Total Tax Supported Expense	\$20,579,746.00	\$21,192,523.08	\$612,777.08

Municipality of Lambton Shores
2020 Operating Budget Summary Comparison

	2019 BUDGET	2020 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$4,655,583.00	\$4,911,150.00	\$255,567.00
<i>Expense</i>			
Water	\$4,655,583.00	\$4,911,150.00	\$255,567.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$1,941,941.00	\$2,051,434.00	\$109,493.00
<i>Expense</i>			
Wastewater	\$1,941,941.00	\$2,051,434.00	\$109,493.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$6,597,524.00	\$6,962,584.00	\$365,060.00
User Rate Supported Expense	\$6,597,524.00	\$6,962,584.00	\$365,060.00
Tax and User Rate Revenue Total	\$27,177,270.00	\$28,155,107.08	\$977,837.08
Tax and User Rate Expense Total	\$27,177,270.00	\$28,155,107.08	\$977,837.08

\$0.00

2020 OPERATING BUDGET OVERVIEW

General Government Administration Overview

PRIMARY RESPONSIBILITIES

Administrative functions in Lambton Shores are shared between the CAO's office and each of the four operating departments being Clerk, Finance, Fire, 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, record 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. The Clerk is also responsible for the administration of the municipal election every 4 years.

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 Community Services Department, operating out of the Northville Office, is responsible for development and engineering services, public works, parks and facilities, utilities (water, waste water, 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 Community Services are shown in the Transportation and Recreation Business Units.

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). The OMPF is a slight increase of \$6,900 over the 2019 allocation.

SUMMARY OF OPERATING BUDGET CHANGES

The Council Contracted Services line has been increased to include costs for the Integrity Commissioner as per the new contract as well as an increase for the Committee of Adjustment pay.

As noted in the overview, Lambton Shores has experienced an increase in the cost of insurance. At this time we do not have the breakdown for the areas of the increased liability cost and therefore it has all been included under the CAO / Corporate section to be distributed once received.

Under the Clerk and Records Management section there is an inclusion of expenses for advancing our records management functions which is also offset with revenue from the MMAH funds that Council previously approved and were subsequently included in a Reserve Fund until the project can move forward.

Under the Finance Department the 2019 cost allocation for the Asset Management Plan completion has been removed.

Also under Finance the 2019 allocation of \$114,458.00 to the Opportunities and Contingencies Reserve Fund was removed; however, an addition was made in 2020 for \$81,900.00.

In 2020 Council allocated \$187,700.00 to Reserve Funds for Asset Management as per the Asset Management Plan.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
GENERAL GOVERNMENT			
<u>COUNCIL</u>			
PERSONNEL COSTS	\$211,987.00	\$220,358.00	\$8,371.00
CONTRACTED SERVICES	1,299.00	4,799.00	3,500.00
MATERIALS & SUPPLIES	873.00	873.00	0.00
ADMINISTRATIVE OTHER	13,570.00	11,570.00	(2,000.00)
TOTAL EXPENSES	<u>227,729.00</u>	<u>237,600.00</u>	<u>9,871.00</u>
SUBTOTAL	<u>227,729.00</u>	<u>237,600.00</u>	<u>9,871.00</u>
<u>CAO / CORPORATE</u>			
PERSONNEL COSTS	329,761.00	321,864.00	(7,897.00)
SPECIAL PROJECTS & CONSULTING	95,000.00	95,000.00	0.00
LEGAL	30,000.00	30,000.00	0.00
CORPORATE PROP & LIA. INSURANCE	112,200.00	165,566.00	53,366.00
ADMINISTRATIVE OTHER	9,000.00	9,000.00	0.00
TOTAL EXPENSES	<u>575,961.00</u>	<u>621,430.00</u>	<u>45,469.00</u>
SUBTOTAL	<u>575,961.00</u>	<u>621,430.00</u>	<u>45,469.00</u>
<u>CLERK / RECORD MGMT / COMMUNICATIONS</u>			
USER FEES	16,000.00	16,000.00	0.00
TRANSFER FROM RESERVE FUND	0.00	15,000.00	15,000.00
TOTAL REVENUE	<u>16,000.00</u>	<u>31,000.00</u>	<u>15,000.00</u>
PERSONNEL COSTS	308,059.00	315,344.00	7,285.00
UTILITIES	3,714.00	5,014.00	1,300.00
CONTRACTED SERVICES	22,430.00	37,830.00	15,400.00
MATERIALS & SUPPLIES	17,247.00	16,247.00	(1,000.00)
ADMINISTRATIVE OTHER	16,165.00	7,796.00	(8,369.00)
TOTAL EXPENSES	<u>367,615.00</u>	<u>382,231.00</u>	<u>14,616.00</u>
SUBTOTAL	<u>351,615.00</u>	<u>351,231.00</u>	<u>(384.00)</u>
<u>ELECTION</u>			
TRANSFER TO RESERVE FUND	11,263.00	11,500.00	237.00
TOTAL EXPENSES	<u>11,263.00</u>	<u>11,500.00</u>	<u>237.00</u>
SUBTOTAL	<u>11,263.00</u>	<u>11,500.00</u>	<u>237.00</u>
<u>MUNICIPAL TAXATION</u>			
MUNICIPAL TAXATION	12,140,000.00	12,832,494.08	692,494.08
MUNICIPAL P.I.L	451,013.00	451,013.00	0.00
MUNICIPAL SUPPLEMENTARY	160,000.00	160,000.00	0.00
MUNICIPAL WRITE OFF	160,000.00	160,000.00	0.00
SUBTOTAL	<u>12,591,013.00</u>	<u>13,283,507.08</u>	<u>692,494.08</u>

Municipality of Lambton Shores

2020 Budget

	2019	2020	
	BUDGET	BUDGET	Amount Changed
<u>FINANCE</u>			
GRANTS	1,689,400.00	1,696,300.00	6,900.00
USER FEES	292,000.00	292,000.00	0.00
OTHER REVENUE	42,000.00	42,000.00	0.00
TOTAL REVENUE	2,023,400.00	2,030,300.00	6,900.00
PERSONNEL COSTS	664,450.00	665,674.00	1,224.00
UTILITIES	18,100.00	18,262.00	162.00
CONTRACTED SERVICES	93,500.00	60,500.00	(33,000.00)
MATERIALS & SUPPLIES	70,500.00	72,000.00	1,500.00
MAINTENANCE & REPAIR	12,000.00	7,000.00	(5,000.00)
ADMINISTRATIVE OTHER	17,100.00	17,100.00	0.00
TRANSFER TO RESERVE FUND	144,406.00	300,600.00	156,194.00
TOTAL EXPENSES	1,020,056.00	1,141,136.00	121,080.00
SUBTOTAL	(1,003,344.00)	(889,164.00)	114,180.00
<u>INFORMATION TECHNOLOGY</u>			
CONTRACTED SERVICES	150,000.00	155,000.00	5,000.00
VEHICLE OR EQUIPMENT	6,500.00	6,500.00	0.00
TRANSFER TO RESERVE FUND	42,057.00	43,000.00	943.00
TOTAL EXPENSES	198,557.00	204,500.00	5,943.00
SUBTOTAL	198,557.00	204,500.00	5,943.00
<u>ADMINISTRATION RECOVERY</u>			
OTHER REVENUE	647,350.00	647,350.00	0.00
SUBTOTAL	647,350.00	647,350.00	0.00
TOTAL GENERAL GOVERNMENT	(12,876,582.00)	(13,393,760.08)	(517,178.08)
TAX LEVY INCLUDED ABOVE	12,140,000.00	12,832,494.08	692,494.08
TOTAL GENERAL GOV'T LESS TAX LEVY	(736,582.00)	(561,266.00)	175,316.00



THE MUNICIPALITY OF

LAMBTON SHORES

2020 OPERATING BUDGET OVERVIEW

Business Plan: Fire Services

PRIMARY RESPONSIBILITIES

Lambton Shores Fire and Emergency Services, established in 2018, is continuing the tradition of the 5 predecessor station to its services to the residence of the Municipality of Lambton Shores. Through Fire Service Agreements, the Municipality continues to provide fire services to several adjacent municipalities including: Bluewater, South Huron, Warwick, North Middlesex, and Plympton-Wyoming.

Currently the department has 5 main business lines:

1. Fire Response (emergency response)
2. Public education – Coordinated centrally
3. Fire prevention, inspection and enforcement – Coordinated centrally
4. Firefighter training – Coordinated centrally
5. Firefighter Health / Safety program – Coordinated centrally



Defining and standardization of service delivery across the fire service continues to a priority in the year 2020. A number of supportive projects/activities are identified in the budget, beyond the “core budget” such as:

Operating Budget

- Finalizing the organizational structure and associated compensation,
- Budgeting required vacation pay into the budget,
- Commencing fire fighter mental health resilience training,
- Updating and simplifying Fire Policies and Operating Guidelines that have changed since 2018,
- Supporting Public Education by developing messaging on the two municipal Zambonis,
- Introducing reimbursement for members “out of pocket” fire related vehicle licensing costs.

SUMMARY OF OPERATING BUDGET CHANGES

In the 2020 budget a new maintenance agreement fee and tower licence fee is included for the fire radio system which reflects a cost increase of \$18,000.

The required vacation-pay inclusion, organizational / out of pocket adjustments in-conjunction with the annual cost of living adjustments result in a \$46,000 increase.

The additional training, public education and policy update make up the additional increases for Fire Services.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
PROTECTION SERVICES			
<u>FIRE SERVICES</u>			
GRANTS	106,650.00	106,650.00	0.00
USER FEES	19,300.00	29,300.00	10,000.00
OTHER REVENUE	8,000.00	8,000.00	0.00
TOTAL REVENUE	<u>133,950.00</u>	<u>143,950.00</u>	<u>10,000.00</u>
PERSONNEL COSTS	607,755.00	654,443.00	46,688.00
UTILITIES	35,450.00	35,000.00	(450.00)
CONTRACTED SERVICES	33,500.00	51,500.00	18,000.00
INSURANCE	38,000.00	45,000.00	7,000.00
VEHICLE OR EQUIPMENT	68,400.00	76,300.00	7,900.00
MATERIALS & SUPPLIES	16,900.00	27,450.00	10,550.00
MAINTENANCE & REPAIR	11,400.00	4,600.00	(6,800.00)
ADMINISTRATIVE OTHER	14,700.00	19,700.00	5,000.00
TRANSFER TO RESERVE FUND	471,224.00	481,000.00	9,776.00
TOTAL EXPENSES	<u>1,297,329.00</u>	<u>1,394,993.00</u>	<u>97,664.00</u>
SUBTOTAL	<u>1,163,379.00</u>	<u>1,251,043.00</u>	<u>87,664.00</u>



THE MUNICIPALITY OF

LAMBTON SHORES

2020 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. Lambton Shores has just renewed the OPP contract.

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 but the police also operate out of the OPP station in Grand Bend and a small community office at the Forest EMS base to service Lambton Shores.

The Policing cost of \$2,635,215.00 has been incorporated in the draft budget. This is an increase of \$5,261.00 over the 2019 level.

As in the past years we have included the POA grant from the County of \$65,000.00 and the Prisoner Transport Grant at the same level as 2019 \$13,713.00.

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.

ABCA 2020 Budget

	2019	2020	Change
General Levy	\$ 173,251.00	\$ 181,930.00	\$ 8,679.00
Project Levy	\$ 56,471.00	\$ 46,996.00	\$ (9,475.00)
Capital (admin bldg)	\$ 9,307.00	\$ 9,307.00	\$ -
Sub Total	<u>\$ 239,029.00</u>	<u>\$ 238,233.00</u>	<u>\$ (796.00)</u>

Special Benefitting - Maintenance

Flood Control	\$ 12,315.00	\$ 15,670.00	\$ 3,355.00
Ice Monitoring	\$ 2,006.00	\$ 2,678.00	\$ 672.00
Erosion Control	\$ 6,224.00	\$ 6,801.00	\$ 577.00
AW - Bendway Weirs	\$ 8,168.00	\$ 8,221.00	\$ 53.00
Sub Total	<u>\$ 28,713.00</u>	<u>\$ 33,370.00</u>	<u>\$ 4,657.00</u>

Total	<u>\$ 267,742.00</u>	<u>\$ 271,603.00</u>	<u>\$ 3,861.00</u>
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Special Benefitting - Projects

Parkhill Dam Toe Drain Repairs	\$ 4,078.00	\$ -	\$ (4,078.00)
Parkhill Dam Safety & log booms	\$ 5,790.00	\$ -	\$ (5,790.00)
Walker Drain Repairs	\$ 21,867.00	\$ 21,867.00	\$ -
Total Special Benefitting -Projects	<u>\$ 31,735.00</u>	<u>\$ 21,867.00</u>	<u>\$ (9,868.00)</u>

Total General, Mtc and Project Levy	\$ 299,477.00	\$ 293,470.00	\$ (6,007.00)
Less AW - Bendway Weir	\$ 8,168.00	\$ 8,221.00	\$ 53.00
Total 2020 Operating Budget	<u>\$ 291,309.00</u>	<u>\$ 285,249.00</u>	<u>\$ (6,060.00)</u>

St. Clair 2020 Budget

	2019	2019	Change
General Levy	\$ 45,230.00	\$ 52,883.00	\$ 7,653.00
Special Levies			
Esleie Dodge	\$ 1,175.00	\$ 1,175.00	\$ -
Sub Total	<u>\$ 1,175.00</u>	<u>\$ 1,175.00</u>	<u>\$ -</u>
Total	<u>\$ 46,405.00</u>	<u>\$ 54,058.00</u>	<u>\$ 7,653.00</u>

SUMMARY OF OPERATING BUDGET CHANGES

A significant change in this Department is the removal of the prior year credit for policing costs as it was for one year only. If Council wishes to continue an offset for policing costs, previous years credits have been allocated to the Working Funds Reserve Fund as part of a surplus.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>POLICING</u>			
GRANTS	78,713.00	78,713.00	0.00
USER FEES	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	50,573.00	0.00	(50,573.00)
TOTAL REVENUE	<u>130,286.00</u>	<u>79,713.00</u>	<u>(50,573.00)</u>
CONTRACTED SERVICES	2,629,954.00	2,635,215.00	5,261.00
TOTAL EXPENSES	<u>2,629,954.00</u>	<u>2,635,215.00</u>	<u>5,261.00</u>
SUBTOTAL	<u>2,499,668.00</u>	<u>2,555,502.00</u>	<u>55,834.00</u>
<u>CONSERVATION AUTHORITY</u>			
TRANSFER FROM RESERVE FUND	20,000.00	20,000.00	0.00
TOTAL REVENUE	<u>20,000.00</u>	<u>20,000.00</u>	<u>0.00</u>
CONTRACTED SERVICES	337,750.00	339,343.00	1,593.00
MATERIALS & SUPPLIES	20,000.00	20,000.00	0.00
TOTAL EXPENSES	<u>357,750.00</u>	<u>359,343.00</u>	<u>1,593.00</u>
SUBTOTAL	<u>337,750.00</u>	<u>339,343.00</u>	<u>1,593.00</u>

2020 OPERATING BUDGET OVERVIEW

Business Plan: Protection to Person & Property By-law

PRIMARY RESPONSIBILITIES

The purpose of By-Law enforcement is to seek compliance with municipal By-laws that improve quality of life, while providing public safety and consumer protection.

The focus of the program is effective communication, to ensure everyone benefits from the awareness and enforcement of our municipal by-laws. Our service is based on the principle that all laws exist to enhance the quality of life individually and the quality of life in our greater community.

This can be challenging in a diverse Municipality such as Lambton Shores where the needs of the residents, commercial businesses, agricultural operators, tourists and visitors all need to be considered. Each group is an integral part of our community but have differing interests which can compete or be incompatible at times.

Municipal by-laws deal with property standards, site alteration, zoning infractions etc., as well as by-laws pertaining to the health and safety of residents, such as open air burning, dog control, beaches and noise control. There are also regulatory by-laws that deal with parking, public nuisances, discharge of fireworks, sign by-laws and operating chip wagons etc. The tourism component of Lambton Shores brings the need for more specialized regulations.

Council determines the yearly budget for the by-law unit. Lambton Shores permanent By-Law enforcement officer schedules and deploys human resources to be as strategic and effective as possible within the budget allocated to these duties.

The Province has announced funding through the Ontario Cannabis Legalization Implementation Fund and the program revenue of \$9,535.00 for Lambton Shores opting in has been included here as a Provincial grant. This amount remains the same as 2019 as we have not been provided with an estimate at this time.

SUMMARY OF OPERATING BUDGET CHANGES

There are no significant changes.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>PROTECTIVE INSPECTION & CONTROL</u>			
GRANTS	9,535.00	9,535.00	0.00
USER FEES	79,218.00	79,218.00	0.00
TOTAL REVENUE	<u>88,753.00</u>	<u>88,753.00</u>	<u>0.00</u>
PERSONNEL COSTS	182,285.00	177,658.00	(4,627.00)
UTILITIES	2,700.00	2,700.00	0.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
VEHICLE & EQUIPMENT	7,400.00	8,000.00	600.00
MATERIALS & SUPPLIES	14,100.00	12,100.00	(2,000.00)
ADMINISTRATIVE OTHER	3,500.00	3,500.00	0.00
TRANSFER TO RESERVE FUND	4,875.00	5,000.00	125.00
TOTAL EXPENSES	<u>217,860.00</u>	<u>211,958.00</u>	<u>(5,902.00)</u>
SUBTOTAL	<u>129,107.00</u>	<u>123,205.00</u>	<u>(5,902.00)</u>
<u>CROSSING GUARDS</u>			
PERSONNEL COSTS	31,646.00	36,377.00	4,731.00
CONTRACTED SERVICES	1,082.00	1,832.00	750.00
SUBTOTAL	<u>32,728.00</u>	<u>38,209.00</u>	<u>5,481.00</u>

2020 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.

In 2019, a total of 285 permits have been issued to the December 15th, of which 80 are single family residential units. 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 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 2020 budget has been based on another year of growth in the Municipality. Revenue has been adjusted upward by \$25,000 based on the expectation of continued growth in both residential and commercial permits.

The Building & Assessment budget is a self-funded department that relies mainly on revenue generated through the issuance of building permits to offset expenses required to provide the service. The 2020 budget projects a shortfall of \$24,974. A consultant has been engaged under the 2019 budget to conduct a fee review. This review will consider the shortfall and rates required to ensure sustainability.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>BUILDING & ASSESSMENT</u>			
USER FEES	226,700.00	251,700.00	25,000.00
OTHER REVENUE	5,000.00	5,000.00	0.00
TRANSFER FROM RESERVE FUND	63,865.00	24,974.00	(38,891.00)
TOTAL REVENUE	<u>295,565.00</u>	<u>281,674.00</u>	<u>(13,891.00)</u>
PERSONNEL COSTS	231,950.00	227,944.00	(4,006.00)
UTILITIES	845.00	845.00	0.00
VEHICLE & EQUIPMENT	4,505.00	4,505.00	0.00
CONTRACTED SERVICES	25,000.00	15,000.00	(10,000.00)
MATERIALS & SUPPLIES	2,500.00	2,500.00	0.00
ADMINISTRATIVE OTHER	25,350.00	25,350.00	0.00
TRANSFER TO RESERVE FUND	5,415.00	5,530.00	115.00
TOTAL EXPENSES	<u>295,565.00</u>	<u>281,674.00</u>	<u>(13,891.00)</u>
TOTAL PROTECTION SERVICES	<u>4,162,632.00</u>	<u>4,307,302.00</u>	<u>144,670.00</u>



2020 OPERATING BUDGET OVERVIEW

Business Plan: Transportation Services

PRIMARY RESPONSIBILITIES

The Community Services 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 Community Services Department administration consists of one Director, two Managers, an Engineer and an Engineering Specialist, 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 Community Services 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 including the "Rotary Trail" in the north end of the Municipality and the Grand Trunk Walking Trail in South Area. 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. Lambton Shores replaced all Cobra Head style streetlights in 2015 with LED streetlights. Decorative streetlights have not been upgraded to LED style heads yet, the capital budget does include monies to advance decorative replacement.

The Community Services 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. In other words, they are not designed to handle more extreme and unpredictable events and minor road flooding could occur in higher frequency events. New developments also often include storm water management ponds often referred to as “SWM Ponds” (pronounced Swim). These ponds are meant to improve the quality of the storm discharge and regulate the rate it discharges to reduce the potential downstream impacts. These ponds, while not requiring much in the way of maintenance when they are initially built do require maintenance as they start to fill with sediment. The Municipality has an annual maintenance program to inspect all the storm water management ponds that the Municipality owns.

SUMMARY OF OPERATING BUDGET CHANGES

2020 budgets have been set to maintain the existing level of service in most cases with the exception of the following items:

As Council will recall the original budget for gravel in 2019 item was set at \$230,000. Council requested a report regarding gravel roads, and as a result of recommendations contained in this report, the allocation was increased to \$300,000. The 2020 budget for the purchase of gravel in the Loose Top (gravel roads) section of the budget has been maintained at that level. As outlined in the aforementioned report, staff is suggesting a budget closer to \$600,000 would be the ideal budget for gravel purchases. Although staff proposed to gradually increase this budget over the coming years in an effort reach the ideal level, Council did not approve it. In addition to the quantity increase in gravel, the type of gravel used in 2019 was changed from Granular A to Granular M. Staff are happy with the results achieved by this change, and will be using this type of gravel again in 2020.

The General Transportation budget includes \$100,000 for the continued remediation of 12 Ann St. 2019 saw the demolition of the old building and foundation and the site now sits vacant with a gravel surface. The 2020 work will include an environmental

assessment along with the required remediation that will ultimately allow a Record of Site to be registered. Once this registration is completed, staff will present Council with options for the future use of the property.

Additional monies for an engineering study and design has been included in the Transportation budget under Contracted Services for the design of some type of retaining wall on George St. next to 32 Victoria Street. This area is experiencing erosion and slumping on the slope next to the road. Staff have attempted some remedial actions, however the erosion and slumping has continued. A geotechnical Engineer will be retained to undertake the necessary design for a new retaining structure.

The allocations required for the Cliff Rd drain have been removed as the project was complete in 2019.

Past budgets have included \$15,000 for the removal of Phragmites within the Municipality. The 2020 budget for this item has been increased to \$20,000. This additional \$5,000 will allow for the site specific removal of Phragmites on the old railroad allowance behind the Forest Works Depot. The normal Phragmites removal program will continue with the remaining \$15,000. The allocation for Phragmites is now included under the Recreation – Parks portion of the budget.

Council added an additional allocation to the Reserve Funds of \$50,000.00 for the construction of “new” sidewalks.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u> <u>BUDGET</u>	<u>2020</u> <u>BUDGET</u>	<u>Amount Changed</u>
TRANSPORTATION SERVICES			
<u>COMMUNITY SERVICES</u>			
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	656,204.00	691,822.00	35,618.00
UTILITIES	70,449.00	71,450.00	1,001.00
CONTRACTED SERVICES	82,000.00	100,000.00	18,000.00
MATERIALS & SUPPLIES	18,384.00	18,384.00	0.00
MAINTENANCE & REPAIR	25,000.00	25,000.00	0.00
ADMINISTRATIVE OTHER	14,416.00	13,816.00	(600.00)
TOTAL EXPENSES	<u>866,453.00</u>	<u>920,472.00</u>	<u>54,019.00</u>
SUBTOTAL	<u>863,303.00</u>	<u>917,322.00</u>	<u>54,019.00</u>
<u>CAPITAL RESERVE FUND ALLOCATIONS</u>			
TRANSFER TO RESERVE FUND	1,804,782.00	1,891,000.00	86,218.00
SUBTOTAL	<u>1,804,782.00</u>	<u>1,891,000.00</u>	<u>86,218.00</u>
<u>ROADWAYS</u>			
<u>GENERAL OPERATIONS</u>			
GRANTS	10,500.00	10,500.00	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	<u>185,000.00</u>	<u>0.00</u>	<u>(185,000.00)</u>
TOTAL REVENUE	<u>201,500.00</u>	<u>16,500.00</u>	<u>(185,000.00)</u>
PERSONNEL COSTS	366,188.00	362,436.00	(3,752.00)
CONTRACTED SERVICES	159,862.00	183,362.00	23,500.00
INSURANCE	195,700.00	201,571.00	5,871.00
VEHICLE & EQUIPMENT	32,208.00	35,548.00	3,340.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
MAINTENANCE & REPAIR	<u>293,099.00</u>	<u>108,099.00</u>	<u>(185,000.00)</u>
TOTAL EXPENSES	<u>1,072,057.00</u>	<u>916,016.00</u>	<u>(156,041.00)</u>
SUBTOTAL	<u>870,557.00</u>	<u>899,516.00</u>	<u>28,959.00</u>
<u>SIDEWALK MAINTENANCE</u>			
PERSONNEL COSTS	9,707.00	867.00	(8,840.00)
CONTRACTED SERVICES	20,000.00	20,000.00	0.00
MATERIALS & SUPPLIES	3,000.00	3,000.00	0.00
MAINTENANCE & REPAIR	<u>10,000.00</u>	<u>10,000.00</u>	<u>0.00</u>
SUBTOTAL	<u>42,707.00</u>	<u>33,867.00</u>	<u>(8,840.00)</u>
<u>CATCH BASIN, CURB & GUTTER, SWEEPING</u>			
PERSONNEL COSTS	35,248.00	31,095.00	(4,153.00)
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
VEHICLE & EQUIPMENT	30,655.00	31,300.00	645.00
MATERIALS & SUPPLIES	<u>4,711.00</u>	<u>4,711.00</u>	<u>0.00</u>
SUBTOTAL	<u>73,614.00</u>	<u>70,106.00</u>	<u>(3,508.00)</u>
<u>HARD TOP MAINTENANCE</u>			
PERSONNEL COSTS	43,336.00	46,356.00	3,020.00
CONTRACTED SERVICES	150,000.00	120,000.00	(30,000.00)
VEHICLE & EQUIPMENT	30,655.00	31,300.00	645.00
MATERIALS & SUPPLIES	<u>15,000.00</u>	<u>15,000.00</u>	<u>0.00</u>
SUBTOTAL	<u>238,991.00</u>	<u>212,656.00</u>	<u>(26,335.00)</u>
<u>LINE PAINTING</u>			
PERSONNEL COSTS	10,610.00	8,069.00	(2,541.00)
CONTRACTED SERVICES	18,000.00	19,000.00	1,000.00
VEHICLE & EQUIPMENT	1,335.00	1,800.00	465.00
MATERIALS & SUPPLIES	<u>4,000.00</u>	<u>4,500.00</u>	<u>500.00</u>
SUBTOTAL	<u>33,945.00</u>	<u>33,369.00</u>	<u>(576.00)</u>

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
<u>LOOSE TOP MAINTENANCE</u>			
PERSONNEL COSTS	60,490.00	73,091.00	12,601.00
CONTRACTED SERVICES	61,200.00	81,200.00	20,000.00
VEHICLE & EQUIPMENT	73,975.00	75,500.00	1,525.00
MATERIALS & SUPPLIES	230,000.00	300,000.00	70,000.00
SUBTOTAL	425,665.00	529,791.00	104,126.00
<u>BRIDGES AND CULVERTS</u>			
PERSONNEL COSTS	8,916.00	31,515.00	22,599.00
CONTRACTED SERVICES	60,000.00	40,000.00	(20,000.00)
VEHICLE & EQUIPMENT	38,653.00	39,500.00	847.00
MATERIALS & SUPPLIES	15,000.00	15,000.00	0.00
ADMINISTRATIVE	25,000.00	10,000.00	(15,000.00)
TRANSFER TO RESERVE FUND	98,150.00	100,110.00	1,960.00
SUBTOTAL	245,719.00	236,125.00	(9,594.00)
<u>GRASS MOWING</u>			
PERSONNEL COSTS	28,634.00	38,164.00	9,530.00
VEHICLE & EQUIPMENT	15,994.00	20,000.00	4,006.00
SUBTOTAL	44,628.00	58,164.00	13,536.00
<u>BRUSHING/TREE TRIMMING - REMOVAL</u>			
PERSONNEL COSTS	45,742.00	34,126.00	(11,616.00)
CONTRACTED SERVICES	75,000.00	75,000.00	0.00
VEHICLE & EQUIPMENT	13,317.00	20,000.00	6,683.00
SUBTOTAL	134,059.00	129,126.00	(4,933.00)
<u>SAFETY SIGNS</u>			
PERSONNEL COSTS	33,613.00	47,283.00	13,670.00
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	8,000.00	8,500.00	500.00
MATERIALS & SUPPLIES	20,000.00	22,000.00	2,000.00
SUBTOTAL	76,613.00	92,783.00	16,170.00
<u>TRAFFIC SIGNALS</u>			
UTILITIES	9,000.00	9,180.00	180.00
CONTRACTED SERVICES	5,500.00	5,500.00	0.00
VEHICLE & EQUIPMENT	3,500.00	3,500.00	0.00
SUBTOTAL	18,000.00	18,180.00	180.00
<u>STORM SEWER SYSTEMS</u>			
PERSONNEL COSTS	1,728.00	2,420.00	692.00
CONTRACTED SERVICES	10,000.00	10,000.00	0.00
VEHICLE & EQUIPMENT	19,995.00	25,000.00	5,005.00
MATERIALS & SUPPLIES	2,500.00	5,000.00	2,500.00
SUBTOTAL	34,223.00	42,420.00	8,197.00
SUBTOTAL ROADWAYS	2,238,721.00	2,356,103.00	117,382.00
<u>WINTER CONTROL - MAINTENANCE</u>			
PERSONNEL COSTS	163,044.00	135,014.00	(28,030.00)
CONTRACTED SERVICES	62,052.00	62,052.00	0.00
VEHICLE & EQUIPMENT	151,780.00	160,000.00	8,220.00
MATERIALS & SUPPLIES	71,344.00	91,344.00	20,000.00
TOTAL EXPENSES	448,220.00	448,410.00	190.00
SUBTOTAL	448,220.00	448,410.00	190.00

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>WINTER PATROL</u>			
PERSONNEL COSTS	32,938.00	35,227.00	2,289.00
SUBTOTAL	32,938.00	35,227.00	2,289.00
<u>STREET LIGHTING</u>			
PERSONNEL COSTS	2,017.00	170.00	(1,847.00)
UTILITIES	85,000.00	76,700.00	(8,300.00)
VEHICLE & EQUIPMENT	26,020.00	28,000.00	1,980.00
MATERIALS & SUPPLIES	3,500.00	5,500.00	2,000.00
TOTAL EXPENSES	116,537.00	110,370.00	(6,167.00)
SUBTOTAL	116,537.00	110,370.00	(6,167.00)
TOTAL TRANSPORTATION SERVICES	5,504,501.00	5,758,432.00	253,931.00



2020 OPERATING BUDGET OVERVIEW

Business Plan: Vehicle & Equipment

PRIMARY RESPONSIBILITIES

The Community Services 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 Community Services 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 generally been maintained at previous levels with a few exceptions where costs associated with repairs have continued to increase. While the overall vehicle maintenance expense was only slightly over the 2019 budget, major overages can be accounted for in a few pieces of specific equipment this year. In particular, a new transmission was required for one of our backhoes, a number of repairs on our plow trucks resulted in additional repair costs above what was expected, and repairs to the Vac Truck continue to be required. While the repairs the backhoe and plow trucks would appear to be one-time costs that are not expected annually, the Vac Truck, based on past history, requires additional annual maintenance. The 2020 budget has been adjusted to better reflect the cost of owning and operating such a piece of equipment.

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
<u>VEHICLE & EQUIPMENT</u>			
<u>GENERAL OPERATIONS</u>			
USER FEES	475,921.00	529,600.00	53,679.00
TOTAL REVENUE	475,921.00	529,600.00	53,679.00
PERSONNEL COSTS	42,657.00	56,901.00	14,244.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
TRANSFER TO RESERVE FUND	25,543.00	(4,022.00)	(29,565.00)
TOTAL EXPENSES	93,200.00	77,879.00	(15,321.00)
SUBTOTAL	(382,721.00)	(451,721.00)	(69,000.00)
<u>EQUIPMENT OPERATING COSTS</u>			
GRADER	53,502.00	53,502.00	0.00
BACKHOES	20,759.00	24,759.00	4,000.00
LOADERS	8,828.00	8,828.00	0.00
TRACTORS	36,947.00	46,947.00	10,000.00
PLOW TRUCK	79,458.00	89,458.00	10,000.00
PICK UP TRUCKS	31,296.00	31,296.00	0.00
ONE TON	59,583.00	59,583.00	0.00
BUCKET TRUCK	2,500.00	2,500.00	0.00
SWEeper	14,786.00	14,786.00	0.00
CHIPPERS	1,664.00	1,664.00	0.00
BEACH CLEANER	2,000.00	2,000.00	0.00
NORTHSIDE	5,602.00	30,602.00	25,000.00
ZAMBONI	12,200.00	12,200.00	0.00
SMALL EQUIPMENT	34,596.00	34,596.00	0.00
HYDROVAC	19,000.00	39,000.00	20,000.00
SUBTOTAL	382,721.00	451,721.00	69,000.00



THE MUNICIPALITY OF

LAMBTON SHORES

2020 OPERATING BUDGET OVERVIEW

Business Plan: Environmental Solid Waste Management

PRIMARY RESPONSIBILITIES

Lambton Shores provides collection and disposal of recycling and solid waste for its 11,000 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. Municipal staff are currently working with BRA to consider the feasibility of converting Plan 24 to automated collection.

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

The user fee revenue has been increased to reflect the actual revenues received to help offset the cost for the garbage and recycling collection.

Bluewater Recycling Association (BRA) approved their budget with an overall increase of 12.63% in recycling fees and 1.7% increase to waste collection and disposal costs. This has resulted in a \$58,000 increase in recycling and \$20,000 increase in waste.

The compost site also requires an increase to accommodate the additional work required to be compliant with regulations.

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
ENVIRONMENTAL SERVICES			
<u>GARBAGE COLLECT / DEBRIS / LITTER PICKUP</u>			
USER FEES	485,000.00	495,000.00	10,000.00
TOTAL REVENUE	485,000.00	495,000.00	10,000.00
PERSONNEL COSTS	61,485.00	69,330.00	7,845.00
CONTRACTED SERVICES	275,000.00	295,000.00	20,000.00
VEHICLES & EQUIPMENT	3,920.00	5,000.00	1,080.00
MATERIALS & SUPPLIES	47,630.00	47,630.00	0.00
TOTAL EXPENSES	388,035.00	416,960.00	28,925.00
SUBTOTAL	(96,965.00)	(78,040.00)	18,925.00
<u>RECYCLING</u>			
USER FEES	3,184.00	3,184.00	0.00
TOTAL REVENUE	3,184.00	3,184.00	0.00
CONTRACTED SERVICES	460,000.00	518,000.00	58,000.00
MATERIALS & SUPPLIES	2,550.00	2,550.00	0.00
TOTAL EXPENSES	462,550.00	520,550.00	58,000.00
SUBTOTAL	459,366.00	517,366.00	58,000.00
<u>COMPOST SITE / LEAF PICKUP</u>			
PERSONNEL COSTS	25,000.00	43,640.00	18,640.00
CONTRACTED SERVICES	25,000.00	20,000.00	(5,000.00)
ADMINISTRATIVE OTHER	1,104.00	1,104.00	0.00
SUBTOTAL	51,104.00	64,744.00	13,640.00
TOTAL ENVIRONMENTAL SERVICES	413,505.00	504,070.00	90,565.00

2019 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. Staff have spent considerable time researching a columbarium and scattering grounds projects for both the Beechwood and Arkona Cemeteries. The projects were not moved forward in 2019; however, the funds as approved in the budget have been set aside for when the project is ready.

The maintenance of the roadways, grass cutting, tree trimming and brushing in the municipally owned and operated Beechwood Cemetery is arranged through the Community Services staff, and the Department oversees minor maintenance and repair of monuments. 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 circumstances.

The Clerk's Department undertakes 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.

Vital statistics are maintained by the Clerk's Department Staff, and includes the registration of deaths registered by the area funeral directors. Another component of cemetery management is the genealogical research, whereby people contact the office to determine the location of deceased relations.

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

There are no significant changes.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
CEMETERIES			
<u>FOREST / BEECHWOOD</u>			
USER FEES	33,050.00	33,050.00	0.00
OTHER REVENUE	3,700.00	4,200.00	500.00
TOTAL REVENUE	36,750.00	37,250.00	500.00
PERSONNEL COSTS	18,120.00	18,935.00	815.00
VEHICLE & EQUIPMENT	9,995.00	12,000.00	2,005.00
MATERIALS & SUPPLIES	3,200.00	3,200.00	0.00
MAINTENANCE & REPAIR	5,000.00	5,000.00	0.00
ADMINISTRATIVE OTHER	5,000.00	5,000.00	0.00
TOTAL EXPENSES	41,315.00	44,135.00	2,820.00
SUBTOTAL	4,565.00	6,885.00	2,320.00
<u>ARKONA</u>			
USER FEES	7,040.00	7,040.00	0.00
OTHER REVENUE	3,120.00	3,420.00	300.00
TOTAL REVENUE	10,160.00	10,460.00	300.00
PERSONNEL COSTS	1,447.00	0.00	(1,447.00)
CONTRACTED SERVICES	15,500.00	15,500.00	0.00
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	20,697.00	19,250.00	(1,447.00)
SUBTOTAL	10,537.00	8,790.00	(1,747.00)
<u>PINERY / BAPTIST / WARD/ LVG/PIONEER</u>			
USER FEES	1,300.00	1,300.00	0.00
OTHER REVENUE	221.00	221.00	0.00
TOTAL REVENUE	1,521.00	1,521.00	0.00
PERSONNEL COSTS	3,117.00	291.00	(2,826.00)
INSURANCE	1,224.00	1,261.00	37.00
ADMINISTRATIVE OTHER	4,000.00	4,000.00	0.00
TOTAL EXPENSES	8,341.00	5,552.00	(2,789.00)
SUBTOTAL	6,820.00	4,031.00	(2,789.00)
TOTAL CEMETERIES	21,922.00	19,706.00	(2,216.00)

2020 OPERATING BUDGET OVERVIEW

Business Plan: Recreation & Leisure Services

PRIMARY RESPONSIBILITIES

Recreation and Leisure Services develops and promotes recreation and wellness, and works to maximize utilization of recreational facilities in Lambton Shores. Recreation and Leisure Services is a liaison between the Municipality and various community groups and organizations and makes recommendations to Council.

Community groups are assisted by staff with promotion of events, programs and services through the municipal website, weekly email updates, the monthly newsletter and social media.

Recreation and Leisure 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 coordinates the annual volunteer recognition program.

The municipality has developed the Lambton Shores Community Grant and Community Vibrancy Fund program, 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.

The Business Units of arenas, community centres, and parks include a line item for revenue waived. Each year, the Municipality 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.

Approved through historic agreements, Lambton Shores has waived approximately \$182,000 in potential revenue in 2019 and anticipate a slight increase for 2020. There is no impact to the operating budget's bottom line as the accounting functions net to \$0.

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. This change also provides important information to Council and the community regarding what the municipality contributes to ensure that 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

The advertising budget of \$15,000 has been moved from Recreation and Leisure Services to the Economic Development Business Unit and combined with communications expenses. There are no other significant changes for 2020.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
RECREATION AND CULTURAL SERVICES			
<u>GENERAL ADMINISTRATION</u>			
USER FEES	9,000.00	9,000.00	0.00
OTHER REVENUE	411.00	411.00	0.00
TRANSFER FROM RESERVE FUND	<u>94,122.00</u>	<u>93,562.00</u>	<u>(560.00)</u>
TOTAL REVENUE	<u>103,533.00</u>	<u>102,973.00</u>	<u>(560.00)</u>
PERSONNEL COSTS	196,418.00	197,380.00	962.00
CONTRACTED SERVICES	10,300.00	10,300.00	0.00
INSURANCE	46,350.00	47,741.00	1,391.00
DONATION / GRANT	140,122.00	141,862.00	1,740.00
COMMUNITIES IN BLOOM	5,500.00	2,500.00	(3,000.00)
VOLUNTEER RECOGNITION	8,500.00	8,500.00	0.00
ADMINISTRATIVE OTHER	22,054.00	7,054.00	(15,000.00)
TRANSFER TO RESERVE FUND	<u>391,783.00</u>	<u>400,000.00</u>	<u>8,217.00</u>
TOTAL EXPENSES	<u>821,027.00</u>	<u>815,337.00</u>	<u>(5,690.00)</u>
SUBTOTAL	<u>717,494.00</u>	<u>712,364.00</u>	<u>(5,130.00)</u>

2020 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 etc. Passive parks largely consist of treed natural areas. The Community Services Department maintains these parks by ensuring grass is cut, garbage and recycling containers are picked up and emptied, portable toilet arrangements are made for the routine maintenance and cleaning. In active parks the Department ensures that picnic tables and benches are set out and picked up annually, public washrooms are cleaned and maintained and any debris picked up. The Department also ensures that playground equipment is inspected and maintained and if necessary replaced. The Department also ensures that parking lots are maintained.

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

The majority of budgets within the department have been kept in line with 2019 budgets.

Contracted services have been decreased \$5,000.00 from a one-time cost in 2019 for sod cutting at Coultis Ball Diamond.

Vehicle rental has decreased to allow for the purchase of an additional pickup truck for the Community Services fleet in 2020. Only one rental will be required with the purchase of the new vehicle. One of the additional trucks is dedicated to watering flower beds and hanging pots. The other vehicle is dedicated to our grass crew.

Under Utilities, the cost of water has been increased to reflect the 3 year actual costs.

Facility/ground maintenance has increased by \$10,000 to accommodate for additional garden maintenance.

As noted under Transportation Services, the cost of phragmites is included here and the budget has increased for the work required on the old railroad allowance.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>PARKS</u>			
USER FEES	10,000.00	10,000.00	0.00
REVENUE WAIVED	37,740.00	37,740.00	0.00
TOTAL REVENUE	<u>47,740.00</u>	<u>47,740.00</u>	<u>0.00</u>
PERSONNEL COSTS	175,461.00	204,842.00	29,381.00
UTILITIES	36,793.00	45,969.00	9,176.00
CONTRACTED SERVICES	30,000.00	25,000.00	(5,000.00)
VEHICLE & EQUIPMENT	18,470.00	17,000.00	(1,470.00)
DONATION / GRANT	37,740.00	37,740.00	0.00
PHRAGMITIES PROGRAM	15,000.00	20,000.00	5,000.00
MATERIALS & SUPPLIES	31,276.00	32,076.00	800.00
MAINTENANCE & REPAIR	45,580.00	55,580.00	10,000.00
TOTAL EXPENSES	<u>390,320.00</u>	<u>438,207.00</u>	<u>47,887.00</u>
SUBTOTAL	<u>342,580.00</u>	<u>390,467.00</u>	<u>47,887.00</u>



THE MUNICIPALITY OF

LAMBTON SHORES

2020 OPERATING BUDGET OVERVIEW

Business Plan: Recreation - Beach

PRIMARY RESPONSIBILITIES

Main Beach

The Grand Bend Municipal Beach is one of Lambton Shores' most important and popular assets and attracts tens of thousands of visitors every year.

Primary maintenance on the Main Beach involves daily cleaning and raking to remove litter and other debris. In addition the Municipality maintains the paid parking lot areas and provides and maintains public trash receptacles. The main structural facility on the beach is the Beach House which houses public change rooms with washrooms, a concession booth, and an accessible observation deck. Staff members are responsible for the day to day cleaning and maintenance of the beach house, washroom facilities, parking meter maintenance and the grounds. Main Beach is a guarded beach and the seasonal hours of supervision of the beach are 12pm – 6pm Monday to Thursday, and 11am – 7pm Friday to Sunday.

The Municipality, in conjunction with the Health Unit provides regular testing of water quality in the Main Beach area as a part of the Blue Flag Designation received in 2009. The Blue Flag designation is awarded to beaches and marinas that meet strict environmental and educational and practice criteria. Annually the Community Services Department is required to submit documents including operations manuals, educational events, site plans etc. to the Environmental Defense for review of our Blue Flag status.

The Community Services Department also coordinates the scheduling of major events and oversees the conduct of those events which are typically held on the Main Beach throughout the season. These include events taking place on the Rotary Community Stage.

The cost of operating the Grand Bend Municipal Beach is offset from the revenues generated by the paid parking lots and the concession. Contracted by-law enforcement is used to ensure paid parking areas are in compliance.

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.

SUMMARY OF OPERATING BUDGET CHANGES

Beach Concession revenues have increased based on historical averages and expenses have also been adjusted accordingly.

The parking revenues have been increased \$30,000 to reflect a 3 year average.

Interest and principal payments have been reduced as these debts will be fully paid in June 2020. Council could give consideration to allocating the change in the requirement for debt to a capital asset replacement reserve fund.

Signage has been decreased by 68% as most parking lot signage is now complete. A budget of \$1,600 remains to allow for replacement/repairs as needed.

Lab testing has decreased due to water quality testing completed by Lambton Public Health.

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
<u>BEACH</u>			
GRANTS	1,000.00	1,000.00	0.00
USER FEES	1,000.00	1,000.00	0.00
REVENUE WAIVED	1,530.00	1,900.00	370.00
OTHER REVENUE	0.00	103.00	103.00
TOTAL REVENUE	3,530.00	4,003.00	473.00
PERSONNEL COSTS	148,305.00	132,747.00	(15,558.00)
UTILITIES	61,844.00	63,644.00	1,800.00
CONTRACTED SERVICES	53,679.00	53,679.00	0.00
VEHICLE & EQUIPMENT	6,660.00	10,000.00	3,340.00
DONATION / GRANT	1,530.00	1,900.00	370.00
MATERIALS & SUPPLIES	32,000.00	32,000.00	0.00
MAINTENANCE & REPAIR	16,748.00	16,748.00	0.00
ADMINISTRATIVE OTHER	2,563.00	763.00	(1,800.00)
TOTAL EXPENSES	323,329.00	311,481.00	(11,848.00)
SUBTOTAL	319,799.00	307,478.00	(12,321.00)
<u>BEACH HOUSE OPERATIONS</u>			
USER FEES	90,500.00	110,500.00	20,000.00
TOTAL REVENUE	90,500.00	110,500.00	20,000.00
PERSONNEL COSTS	48,166.00	70,603.00	22,437.00
MATERIALS & SUPPLIES	37,500.00	53,000.00	15,500.00
ADMINISTRATIVE OTHER	1,624.00	1,624.00	0.00
TOTAL EXPENSES	87,290.00	125,227.00	37,937.00
SUBTOTAL	(3,210.00)	14,727.00	17,937.00
<u>BEACH PATROL</u>			
PERSONNEL COSTS	95,500.00	115,966.00	20,466.00
UTILITIES	338.00	338.00	0.00
MATERIALS & SUPPLIES	5,000.00	5,000.00	0.00
TOTAL EXPENSES	100,838.00	121,304.00	20,466.00
SUBTOTAL	100,838.00	121,304.00	20,466.00
<u>PARKING</u>			
USER FEES	620,000.00	650,000.00	30,000.00
TOTAL REVENUE	620,000.00	650,000.00	30,000.00
PERSONNEL COSTS	12,949.00	3,546.00	(9,403.00)
UTILITIES	2,453.00	2,502.00	49.00
CONTRACTED SERVICES	4,500.00	4,500.00	0.00
PRINCIPAL & INTEREST	312,448.00	220,846.00	(91,602.00)
INSURANCE	2,266.00	2,334.00	68.00
VEHICLE & EQUIPMENT	9,519.00	10,653.00	1,134.00
MATERIALS & SUPPLIES	9,600.00	6,100.00	(3,500.00)
ADMINISTRATIVE OTHER	52,875.00	48,471.00	(4,404.00)
TOTAL EXPENSES	406,610.00	298,952.00	(107,658.00)
SUBTOTAL	(213,390.00)	(351,048.00)	(137,658.00)
SUBTOTAL BEACH	204,037.00	92,461.00	(111,576.00)

2020 OPERATING BUDGET OVERVIEW

Business Plan: Recreation Complexes

PRIMARY RESPONSIBILITIES

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

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 costs of operating these facilities are offset through rental fees, revenues from concession booth operations, and the operating cost shortfall is funded by the general levy. The facility usage is significant, with over 2,000 hours of ice time being booked in each facility annually. The cost of maintaining the former Forest Arena is also captured in this business unit.

Special events bring additional use to both facilities. Currently, the Shores Recreation Centre hosts the following: two international Silver Stick tournaments, and the Kiwanis Club Bike Rodeo, as well as several other local sports tournaments and events. Activities such as ball hockey and YMCA camps and programs also take place on the concrete pad during the non-ice season.

The Suncor Wellness Centre is located in the Shores and is operated by the YMCA. In 2017, Council renewed the existing agreement for an additional three years, which will now expire on December 31, 2020.

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 Old Forest Area contains Kimball Hall which is operated under contract with the Optimist Club of Forest, along with Contact House. The existing concrete ice surface is used for storage of municipal equipment and materials.

SUMMARY OF OPERATING BUDGET CHANGES

Facility rentals have increased at the Legacy Recreation Centre based on historical averages.

Concession revenue and expenses have been increased based on historical averages.

The Municipality is now entering its third and final year of the existing contract with the YMCA for the operation of the Suncor Wellness Centre. Under the current agreement, the Municipality pays a service fee of 15.5% of actual revenue. Additionally, the YMCA and Municipality share revenue of memberships after a threshold of 350 members. The budget has been adjusted to accommodate the return of a full time site supervisor to the Lambton Shores YMCA. A further adjustment was required as the 2019 budget reflected an error in the user fee revenue.

Building Repair at the Old Forest Arena has been budgeted for \$40,000 for the purposes of life safety upgrades required to recognize the use of Kimball Hall as a public facility and the use of the arena surface as unoccupied storage.

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
<u>THE LEGACY RECREATION CENTRE</u>			
USER FEES	169,510.00	190,210.00	20,700.00
REVENUE WAIVED	29,100.00	33,100.00	4,000.00
OTHER REVENUE	20,000.00	20,000.00	0.00
TOTAL REVENUE	218,610.00	243,310.00	24,700.00
PERSONNEL COSTS	166,310.00	148,462.00	(17,848.00)
UTILITIES	180,318.00	182,982.00	2,664.00
PRINCIPAL & INTEREST	245,505.00	245,505.00	0.00
CONTRACTED SERVICES	40,500.00	45,000.00	4,500.00
INSURANCE	38,110.00	39,253.00	1,143.00
VEHICLE & EQUIPMENT	8,526.00	24,304.00	15,778.00
DONATION / GRANT	35,935.00	39,935.00	4,000.00
MATERIALS & SUPPLIES	23,275.00	23,275.00	0.00
MAINTENANCE & REPAIR	6,200.00	6,200.00	0.00
TOTAL EXPENSES	744,679.00	754,916.00	10,237.00
SUBTOTAL	526,069.00	511,606.00	(14,463.00)
<u>CANTEEN</u>			
USER FEES	17,000.00	19,500.00	2,500.00
TOTAL REVENUE	17,000.00	19,500.00	2,500.00
PERSONNEL COSTS	16,582.00	13,060.00	(3,522.00)
MATERIALS & SUPPLIES	9,000.00	10,000.00	1,000.00
TOTAL EXPENSES	25,582.00	23,060.00	(2,522.00)
SUBTOTAL	8,582.00	3,560.00	(5,022.00)
SUBTOTAL LEGACY REC CENTRE	534,651.00	515,166.00	(19,485.00)

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>THE SHORES RECREATION CENTRE</u>			
USER FEES	225,510.00	228,360.00	2,850.00
REVENUE WAIVED	22,660.00	22,540.00	(120.00)
OTHER REVENUE	18,000.00	18,000.00	0.00
TOTAL REVENUE	266,170.00	268,900.00	2,730.00
PERSONNEL COSTS	194,233.00	205,204.00	10,971.00
UTILITIES	168,310.00	186,533.00	18,223.00
CONTRACTED SERVICES	37,000.00	40,000.00	3,000.00
PRINCIPAL & INTEREST	214,165.00	214,165.00	0.00
INSURANCE	61,800.00	63,654.00	1,854.00
VEHICLE & EQUIPMENT	7,572.00	11,350.00	3,778.00
DONATION / GRANT	32,570.00	22,540.00	(10,030.00)
MATERIALS & SUPPLIES	26,150.00	26,150.00	0.00
MAINTENANCE & REPAIR	23,000.00	23,000.00	0.00
TOTAL EXPENSES	764,800.00	792,596.00	27,796.00
SUBTOTAL	498,630.00	523,696.00	25,066.00
<u>CANTEEN</u>			
USER FEES	65,000.00	60,000.00	(5,000.00)
TOTAL REVENUE	65,000.00	60,000.00	(5,000.00)
PERSONNEL COSTS	40,898.00	37,275.00	(3,623.00)
VEHICLE & EQUIPMENT	293.00	293.00	0.00
MATERIALS & SUPPLIES	35,000.00	35,000.00	0.00
ADMINISTRATIVE OTHER	271.00	271.00	0.00
TOTAL EXPENSES	76,462.00	72,839.00	(3,623.00)
SUBTOTAL	11,462.00	12,839.00	1,377.00
<u>FITNESS AREA</u>			
USER FEES	55,037.00	13,362.00	(41,675.00)
TOTAL REVENUE	55,037.00	13,362.00	(41,675.00)
CONTRACTED SERVICES	28,905.00	32,975.00	4,070.00
MATERIALS & SUPPLIES	7,800.00	7,800.00	0.00
TOTAL EXPENSES	36,705.00	40,775.00	4,070.00
SUBTOTAL	(18,332.00)	27,413.00	45,745.00
SUBTOTAL SHORES RECREATION CENTRE	491,760.00	563,948.00	72,188.00

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>OLD FOREST ARENA</u>			
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	23,100.00	23,100.00	0.00
CONTRACTED SERVICES	338.00	338.00	0.00
INSURANCE	3,090.00	3,183.00	93.00
MATERIALS & SUPPLIES	100.00	100.00	0.00
MAINTENANCE & REPAIR	25,000.00	40,000.00	15,000.00
TOTAL EXPENSES	<u>51,628.00</u>	<u>66,721.00</u>	<u>15,093.00</u>
SUBTOTAL	<u>50,728.00</u>	<u>65,821.00</u>	<u>15,093.00</u>
SUBTOTAL OLD FOREST ARENA	<u>50,728.00</u>	<u>65,821.00</u>	<u>15,093.00</u>

2020 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/Lioness meeting room, Cemetery board, 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 the County Library Service is responsible for providing the books, staffing and programming required for operations.

The Community Services Department is responsible for the maintenance and repair of these facilities 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

No major operating changes are contemplated in the 2020 Community Centres budget; however, the 2020 budget does include smaller maintenance items such as painting, floor repair etc. as a normal course of owning and operating these types of centres.

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
<u>COMMUNITY CENTRES & LIBRARIES</u>			
<u>ARKONA - COMMUNITY & SENIOR CENTRES</u>			
USER FEES	0.00	3,000.00	3,000.00
REVENUE WAIVED	2,000.00	1,530.00	(470.00)
TOTAL REVENUE	2,000.00	4,530.00	2,530.00
PERSONNEL COSTS	1,685.00	10.00	(1,675.00)
UTILITIES	3,930.00	4,409.00	479.00
CONTRACTED SERVICES	10,500.00	10,500.00	0.00
INSURANCE	2,781.00	2,864.00	83.00
VEHICLE & EQUIPMENT	304.00	304.00	0.00
DONATION / GRANT	2,000.00	3,000.00	1,000.00
MATERIALS & SUPPLIES	700.00	700.00	0.00
MAINTENANCE & REPAIR	500.00	1,500.00	1,000.00
TOTAL EXPENSES	22,400.00	23,287.00	887.00
SUBTOTAL	20,400.00	18,757.00	(1,643.00)
<u>PORT FRANKS</u>			
USER FEES	10,750.00	8,750.00	(2,000.00)
REVENUE WAIVED	67,000.00	72,000.00	5,000.00
TOTAL REVENUE	77,750.00	80,750.00	3,000.00
PERSONNEL COSTS	14,502.00	1,731.00	(12,771.00)
UTILITIES	14,579.00	16,355.00	1,776.00
CONTRACTED SERVICES	10,000.00	10,000.00	0.00
VEHICLE & EQUIPMENT	1,160.00	1,160.00	0.00
DONATION / GRANT	67,000.00	72,000.00	5,000.00
MATERIALS & SUPPLIES	6,500.00	7,500.00	1,000.00
MAINTENANCE & REPAIR	10,000.00	10,000.00	0.00
TOTAL EXPENSES	123,741.00	118,746.00	(4,995.00)
SUBTOTAL	45,991.00	37,996.00	(7,995.00)
<u>GRAND BEND</u>			
USER FEES	5,000.00	9,500.00	4,500.00
REVENUE WAIVED	3,300.00	5,000.00	1,700.00
TOTAL REVENUE	8,300.00	14,500.00	6,200.00
PERSONNEL COSTS	481.00	0.00	(481.00)
CONTRACTED SERVICES	10,000.00	10,000.00	0.00
DONATION / GRANT	3,300.00	5,000.00	1,700.00
MATERIALS & SUPPLIES	350.00	350.00	0.00
TOTAL EXPENSES	14,131.00	15,350.00	1,219.00
SUBTOTAL	5,831.00	850.00	(4,981.00)
<u>THEDFORD VILLAGE COMPLEX</u>			
USER FEES	9,500.00	9,500.00	0.00
REVENUE WAIVED	10,500.00	12,500.00	2,000.00
TOTAL REVENUE	20,000.00	22,000.00	2,000.00
PERSONNEL COSTS	1,603.00	1,750.00	147.00
UTILITIES	10,850.00	11,035.00	185.00
CONTRACTED SERVICES	1,000.00	1,500.00	500.00
VEHICLE & EQUIPMENT	580.00	580.00	0.00
DONATION / GRANT	10,500.00	12,500.00	2,000.00
MATERIALS & SUPPLIES	2,490.00	2,490.00	0.00
MAINTENANCE & REPAIR	2,000.00	4,000.00	2,000.00
TOTAL EXPENSES	29,023.00	33,855.00	4,832.00
SUBTOTAL	9,023.00	11,855.00	2,832.00

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>LIBRARIES</u>			
PERSONNEL COSTS	952.00	500.00	(452.00)
UTILITIES	11,114.00	11,336.00	222.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
INSURANCE	3,502.00	3,607.00	105.00
MAINTENANCE & REPAIR	600.00	600.00	0.00
TOTAL EXPENSES	19,168.00	19,043.00	(125.00)
SUBTOTAL	19,168.00	19,043.00	(125.00)
SUBTOTAL COMM CENTRES & LIBRARIES	100,413.00	88,501.00	(11,912.00)

2020 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 Grand Bend Marina provides a gas dock, launch ramp, public washrooms and other services to the boating public. The Municipality contracts out dredging services to a private operator which maintains an open channel to the lake for boats. The Marina operations are overseen by a seasonal Marina Manager who coordinates seasonal staff to deliver services to the boaters.

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. Similar to the Grand Bend Marina, dredging operations are contracted out to a private operator. As in Grand Bend, the Port Franks Marina is managed by a Marina Manager who coordinates the seasonal staff.

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

SUMMARY OF OPERATING BUDGET CHANGES

The overall budget for harbours has been maintained at previous levels. Some budget lines have been adjusted based on historical averages.

The Grand Bend Harbour budget includes an additional \$10,000 to allow for upgrades to the Eilber Street washrooms, including new countertops and fixtures. Dock repairs have increased \$30,000 due to required repairs in the south basin and stair replacement off Morenz Lane. Dock repairs at the Port Franks Harbour have increased by \$35,000 to accommodate the repair of concrete around the seawall in the dock area and dock placement due to high water levels. An offsetting revenue of \$30,000 and 35,000 respectfully have been included from the Harbour Maintenance reserve fund for these projects.

Staff continue to investigate the use of electronic booking software for both Marinas. While staff is just in the initial stages of evaluating, this project was included in the MMAH funding program and will not have an effect on the operating budget.

Municipality of Lambton Shores

2020 Budget

	2019 BUDGET	2020 BUDGET	Amount Changed
<u>HARBOURS</u>			
<u>GRAND BEND HARBOUR</u>			
GRANTS	25,000.00	25,000.00	0.00
USER FEES	380,000.00	410,000.00	30,000.00
OTHER REVENUE	500.00	500.00	0.00
TRANSFER FROM RESERVE FUND	0.00	30,000.00	30,000.00
TOTAL REVENUE	405,500.00	465,500.00	60,000.00
PERSONNEL COSTS	97,499.00	99,095.00	1,596.00
UTILITIES	29,840.00	30,918.00	1,078.00
CONTRACTED SERVICES	5,000.00	7,000.00	2,000.00
INSURANCE	5,974.00	6,153.00	179.00
VEHICLE & EQUIPMENT	1,500.00	1,500.00	0.00
MATERIALS & SUPPLIES	162,307.00	188,107.00	25,800.00
MAINTENANCE & REPAIR	70,000.00	110,000.00	40,000.00
DREDGING	50,000.00	50,000.00	0.00
ADMINISTRATIVE OTHER	13,480.00	13,480.00	0.00
TOTAL EXPENSES	435,600.00	506,253.00	70,653.00
SUBTOTAL	30,100.00	40,753.00	10,653.00
<u>PORT FRANKS HARBOUR</u>			
USER FEES	196,372.00	196,372.00	0.00
TRANSFER FROM RESERVE FUND	0.00	35,000.00	35,000.00
TOTAL REVENUE	196,372.00	231,372.00	35,000.00
PERSONNEL COSTS	85,068.00	74,833.00	(10,235.00)
UTILITIES	15,252.00	15,533.00	281.00
CONTRACTED SERVICES	12,000.00	13,500.00	1,500.00
INSURANCE	5,150.00	5,305.00	155.00
VEHICLE & EQUIPMENT	500.00	500.00	0.00
MATERIALS & SUPPLIES	7,016.00	7,016.00	0.00
MAINTENANCE & REPAIR	5,500.00	40,500.00	35,000.00
DREDGING	90,000.00	90,000.00	0.00
ADMINISTRATIVE OTHER	1,126.00	1,126.00	0.00
TOTAL EXPENSES	221,612.00	248,313.00	26,701.00
SUBTOTAL	25,240.00	16,941.00	(8,299.00)
<u>GREATER HARBOUR MAINTENANCE</u>			
MAINTENANCE & REPAIR	50,000.00	50,000.00	0.00
SUBTOTAL	50,000.00	50,000.00	0.00
SUBTOTAL HARBOURS	105,340.00	107,694.00	2,354.00
TOTAL RECREATION & CULTURAL	2,547,003.00	2,536,422.00	(10,581.00)



THE MUNICIPALITY OF

LAMBTON SHORES

2020 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.

In 2019 all appeals of the Official Plan were dealt with and the plan is now in place. It is anticipated that work will commence on updating the Zoning By-Law for the Municipality of Lambton Shores in 2020.

SUMMARY OF OPERATING BUDGET CHANGES

The Contracted Services and Legal fees have been increased to plan for additional resources to assist with the ongoing issues at the Roaring Cat Retreat.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
PLANNING & DEVELOPMENT			
<u>PLANNING AND ZONING</u>			
USER FEES	68,000.00	68,000.00	0.00
TOTAL REVENUE	<u>68,000.00</u>	<u>68,000.00</u>	<u>0.00</u>
CONTRACTED SERVICES	6,500.00	21,500.00	15,000.00
MATERIALS & SUPPLIES	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	16,614.00	26,614.00	10,000.00
TOTAL EXPENSES	<u>24,114.00</u>	<u>49,114.00</u>	<u>25,000.00</u>
SUBTOTAL	<u>(43,886.00)</u>	<u>(18,886.00)</u>	<u>25,000.00</u>



2020 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”.

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 are planned for Grand Bend. Council is supporting local community transportation initiatives, and is currently completing a Business Retention and Expansion Project. The 2020 budget includes a funding application to develop a Community Improvement Plan.

Staff continue to build relationships with both the Sarnia Lambton Economic Partnership and Tourism Sarnia Lambton in order to leverage the resources and expertise that are made available through both County agencies.

Since 2011, the Grand Bend and Area Chamber of Commerce has received payments of between \$13,000 and \$24,000 to put toward additional visitor services efforts. This budget has been drafted with the 2019 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. Additionally, the municipality continues to budget \$7,000 for direct promotion/advertising through trade

shows, print media and partnership support and will now also include Recreation and Leisure promotion through our communications resource.

SUMMARY OF OPERATING BUDGET CHANGES

Although Council has not yet received the Business Retention and Expansion report requisitioned in 2019 it will be completed in the first quarter of 2020 and no further expenses will be required.

The 2020 budget reflects a new Rural Economic Development (RED) grant application for a Community Improvement Plan and the grant and contracted services lines have been adjusted for these revenues and costs.

The certified site program for the Forest Industrial Park will continue in to 2020 and the cost and grant revenues are also reflected in the grant and contracted services sections.

The Donation/Grant line has been increased by \$50,000 to accommodate Council's commitment to the Kineto Theatre Renovation Project.

The wayfinding sign project has been completed and therefore the phased in implementation allocation to the Reserve Fund is no longer required; however, staff have included an amount to be allocated to the Equipment Reserve Fund for future replacement of these signs.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>ECONOMIC DEVELOPMENT</u>			
GRANTS	37,500.00	36,250.00	(1,250.00)
USER FEES	30,000.00	30,000.00	0.00
TRANSFER FROM RESERVE FUND	10,000.00	0.00	(10,000.00)
TOTAL REVENUE	<u>77,500.00</u>	<u>66,250.00</u>	<u>(11,250.00)</u>
PERSONNEL COSTS	60,000.00	77,365.08	17,365.08
CONTRACTED SERVICES	75,000.00	72,500.00	(2,500.00)
DONATION / GRANT	31,000.00	81,000.00	50,000.00
ADMINISTRATIVE OTHER	27,000.00	42,000.00	15,000.00
TRANSFER TO RESERVE FUND	125,000.00	50,000.00	(75,000.00)
TOTAL EXPENSES	<u>318,000.00</u>	<u>322,865.08</u>	<u>4,865.08</u>
SUBTOTAL	<u>240,500.00</u>	<u>256,615.08</u>	<u>16,115.08</u>



2020 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 Drainage Superintendent on staff that is 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 has 4 commissioners under by-law to assist the drainage superintendent in the running maintenance and operational procedures of these pumps.

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

No new major drainage works are contemplated for 2020; however, the replacement of Lake Smith Pump No.1 will commence construction in mid-summer outside the “fish” window established by the MNR. This project was awarded in late 2018, and the contractor has been finalizing the shop drawings and ordering equipment of the 2019 calendar year.

2019 saw the finalization and construction of the Cliff Road Drain. This drain was appealed to the Drainage Tribunal; however, the applicant eventually rescinded their appeal. While the construction of the drain is complete, the final billings have yet to be processed and sent out to the assessed landowners.

It should be noted that any drainage work expensed through this department is offset by agricultural grants or property owner assessments. Any charges or assessments levied against the Municipality are shown as an expense in the Roadways budget.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
<u>DRAINAGE</u>			
<u>MUNICIPAL DRAINAGE OPERATIONS</u>			
GRANTS	10,000.00	10,000.00	0.00
TOTAL REVENUE	10,000.00	10,000.00	0.00
PERSONNEL COSTS	36,057.00	35,686.00	(371.00)
UTILITIES	788.00	788.00	0.00
VEHICLE & EQUIPMENT	3,335.00	3,400.00	65.00
MATERIALS & SUPPLIES	225.00	225.00	0.00
TOTAL EXPENSES	40,405.00	40,099.00	(306.00)
SUBTOTAL	30,405.00	30,099.00	(306.00)
<u>MUNICIPAL DRAIN MAINTENANCE</u>			
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	175,000.00	175,000.00	0.00
PERSONNEL COSTS	764.00	792.00	28.00
UTILITIES	55,000.00	56,100.00	1,100.00
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
INSURANCE	1,902.00	1,959.00	57.00
ADMINISTRATIVE OTHER	17,334.00	16,149.00	(1,185.00)
TOTAL EXPENSES	175,000.00	175,000.00	0.00
SUBTOTAL			
<u>MUNICIPAL DRAIN CONSTRUCTION</u>			
GRANTS	506,877.00	506,877.00	0.00
USER FEES	684,888.00	684,888.00	0.00
TOTAL REVENUE	1,191,765.00	1,191,765.00	0.00
CONTRACTED SERVICES	936,042.00	936,042.00	0.00
ADMINISTRATIVE OTHER	255,723.00	255,723.00	0.00
TOTAL EXPENSES	1,191,765.00	1,191,765.00	0.00
SUBTOTAL			
<u>TILE DRAINAGE</u>			
USER FEES	11,957.00	8,356.00	(3,601.00)
TOTAL REVENUE	11,957.00	8,356.00	(3,601.00)
PRINCIPAL & INTEREST	11,957.00	8,356.00	(3,601.00)
TOTAL EXPENSES	11,957.00	8,356.00	(3,601.00)
SUBTOTAL			
SUBTOTAL DRAINAGE	30,405.00	30,099.00	(306.00)
TOTAL PLANNING & DEVELOPMENT	227,019.00	267,828.08	40,809.08



2020 OPERATING BUDGET OVERVIEW

Business Plan: Water

PRIMARY RESPONSIBILITIES

Lambton Shores serves 6,927 water customers throughout its water distribution infrastructure, an increase of 87 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 is due for renewal 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

The 2020 Water budget does not contemplate any other significant changes. Water revenue is projected to increase based on additional growth related to housing development, some new commercial activities and approved rate changes.

The contract with Jacobs has been extended for an additional ten (10) years. The new contract has decreased the water operations expenses by approximately \$44,000; however, the wastewater operations expenses from Jacobs have increased by a similar amount. The changes in Jacobs contract prices are a reflection of the actual time spent operating each system.

In 2020 an accelerated water meter replacement program will begin. The first year (2020) will be completed by Jacobs with the goal to replace 300 meters. In the following three years, a contractor will be used to replace 600 meter per year. This program is required to replace the oldest meters that are considered beyond their normal life. The funding required for this program is budgeted under our capital replacement budget.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
WATER			
USER FEES	4,655,583.00	4,911,150.00	255,567.00
TOTAL REVENUE	<u>4,655,583.00</u>	<u>4,911,150.00</u>	<u>255,567.00</u>
PERSONNEL COSTS	11,081.00	13,065.00	1,984.00
UTILITIES	56,520.00	57,650.00	1,130.00
PRINCIPAL & INTEREST	741,154.00	741,154.00	0.00
OMI - CONTRACTED SERVICES	638,987.00	594,721.00	(44,266.00)
LAWSS - CONTRACTED SERVICES	112,935.00	115,194.00	2,259.00
NORTH MIDDLESEX CONTRACTED SERVICES	9,636.00	9,636.00	0.00
CONTRACTED SERVICES	152,772.00	180,827.00	28,055.00
INSURANCE	29,467.00	30,351.00	884.00
VEHICLE & EQUIPMENT	23,308.00	25,300.00	1,992.00
WATER PURCHASE	647,708.00	660,662.00	12,954.00
MATERIALS & SUPPLIES	97,029.00	108,780.00	11,751.00
MAINTENANCE & REPAIR	15,606.00	15,814.00	208.00
ADMINISTRATIVE OTHER	363,787.00	328,292.00	(35,495.00)
TRANSFER TO RESERVE FUND	<u>1,755,593.00</u>	<u>2,029,704.00</u>	<u>274,111.00</u>
TOTAL EXPENSES	<u><u>4,655,583.00</u></u>	<u><u>4,911,150.00</u></u>	<u><u>255,567.00</u></u>



2020 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 wastewater collection system and treatment plants are operated under contract by Jacobs. The contract was recently renewed for 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.

Lambton Shores serves approximately 2,890 wastewater accounts, which is an increase of 40 accounts compared to last year.

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 2020 Wastewater Budget does not contemplate any significant budget changes. Revenue has been adjusted up to represent increased billings generated by additional connections to the system, interest charges and the approved rate changes.

The contract with Jacobs has been extended for an additional ten (10) years. The new contract has increased the wastewater operations expenses by approximately \$46,000; however, the water operations expenses from Jacobs have decreased by a similar amount. The changes in Jacobs contract prices are a reflection of the actual time spent operating each system.

Municipality of Lambton Shores

2020 Budget

	<u>2019</u>	<u>2020</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
WASTEWATER			
<u>SANITARY SEWER SYSTEMS</u>			
USER FEES	1,891,941.00	2,001,434.00	109,493.00
TRANSFER FROM R / RF	50,000.00	50,000.00	0.00
TOTAL REVENUE	<u>1,941,941.00</u>	<u>2,051,434.00</u>	<u>109,493.00</u>
PERSONNEL COSTS	2,949.00	5,194.00	2,245.00
UTILITIES	191,399.00	195,228.00	3,829.00
PRINCIPAL & INTEREST	110,955.00	108,336.00	(2,619.00)
OMI - CONTRACTED SERVICES	584,344.00	631,306.00	46,962.00
CONTRACTED SERVICES	46,920.00	47,858.00	938.00
INSURANCE	34,170.00	35,195.00	1,025.00
VEHICLE & EQUIPMENT	6,184.00	6,300.00	116.00
GB - STP LAGOON	456,331.00	446,133.00	(10,198.00)
MAINTENANCE & REPAIR	75,000.00	76,500.00	1,500.00
ADMINISTRATIVE OTHER	283,029.00	306,815.00	23,786.00
TRANSFER TO RESERVE FUND	<u>150,660.00</u>	<u>192,569.00</u>	<u>41,909.00</u>
TOTAL EXPENSES	<u>1,941,941.00</u>	<u>2,051,434.00</u>	<u>109,493.00</u>



2020 CAPITAL BUDGET OVERVIEW

Lambton Shores has an extensive capital program proposed for 2020. 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.

The tax supported capital forecast does not include projects that would represent new construction, increased level of service or an addition of a new asset to the Municipality as these "new" projects should be funded from other sources than the lifecycle reserves. That being said, Council has allocated new monies in 2020 for future new sidewalks.

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.

Information Technology

This section of the capital program funds technology related items purchased to assist with the day to day operations such as computers, software, printers, and network devices. We rely extensively on the technology in place and it is in our best interest to continue to support it. In addition to the annual allocation for replacing equipment, staff recommended the purchase of a specialized budget software and implementation over two years and 2020 is the second year of implementation. These capital purchases are funded from the IT capital reserve fund.

Emergency Services

Rolling Stock

There is one vehicle slotted for replacement in 2020; which is located in Grand Bend. Also included is a cost for a modification to the Thedford Rescue truck to better suit the response needs, persons and equipment.

Equipment

Fit Test Equipment – Respirator fit testing equipment measures real-time fit of firefighting SCBA masks. This is required annually for every member of the fire department. This testing has been completed by a third party contractor in the past. The business case for owning the equipment verses contracting this service out is 3 years for financial savings.

Equipment Standardization – The department has developed a standardized list of required equipment to be carried on Pumper/Rescues. Two of the 5 stations currently have the required equipment on the trucks. This one time initiative will purchase the necessary equipment and will eliminate the current gap.

Transportation

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 before Rolling Stock Reserve Fund. This year a total of \$509,410 has been budgeted for Rolling Stock replacement within Community Services. The following is a list of equipment proposed:

- A new 5 ton single axle plow truck is included to replace an existing truck that is scheduled for replacement based on end of life - budget \$236,500
- A new tractor is proposed for road side mowing. An older tractor that was past it's useful life and not included in our asset group has been used, however this year a rental was required in order to complete the road side mowing in a timely manner – budget \$110,000
- Two (2) pickup trucks are included, one ½ ton and one ¾ ton. The ½ ton replaces an existing truck that is at end of life while the ¾" is a new truck that will be used to tow the grass cutting crew and trailer in the summer. In the past, a rental was used for this – budget \$74,910
- 50hp compact tractor. This will replace an existing lawn tractor and will be better equipped to handle the ball diamond groomer and the compost turner. The tractor will also include a bucket for landscaping projects – budget \$50,000
- 26hp compact tractor with cab, blower and cutting deck. This unit is replacing an similar existing unit and is used for winter sidewalk clearing in Arkona and for lawn mowing in the summer months – budget \$38,000

Equipment

Equipment is also replaced to ensure safety and efficient operations. The equipment is funded from the Equipment Replacement Reserve Fund. The following items are up for replacement in 2020:

- New road side mower to replace the existing mower that was not capable of functioning reliably enough (it broke every time we used it) - Budget \$18,000
- An annual allocation for small equipment such as pressure washers, tools and drills etc.
- Speed-check radar sign replacement

Transportation Infrastructure

Road Reconstruction and Surface Treatment

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. The 2020 Gas Tax funding allocation of \$339,142 is being used to fund a portion of the road and storm reconstruction associated with the Municipality's portion of the Ontario Street Grand Bend.

The 2020 allocation of the Ontario Community Infrastructure Fund (OCIF) in the amount of \$1,003,492 is being used to fund the reconstruction of Ravenswood Line. The total resurfacing budget for 2020 is \$ 606,000 plus an additional \$4,380,000 in road reconstruction.

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.

Recently Council received a presentation from some residents regarding the tar and chip that was applied in Southcott this year. As a result of this presentation and feedback from the community, Council has requested that staff revisit Policy 73 with an eye to changes that would increase the service level of the roads to an asphalt surface. Staff are preparing this report and calculating the budget impacts that would result if Policy 73 was changed. However, until such time as Policy 73 is amended by Council, the 2020 budget was created using the approach outlined above based on the current Policy 73. As was the case in 2019, all the projects were also geographically grouped together in an attempt to create efficiencies and create cost savings.

Reconstruction projects for 2020 include completion of Main Street South in Forest (Connecting Link) reconstruction of Ontario Street North in Grand Bend (start in 2020) and the reconstruction of a portion Ravenswood Line. In addition to road reconstruction,

the budget includes engineering for the reconstruction of Broadway Ave. in Forest and the replacement of the Railway Storm Sewer.

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)*. In 2019 what is termed a minor update of the OSIM reports was completed. Based on this report, 2 small projects are planned for 2020. The Decker Road Bridge will have some minor concrete work done to the spring line of the bridge costing \$30,000. The budget also includes \$75,000 for the replacement of the bridge over the Manning Drain off Brush Line on the road that services the Forest sewage treatment plant and the compost site.

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 complete a springtime inspection of all sidewalk areas to prioritize replacement areas based on the standards established in the Community Services "Sidewalk Inspection, Repair, and Replacement Policy". The 2020 budget includes \$100,000 to support this program. In addition Council has expressed a desire to add "new" sidewalks in specific areas. In order to support this initiative an additional \$50,000 has been allocated from operating to fund these new assets.

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. 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 2019 budget included \$100,000 for LED retrofitting of existing decorative lights. The total estimate to retrofit all the decorative lights in Lambton Shores is approximately \$625,000.

Recreation and Leisure

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 various Reserve Funds: Facilities, Equipment, Land Improvements and Rolling Stock. Some of the major capital work planned for 2020 includes the following:

- Upgrade of existing ice surface and walking track lights to LED at the Shores Recreation Complex - \$35,000
- Replace second compressor at Shores Recreation Complex - \$25,000
- Add dressing room heaters at Shores Recreation Complex - \$10,000

- Continuation of dock replacement program in Port Franks - \$25,000
- Replacement of play structure at Klondyke Park - \$47,782
- Refurbish tennis courts at Whyte Park - \$30,000
- Additional bollard lighting replacement along Grand Bend Beach Front - \$60,000
- Paving stone and lookout wood replacement - \$45,000
- Beach House epoxy floors - \$40,000
- Washroom upgrades and façade improvements at Arkona Community Centre - \$30,000

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:

- Leak Detection Program
- Upgrades to the Thedford Reservoir
- SCADA Upgrades

Watermain replacement is included in the Ontario Street reconstruction project in Grand Bend being completed through the Connecting Link Program as well as a number of smaller road related water projects.

This year the budget also includes monies to increase the number of water meter replacement from 150 to 300. After 2020, the replacement numbers will increase to 600 for three years. This program is necessary to replace meters that are at end of life and are not compatible with new meter reading software.

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. Projects included in this year’s budget as follows:

- Sewer system upgrades associated with the Ontario Street reconstruction project in Grand Bend being completed through the Connecting Link Program.
- Installation of a new Grand Bend Trunk Sewer that will be jointly owned with South Huron
- Engineering design of a new sanitary system to replace the current grinder pumps on River Road in Grand Bend.

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>ROLLING STOCK</u>						
<u>Fire</u>						
Grand Bend Squad Truck	Replace jeep vehicle	60,000	60,000			
Thedford Rescue Truck	Retrofit	15,000	15,000			
	Subtotal	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
<u>Transportation</u>						
Tractor - N. Area	Lifecycle replacement of existing unit	\$ 110,000	\$ 110,000			
Tractor - Shores	Lifecycle replacement with a Compact Tractor	\$ 50,000	\$ 50,000			
Tractor Mower - S. Area	Lifecycle replacement of existing unit	\$ 38,000	\$ 38,000			
5 Ton	Lifecycle replacement of existing unit	\$ 236,500	\$ 236,500			
Pickup	Lifecycle replacement of existing unit	\$ 29,910	\$ 29,910			
Pickup	New Asset	\$ 45,000	\$ 45,000			
	Subtotal	\$ 509,410	\$ 509,410	\$ -	\$ -	\$ -
	Total Rolling Stock	\$ 584,410	\$ 584,410	\$ -	\$ -	\$ -
<u>EQUIPMENT</u>						
<u>Information Technology</u>						
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements, new software	\$ 73,210	\$ 73,210			
	Subtotal	\$ 73,210	\$ 73,210	\$ -	\$ -	\$ -
<u>Fire</u>						
Bunker Gear	Pooled asset lifecycle replacement	\$ 23,640	\$ 23,640			
Bunker Gear Ready Racks	Storage and Drying Racks	\$ 18,000	\$ 18,000			
Breathing Gear	Pooled asset lifecycle replacement	\$ 17,000	\$ 17,000			
Fit Test Equipment	Equipment to perform required work in house	\$ 19,000	\$ 19,000			
Truck Equipment Standardization	Updating / Standardize Equipment on trucks	\$ 11,000	\$ 11,000			
Infrared Cameras	Lifecycle replacement	\$ 44,000	\$ 44,000			
	Subtotal	\$ 132,640	\$ 132,640	\$ -	\$ -	\$ -
<u>Transportation</u>						
Road Side Mower	Lifecycle replacement	\$ 18,000	\$ 18,000			
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
Speedcheck Radar sign	Lifecycle replacement	\$ 10,000	\$ 10,000			
	Subtotal	\$ 38,000	\$ 38,000	\$ -	\$ -	\$ -
<u>Recreation & Leisure Services</u>						
Parking Meters	Lifecycle replacement of existing meters	\$ 94,721	\$ 94,721			
Fitness Equipment Replacement	Replace existing equipment	\$ 30,000	\$ 30,000			
	Subtotal	\$ 124,721	\$ 124,721	\$ -	\$ -	\$ -
	Total Equipment	\$ 368,571	\$ 368,571	\$ -	\$ -	\$ -

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>LAND IMPROVEMENTS</u>						
<u>Recreation & Leisure Services</u>						
Klondyke Park Play Structure	Replacement of play structure	\$ 47,782	\$ 47,782			
Whyte Park Tennis Court & Fencing	Major repairs to fencing and surface	\$ 30,000	\$ 30,000			
Boardwalk Lighting	Replacement of Wood Bollard Lights	\$ 60,000	\$ 60,000			
Paving Stone & Wooden lookouts	Replacement of cracked stone and wooden lookouts	\$ 45,000	\$ 45,000			
PF Docks	Lifecycle replacement of finger docks and re-anchor due to high water level	\$ 25,000	\$ 25,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000	\$ 10,000		\$ 10,000	
Total Land Improvements		\$ 227,782	\$ 217,782	\$ -	\$ 10,000	\$ -
<u>FACILITIES</u>						
<u>Recreation & Leisure Services</u>						
Shores Recreation Compressor	Replacement	\$ 25,000	\$ 25,000			
Shores Recreation Lights	Replace ice surface lights with LED	\$ 35,000	\$ 35,000			
Shores Recreation dressing room heaters	Install dressing room heaters	\$ 10,000	\$ 10,000			
Beach House	New epoxy floors	\$ 40,000	\$ 40,000			
Arkona Community Centre Upgrades	Washroom upgrades - flooring and fixtures	\$ 30,000	\$ 30,000			
Total Facilities		\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -
<u>TRANSPORTATION INFRASTRUCTURE</u>						
<u>Road Re-Construction</u>						
GB - Ontario Street North - Corridor	Priority Rating : N/A Lifecycle replacement includes road surface, watermain and stormwater infrastructure improvements	\$ 1,480,000	\$ 63,358		\$ 1,416,642	
Ravenswood Line	Priority Rating : 1-5 Years Full Reconstruction	\$ 2,600,000	\$ 1,596,508		\$ 1,003,492	
FO - Broadway St	Priority Rating : N/A Engineering	\$ 50,000	\$ 50,000			
FO - Railway Storm Sewer	Priority Rating : N/A Realignment of existing storm from under building	\$ 250,000	\$ 250,000			
Subtotal		\$ 4,380,000	\$ 1,959,866	\$ -	\$ 2,420,134	\$ -
<u>Re-Surface Treatment</u>						
GB - Oak St - Ontario St to Huron	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS. Single Lift HCB	\$ 80,000	\$ 80,000			

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
GB - Woodward Ave - Centre to Walker	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 42,000	\$ 42,000			
GB - Dietrich Crescent - Eilber to Dietrich	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 32,000	\$ 32,000			
GB - Beach St - Huron to Beach	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 18,000	\$ 18,000			
GB - Walker St - Huron to Warwick	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 115,000	\$ 115,000			
GB - Huron St - Centre to Walker	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 42,000	\$ 42,000			
GB - Huron Ave - Main to Centre	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 28,000	\$ 28,000			
BOS - Peter Cres - London to London	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 10,000	\$ 10,000			
BOS - Cedar Drive - London to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 3,000	\$ 3,000			
BOS - Spruce St - West to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 7,000	\$ 7,000			
BOS - Wakefield St - London to William	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
BOS - Victoria Ave - West Ipperwash to East End	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 14,000	\$ 14,000			
BOS - Mary St - Victoria to Robert	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
BOS - Tanner Rd - West Ipperwash to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 12,000	\$ 12,000			
BOS - Ruth Pl - William to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 3,000	\$ 3,000			
BOS - Juniper Ln - London to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Double lift LCB	\$ 22,000	\$ 22,000			

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
BOS - Jane St - London to Tobias	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
BOS - Margaret Pl - William to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - Robert Ave - West End to Mary	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - Agnes Pl - William to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - William St - West Ipperwash to Wakefield	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 18,000	\$ 18,000			
BOS - Robert Ave - Mary to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 4,000	\$ 4,000			
BOS - Beachway Dr - West Parkway to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 20,000	\$ 20,000			
BOS - Sunset Ave - Ipperwash to Beachway	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 15,000	\$ 15,000			
BOS - Foster Cr - Ipperwash to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
BOS - Evergreen Ave - Beachway to Sunset	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
BOS - Richardson Dr - East Parkway to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 18,000	\$ 18,000			
BOS - Pine Trail Ave - Beachway to Sunset	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
BOS - Maylard Ave - Gratton to Clemens	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 15,000	\$ 15,000			
BOS - Gratton Dr - Army Camp to Maylard	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000	\$ 6,000			
BOS - Erin St - Riverside to Cornell	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
BOS - Cornell Trail - Erie to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
	Subtotal	\$ 606,000	\$ 606,000	\$ -	\$ -	\$ -

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>Sidewalks / Walkways</u>						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 150,000	\$ 150,000			
	Subtotal	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
<u>Bridge / Culvert</u>						
Decker Rd	Priority Rating :1-10 Years Springline repair per 2019 OSIM update	\$ 30,000	\$ 30,000			
Brush Line	Priority Rating : 1-5 Years Replacement of existing structure off Brush Line on road to sewage plant per 2019 OSIM update	\$ 75,000	\$ 75,000			
	Subtotal	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -
<u>Street Light</u>						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 17,812	\$ 17,812			
Decorative Streetlights	Upgrade lights to LED	100,000	\$ 100,000			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 21,224	\$ 21,224			
	Subtotal	\$ 139,036	\$ 139,036	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 5,380,036	\$ 2,959,902	\$ -	\$ 2,420,134	\$ -
	Total Tax Supported	\$ 6,700,799	\$ 4,270,665	\$ -	\$ 2,430,134	\$ -

**Municipality of Lambton Shores
2020 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>WATER INFRASTRUCTURE</u>						
<u>Water System General</u>						
North Area Meter Changeout	Annual water meter replacement program.	\$ 350,000	\$ 350,000			
<u>Water Mains</u>						
GB - Ontario St N Corridor	Watermain replacement associated with Ontario St N Corridor Reconstruction in Grand Bend (Connecting Link)	\$ 200,000	\$ 200,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 185,709	\$ 185,709			
<u>Miscellaneous</u>						
LAWs System	Contribution to LAWSS capital program based on flow proportion.	\$ 78,755	\$ 78,755			
Leak Detection Study	Carry over from 2019. Area metering to locate potential watermain leaks	\$ 40,000	\$ 40,000			
Thedford Reservoir Maintenance	Surface coatings and sealing recommended by recent inspections	\$ 250,000	\$ 250,000			
Water SCADA Upgrades	Upgrade SCADA and communications	\$ 75,000	\$ 75,000			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
	Subtotal	\$ 1,344,464	\$ 1,344,464	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 1,344,464	\$ 1,344,464	\$ -	\$ -	\$ -
<u>WASTEWATER INFRASTRUCTURE</u>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 33,990	\$ 33,990			
<u>Miscellaneous Items</u>						
GB - Ontario St N Corridor	Sewer system upgrades associated with Ontario St N Corridor Reconstruction in Grand Bend (Connecting Link)	\$ 100,000	\$ 100,000			
GB - Ontario Trunk Sewer	New jointly owned trunk sewer servicing South Huron and Lambton Shores	\$ 1,468,900	\$ 263,900		\$ 1,205,000	
River Rd Sanitary Sewer Upgrades	Design of new gravity sanitary sewer and pump station	\$ 50,000	\$ 50,000			
	Subtotal	\$ 1,652,890	\$ 447,890	\$ -	\$ 1,205,000	\$ -
	Total Wastewater Infrastructure	\$ 1,652,890	\$ 447,890	\$ -	\$ 1,205,000	\$ -
	Total User Rate Supported	\$ 2,997,354	\$ 1,792,354	\$ -	\$ 1,205,000	\$ -
2020 Total Capital			\$ 6,063,019	\$ -	\$ 3,635,134	\$ -

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Rolling Stock

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>ARKONA</u>													
<u>GRAND BEND</u>													
Replace Jeep with Squad Truck		2019	60,000	60,000									
<u>NORTHVILLE</u>													
Pumper	1999	2021	350,481		500,000								
Rescue	2005	2030	185,308			retire							
<u>FOREST</u>													
Pumper	2003	2023	353,780				353,000						
Quad Cab Truck	2013	2025	53,708						60,000				
<u>THEDFORD</u>													
Tanker	2001	2027	116,410								400,000		
Rescue	2003	2028	188,225	15,000								400,000	
<u>PROTECTIVE INSPECTION & CONTROL</u>													
Jeep Patriot - White - Bylaw Vehicle	2016	2028	27,467									32,826	
<u>BUILDING & ASSESSMENT</u>													
Jeep Patriot - White -Building Vehicle	2015	2027	24,109								28,248		
<u>TRANSPORTATION</u>													
<u>GRADERS</u>													
Grader Volvo G970 - N. Area	2008	2023	325,000				396,173						
John Deere 772G Grader	2015	2025	402,714						453,521				
<u>BACKHOES</u>													
Backhoe	2018	2028	134,583									160,839	
Backhoe - 310SK Backhoe Loader	2013	2023	133,893				144,930						

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Rolling Stock

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
LOADERS													
Wheel Loader	2017	2027	214,111								250,865		
TRACTORS													
Tractor with Grader	2003	2028	28,057									34,885	
Articulated Tractor - (currently Trackless)	2009	2021	168,643		175,456								
Articulating Tractor - Trackless (Yellow)	2013	2025	137,643						155,008				
Tractor - JD 6200 4wd & Ldr N.Area	1995	2005		110,000									
Tractor - 55 hp - Kubota (Shores)	2016	2020	21,943	50,000									
Tractor - 55 hp - Kubota- (Legacy)	2016	2028	21,943									27,284	
Tractor Mower (Ford) 27 HP - S. Area	2002	2020	18,494	38,000									
Tractor - Beach Cleaning M9540 95 HP (North)	2011	2021	74,820		77,843								
PLOW TRUCKS													
5 Ton - Single Axle - Int - w/plow & wing - N.Area	2008	2020	236,542	236,500									
5 Ton - Tandem - Int(2010) w/plow & wing -S.Area	2009	2021	297,187		309,193								
5 Ton - Tandem - Int(2011) w/plow & wing -N.Area	2011	2023	240,233				260,036						
5 Ton - Single Axle - S. Area	2015	2027	191,960								224,912		
5 Ton - Tandem Truck with Snow Plow Package	2016	2028	295,952									353,690	
PICK UP TRUCKS													
10-6906 PU	2012	2024	32,827					36,244					
5-7080 PU	2014	2026	29,102							33,429			
4-7081 PU	2014	2026	29,982							34,440			
1-7219 PU	2016	2028	33,338									39,842	
2-6969 PU	2013	2025	30,769						34,651				
6-4701 PU	2008	2020	29,910	29,910									
Additional Pick-up - 3/4 Ton				45,000									
ONE TONS													
Dodge 4x4 4500HD w/Plow & Sander-S.Area	2011	2021	80,297		83,541								
4x4 (Ford 450) w/Plow - S. Area	2009	2019	90,000	SELL									

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Rolling Stock

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Dodge 4x4 - S. Area	2019	2029	101,355										123,551
Dodge Ram 4500	2018	2028	78,352									93,638	
Dodge Ram 4500 4x4 - North	2014	2024	75,175					82,999					
Dodge Ram 4x4	2016	2026	83,479							95,891			
<u>LIFT</u>													
Skyjack Vertical Lift - Orange	2015	2027	14,382								16,851		
50' Towable Boom	2017	2029	73,238										89,277
<u>SWEEPERS</u>													
Sweeper - Cubex	2016	2026	263,375							302,535			
<u>BEACH CLEANER</u>													
Beach Cleaner	2019	2029	100,000										121,899
<u>NORTHSIDE</u>													
Tug Boat	1990		246,000					25,000				25,000	
<u>RIDING MOWERS</u>													
Riding Lawn Mower - JD Zero Turn Z915B 54"	2014	2024	8,578					9,471					
Riding Lawn Mower - Zero Turn Ferris IS2000 ZB2	2015	2025	7,495						8,441				
Riding Lawn Mower - JD Zero Turn Z915B 54"	2015	2025	8,103						9,125				
Riding Mower - Kubota 20 hp - S. Area	2011	2021	10,223		10,636								
Zero Turn Mower	2018	2028	8,412									10,053	
Riding Mower - Zero Turn (PF Marina)	2017	2027	8,556								10,036		
Lawn Tractor - South Area	2014	2024	2,968					3,410					
<u>TRAILERS</u>													
Bravo 7x16 Trailer	2013	2029	5,880										7,168
Trailer (leaf) - Black	1988	Expired	469										7,858
Trailer - Generator - Grey	2001	2022	4,176			4,345							

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Rolling Stock													
Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>OTHER ROLLING STOCK</u>													
JD - Skidsteer 313- N. Area	2009	2022	50,389			53,473							
<u>RECREATION & LEISURE SERVICES</u>													
<u>Legacy Recreation Complex</u>													
Zamboni	2010	2022	91,983			97,613							
TOTAL CAPITAL REQUIREMENTS				584,410	1,156,669	155,431	1,154,139	157,124	720,746	466,295	930,912	1,178,057	349,753
Rolling Stock Reserve Fund				584,410	1,156,669	155,431	1,154,139	157,124	720,746	466,295	930,912	1,178,057	349,753
Balance				-	-	-	-	-	-	-	-	-	-
Rolling Stock Reserve Fund Activity	Est. 2019 Y/E		1,212,941										
Rolling Stock RF -contribution				658,570	652,841	665,898	679,216	692,800	706,656	720,789	735,205	749,909	764,907
Rolling Stock RF-withdrawal				584,410	1,156,669	155,431	1,154,139	157,124	720,746	466,295	930,912	1,178,057	349,753
Total - Rolling Stock RF				1,287,101	783,273	1,293,740	818,817	1,354,493	1,340,403	1,594,897	1,399,190	971,043	1,814,344
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>GENERAL GOVERNMENT</u>													
<u>Information Technology</u>													
Laptop / Workstations / Servers			82,849	26,010	31,530	27,061	27,602	40,264	28,717	29,291	34,877	30,475	31,085
Various Printers			21,658	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Wide Printer		2021			1,500								
Smart Screens / TV Displays			12,271	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
LAN / WAN Devices			31,532	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100
Budget Software		2020	25,000	25,000									
Parking Ticket Program				15,000									
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>Chief / Administration</u>													
Bunker Gear (Boots, Jackets, Pants, Helmet)				23,640	14,000		10,500	15,000			100,000		
Bunker Gear Ready Racks	2019		16,320	18,000									
Breathing Gear (Back Packs, Fiber Bottles, Masks)				17,000	15,000	15,000	10,000	10,000	10,000	10,000	130,000	90,000	
Fit Test Equipment				19,000									
Radios & Pagers (Global as required)						5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Truck Equipment Standardization				11,000									
Infrared Camera (s)			55,000	44,000									
<u>Arkona</u>													
Extrication Equipment	2005	2021	21,638		24,368								
Generator	2006	2021	26,196		27,799								
<u>Grand Bend</u>													
Generator	2008	2023	24,895				27,486						
<u>Forest</u>													
Generator	2011	2023	12,672				25,000						
Compressor / Cascade	2007	2027	37,804								45,179		
<u>Thedford</u>													
Extrication Equipment	1999	2026	15,387							35,000			
Generator	1998	2023	18,179				25,000						

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Compressor / Cascade	2001	2021	31,868		33,819								
TRANSPORTATION													
Community Services													
Office Furniture			70,427										
Roadways													
Flail Mower	2012	2022	10,111			10,730							
Boom Flail Mower	2012	2022	26,994			28,646							
Windrow Eliminator Attachment - For Grader	2013	2023	27,949				30,838						
Road Side Mower	2017	2020	10,113	18,000									
Small Equipment				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Generator - Oran 8 KW Hydraulic (Forest)	2013	2028	15,199									18,164	
Power Washer	2014	2025	5,464						6,153				
Line Painter - North	2015	2025	4,456						5,018				
Compost Turning Equipment	2008	2028	18,024									21,971	
GPS Equipment and Software	2011	2021	26,356		27,421								
Display and Sync for GPS	2009	2023	1,621				1,755						
Speedcheck Radar Sign	2013	2020	8,005	10,000									
Traffic Control Sign (2)	2007	2022	7,352			7,352							
Portable Message Display Sign	New					20,000							
FO - Base Unit / Adapter	2009	2023	2,675				2,896						
RECREATION & LEISURE SERVICES													
Parks													
Bike Rack - Frances Dr Park	2014	2029	1,048										1,278
Beach													
Mobi Mat	2017	2027									6,043		
Accessible Beach Path Mat	2018	2028										5,922	
Security System	2009	2025	17,601						19,822				
Benches (28), Bike Racks, Waste Receptables	2009	2029	66,143										80,628
Parking													
Parking Meters - Main St (8)	2010	2020	94,721	94,721									
Parking Meters - Main Beach Lot (2)	2016	2026	20,368							23,396			

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Parking Meeters - Condo East & West (2)	2016	2026	20,368							23,396			
Parking Meter - North Beach Huron	2016	2026	10,184							11,698			
Change Machine - Beach Lot	2008	2021	4,747		4,939								
Change Machine	2017	2027	10,482								12,281		
Change Machine - Mid Town	2018	2028	4,407									5,267	
Change Machine - North Beach	2018	2028	4,407									5,267	
Coin and Bill Counter	2018	2028	2,920									3,490	
<u>Legacy Recreation Complex</u>													
Skate Sharpener	2002	2021	13,899		15,000								
Zamboni Ice Edger	2018	2028	5,531									6,610	
Concession Tables/Chairs	2012	2027	4,829								5,658		
Thomas Hall Accessories / Tables etc.	2011	2026	43,610							52,794			
Floor Scrubber	2014	2024	13,795					15,231					
Sound System	2016	2027	17,250								20,211		
<u>Shores Recreation Complex</u>													
Floor Scrubber	2019	2028	16,555									19,785	
Electric Ice Edger	2015	2025	5,328						6,000				
<u>Fitness Area</u>													
Fitness Equipment	Various		141,013	30,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<u>Port Franks Community Centre</u>													
Portable Generator	1999	2021	40,226		50,000								
Floor Scrubber	2009	2025	6,789						7,646				
Sound System (Portable)	2013	2024	9,463					10,448					
Dishwasher	2014	2029	6,274										7,648
<u>Thedford Village Complex</u>													
Furniture	2011	2026	9,563							10,985			
Emergency Generator	2013	2028	42,342									50,603	
<u>Community Signs</u>													
Electronic Sign - Forest	2009	2029	38,551										46,993
Entrance Sign - Forest	2004	2024	14,030					15,490					

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Entrance Sign - Thedford	2006	2026	4,076							4,682			
Entrance Sign - Arkona	2005	2025	14,374						16,187				
Digital Sign at Shores					50,000								
Other													
Garbage Cans - Thedford Main St	2012	2027	2,102								2,463		
Garbage Cans	2012	2027	5,574								6,531		
Benches - Trails	2012	2027	2,533								2,968		
Emergency Generator - Forest Legion	2013	2029	55,560										67,727
TOTAL CAPITAL REQUIREMENTS				368,571	317,676	136,189	188,576	134,033	127,243	229,044	394,111	285,553	263,459
IT Reserve Fund				73,210	40,330	34,461	35,102	47,864	36,417	37,091	42,777	38,475	39,185
Equipment Reserve Fund				295,361	277,345	101,728	153,474	86,169	90,826	191,952	351,334	247,078	224,274
Balance				-	-	-	-	-	-	-	-	-	-
Equipment Reserve Fund Activity	Est. 2019 Y/E		107,281										
Equipment RF-contribution				196,195	200,119	204,121	208,203	212,367	216,615	220,947	225,366	229,873	234,471
Equipment RF -withdrawal				295,361	277,345	101,728	153,474	86,169	90,826	191,952	351,334	247,078	224,274
Total - Equipment RF				8,114	(69,113)	33,280	88,009	214,207	339,996	368,991	243,022	225,818	253,219
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Land Improvements

Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>RECREATION & LEISURE SERVICES</u>													
<u>Recreation - Parks</u>													
<u>Grand Bend Lions Park</u>													
Scoreboard	1992	2020	4,565			4,565							
Chain Link Fence	2012	2027	34,664								40,614		
Playground Equipment	2012	2027	32,306								42,290		
<u>Grand Bend Skateboard Park</u>													
Fence - Parimeter	2006	2021	6,378		6,636								
Fence - Storage Compound	2006	2021	2,546		2,649								
Swing Set	2007	2022	5,353			5,681							
<u>Optimist Park</u>													
Gazebo	2012	2027	15,029								17,609		
Chain Link Fence	1980	2023	4,193				4,539						
<u>Klondyke Park</u>													
Play Structure	2001	2020	47,782	47,782									
<u>Utter Ball Diamond</u>													
Playground Equipment	2007	2022	65,000			70,358							
<u>McRae Ball Diamond</u>													
Ball Diamond and backstop	1993	2021	75,555		80,100								
<u>Coultis Ball Diamond</u>													
Ball Diamond - Dugouts	1996	2021	19,480		20,267								
Ball Diamond - Lights	1997	2022	19,755			20,964							
Ball Dimaond - Fencing	1986	2027	39,030								45,730		
Play Structure	2015/2019	2029/2034	60,726										11,856
<u>Thedford Ball Diamond</u>													
Playground Equipment	2012	2027	8,298								9,722		

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Land Improvements													
Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>Thedford Village Green</u>													
Playground Structure	2010	2025	65,353						73,598				
Playground Equipment	2012	2027	3,812								4,466		
Gazebo	2010	2025	45,320						51,038				
<u>Other Parks</u>													
Rotary Nature Trail - Julie Ave to Pinetree Dr	2009	2026	199,142							127,506			
Rotary Nature Trail - Pinetree Dr to Pinedale Rd	2012	2026	81,401							93,504			
Rotary Nature Trail - Pinedale Dr to Lakeview Ave	2012	2026	28,093							32,270			
Rotary Nature Trail - Lakeview Ave to Lake Rd	2012	2026	88,048							101,139			
Whyte Park - Tennis Court & Fencing	1963		68,670	30,000									
Pleasure Park - Playground Equipment	2013	2028	30,590									36,558	
Frances Dr - Playground Equipment	2014	2029	16,000										19,504
<u>Recreation - Beach</u>													
<u>Beach</u>													
Boarwalks, Walkways	2009	2029	3,304,566	45,000.00									4,108,812
Playground Equipment	2009	2024	191,764					211,723					
Lighting	2009	2024	220,687					243,656					
Boardwalk lighting replacement	2018	2034	150,000	60,000									
Gazebo	2009	2024	203,006					224,135					
<u>Parking</u>													
Fence - Wood (Ontario)	2006	2021	2,942		3,061								
<u>Recreation Complexes</u>													
<u>Legacy Recreation Complex</u>													
Fencing - Nursery School	2012	2027	4,368								5,118		
Playground Equipment - Nursery School	2012	2027	26,734								31,323		
<u>Shores Recreation Complex</u>													
Parking Lot - Asphalt	2007	2027	674,033								789,737		

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Land Improvements													
Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>Community Centres & Libraries</u>													
<u>Arkona CC & Library</u>													
Parking Lot - Asphalt	2009	2029	97,678										119,069
Play Structure	2014	2029	47,456										57,849
<u>Port Franks CC</u>													
Skateboard Park	1998	2023	94,283				102,055						
Play Structure	2006	2021	89,060		92,658								
<u>Thedford Village Complex</u>													
Parking Lot - Asphalt	1998	2028	84,571									101,070	
<u>Harbours</u>													
<u>Grand Bend Harbour</u>													
Electrical Upgrades - South Basin	2001	2026	62,394							71,671			
Retaining Wall - Eilber St (185 m)	1988	2028	1,065,286									1,273,115	
Retaining Wall - Morenz Lane (90 m)	1988	2028	690,997									825,805	
Retaining Wall - River Rd (58 m)	1988	2028	483,173									577,436	
<u>Port Franks Harbour</u>													
Dock Hydro Service	2002	2027	44,819								52,513		
Docks	Various		1,088,000	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619
Boat Launch	1987	2022	33,602			35,659							
Play Structure	2007	2022	4,645			4,929							
<u>Other</u>													
Seasonal Lights / Decorations	Various		73,353	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL REQUIREMENTS				227,782	251,120	188,678	153,912	727,652	173,618	475,942	1,089,869	2,865,655	4,369,709
Land Improvement Reserve Fund				217,782	241,120	178,678	143,912	717,652	163,618	465,942	1,079,869	2,855,655	4,359,709
Community Groups				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Balance				-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Land Improvements													
Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Land Improvements Reserve Fund Activity	Est. 2019 Y/E		425,158										
Land Improvements RF - contribution				166,507	169,837	173,234	176,698	180,232	183,837	187,514	191,264	195,089	198,991
Land Improvements RF - withdrawal				217,782	241,120	178,678	143,912	717,652	163,618	465,942	1,079,869	2,855,655	4,359,709
Total - Total Land Improvements RF				373,883	302,599	297,154	329,941	(207,479)	(187,260)	(465,688)	(1,354,294)	(4,014,859)	(5,515,012)
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Facilities													
Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>Arkona</u>													
Fire Hall	1975		187,898										
- Exhaust Capture System						50,000							
<u>Northville</u>													
Fire Hall	1994		326,447										
- Classroom / Washroom Upgrade					30,000								
- Truck Entrance Door					30,000								
<u>Forest</u>													
Fire Hall	1986		649,031										
<u>Recreation - Beach</u>													
<u>Beach</u>													
Beach House Facility - epoxy floors	1997		1,015,472	40,000.00									
Beach Bandshell	2016	2053	286,285										
<u>Shores Recreation Complex</u>													
Compressor				25,000									
Lights - Replace Ice Surface Light with LED				35,000									
Dressing Room Heaters				10,000									
<u>Community Centres & Libraries</u>													
<u>Arkona CC & Library</u>													
Facility	1962		701,176										
- Washroom Upgrades (Flooring & Fixtures)				30,000									
TOTAL CAPITAL REQUIREMENTS				140,000	60,000	50,000	-	-	-	-	-	-	-
Building & Facilities Reserve Fund				140,000	60,000	50,000	-	-	-	-	-	-	-
Balance				-	-	-	-	-	-	-	-	-	-
Building & Facilities Reserve Fund Activity	Est. 2019 Y/E		1,254,352										

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Facilities													
Description	Year Acq'd	Year Repl.	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Building & Facilities RF - contribution				224,236	228,721	233,295	237,961	242,720	247,575	252,526	257,577	262,728	267,983
Building & Facilities RF - withdrawal				140,000	60,000	50,000	-	-	-	-	-	-	-
Total - Building & Facilities RF				1,338,588	1,507,309	1,690,604	1,928,565	2,171,285	2,418,860	2,671,386	2,928,963	3,191,691	3,196,946
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Road Re -Construction

Description	Priority	Road Type	IMP TYPE	Year	2020 Replacement Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
as per 2011 RNS															
GB - Ontario St South of Main - Widening			WM/SW/ST							3,500,000					
GB - Ontario Street North Corridor			WM/SW/ST			1,480,000									
GB - Main St East - Widening			SW						2,000,000						
GB - River Rd			RECON/SW/SAN					950,000							
FO - MacHenry St - Broadway to Morris (445m)	6-10 YR	HCB	6-10 YR				100,000								
FO - Townsend - Union to Coultis Drain (130m)	55%		Storm							30,000	278,000				
FO - Townsend - Main to Union (312m)	70%		Storm							283,000					
FO - Townsend - Albert to Main (241m)	80%		Storm							158,000					
FO - Broadway St			WM/STM/ SW			50,000	1,258,000								
FO - Arthur St (Close Loop)			WM				257,500								
FO - York St			WM				150,000								
Ravenswood Line						2,600,000	2,600,000								
Forest Railway Storm Sewer						250,000									
Total Asphalt Road Maintenance / Construction						4,380,000	4,365,500	950,000	2,000,000	3,971,000	278,000	-	-	-	-
Transportation Infrastructure RF / Funding						3,035,517	4,365,500	950,000	2,000,000	3,971,000	278,000	-	-	-	-
Gas Tax (GB- Ontario St N Corridor)						340,991									
OCIF						1,003,492									
Balance						-	-	-	-	-	-	-	-	-	-

**not all assets are recorded only those with current capital projections

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Re - Surface Treatment													
Description	Priority	Road Type	IMP Type	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028
North Area													
<u>Grand Bend</u>													
Oak St - Ontario to Huron - single lift HCB	200-499	ASP			80,000								
Woodward Ave - Centre to Walker - HCB resurface	0-49	ASP			42,000								
Dietrich Cr - Eilber to Dietrich - HCB resurface	0-49	ASP			32,000								
Beach St - Huron to Beach - HCB resurface	0-49	ASP			18,000								
Walker St - Huron to Warwick - HCB resurface	0-49	ASP			115,000								
Huron St - Centre to Walker - HCB resurface	50-199*	ASP			42,000								
Huron Ave - Main to Centre - HCB resurface	50-199	ASP			28,000								
King St - Huron to North End - HCB resurface	0-49	ASP									22,000		
<u>Southcott Pines</u>													
Lakeview Ave - John to Pines - single lift LCB	50-199	LCB					40,000						
Birch Lane - Pines to North End - single lift LCB	0-49	LCB						5,000					
<u>Huron Woods</u>													
Pinetree Cres - Pinetree to Pinetree - single lift LCB	50-199	ASP	ASP to LCB					14,000					
Pinery Lane - Pinetree to West End - single lift LCB	50-199	ASP	ASP to LCB					5,000					
Pinetree Ct - Pinetree to North End - single lift LCB	50-199	ASP	ASP to LCB					5,000					
<u>East Bosanquet</u>													
Klondyke Rd - Lakeshore to Greenway - single lift LCB	500-999*	ASP/LCB	ASP to LCB**				200,000						
Cold Storage Rd - North of Klondyke to Klondyke - single lift LCB	50-199	LCB						6,000					
Haig Line - Walker to South End - single lift LCB	200-499*	LCB						25,000					
Joanne Ave - North End to South End - single lift LCB	50-199	LCB	ASP to LCB					20,000					
Goosemarsh Line - North to Graham - HCB resurface	50-199	ASP								100,000			
South Area													
<u>Forest</u>													
Jefferson St - Main to Union - HCB resurface	50-199	ASP						90,000					
Wellington St W - Union to Main - HCB resurface	50-199	ASP						45,000					
MacHenry St - Leonard to Royal - HCB resurface	50-199	ASP						36,000					
Frances Dr - Stanley to North End - HCB resurface	50-199	ASP								45,000			
<u>West Bosanquet</u>													
Lakeview Haven Dr - Lakeshore to St Anthony - single lift LCB	0-49	LCB				60,000							
St Anthony Cr - LVH to LVH - single lift LCB	0-49	LCB				17,000							
Ravine Rd - Freeman to West End - single lift LCB	0-49	LCB					6,000						
Cliff Rd - Freeman to South end - single lift LCB	0-49	LCB					8,000						
Freeman St - Ravine to Cliff - single lift LCB	0-49	LCB					9,000						
Vance Dr - Lakeshore to Ravine - single lift LCB	0-49	LCB					40,000						
Franklin St - Oak to LVG Rd - single lift LCB	0-49	LCB					7,000						
Park St - Oak to LVG Rd - single lift LCB	0-49	LCB					7,000						
Oak Av - Proof to Park - single lift LCB	0-49	LCB					14,000						

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Re - Surface Treatment													
Description	Priority	Road Type	IMP Type	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028
Marilyn St - Cedarview to South End - single lift LCB	0-49	LCB					7,000						
Beach St - Birch to East End - single lift LCB	0-49	LCB					12,000						
Cedarview Dr - Cedar Point to West End - single lift LCB	0-49	LCB					15,000						
Glendale Dr - Lakeshore to South End - single lift LCB	0-49	LCB					80,000						
Cole Crescent - Glendale to Glendale - single lift LCB	0-49	LCB					8,000						
Keith St - Cedarview to South End - single lift LCB	0-49	LCB					6,000						
Cedar Point Li - Lakeshore to Cedarview - single lift LCB	0-49	LCB					45,000						
Broadview Av - Proof to South End - single lift LCB	0-49	LCB					18,000						
Birch St - LVG Road to Beach -single lift LCB	0-49	LCB					7,000						
Port Franks Rd - Northville to Lakeshore - HCB resurface	500-999	ASP							315,000				
Indian Hills Tr - Lakeshore to South End - HCB resurface	50-199	ASP								245,000			
<u>East Bosanquet</u>													
Gordon Rd - Kennedy to Bog - Pulv & double lift LCB	0-49	LCB				165,000							
Arkona Rd - Main to Bog - single lift LCB	200-499	LCB						200,000					
Gordon Rd - Townsend to Decker - P & double LCB	200-499	ASP	ASP to LCB									980,000	
<u>Lazy Acres</u>													
Arkona Rd - Bog Line to Lazy Lane - single lift LCB	50-199	LCB						30,000					
Lazy Lane - Arkona Rd to West End - single lift LCB	0-49	LCB						17,000					
<u>Ipperwash</u>													
Peter Cres - London to London - single lift LCB	0-49	LCB			10,000								
Cedar Drive - London to East End - single lift LCB	0-49	LCB			3,000								
Spruce St - West to East Ends - single lift LCB	0-49	LCB			7,000								
Wakefield St - London to William - single lift LCB	0-49	LCB			5,000								
Victoria Ave - West Ipperwash to East End - single lift LCB	0-49	LCB			14,000								
Mary St - Victoria to Robert - single lift LCB	0-49	LCB			8,000								
Tanner Rd - West Ipperwash to East End - single lift LCB	0-49	LCB			12,000								
Ruth Pl - William to North End - single lift LCB	0-49	LCB			3,000								
Juniper Ln - London to East End - double lift LCB	0-49	GRA	Gravel to LCB		22,000								
Jane St - London to Tobias - single lift LCB	0-49	LCB			8,000								
Margaret Pl - William to North End - single lift LCB	0-49	LCB			4,000								
Robert Av - West End to Mary - single lift LCB	0-49	LCB			4,000								
Agnes Pl - William to North End - single lift LCB	0-49	LCB			4,000								
William St - West Ipperwash to Wakefield - single lift LCB	0-49	LCB			18,000								
Robert Ave - Mary to East End - single lift LCB	0-49	LCB			4,000								
Beachway Dr - West Parkway to South End - single lift LCB	0-49	LCB			20,000								
Sunset Ave - Ipperwash to Beachway - single lift LCB	0-49	LCB			15,000								
Foster Cr - Ipperwash to North End - single lift LCB	0-49	LCB			13,000								
Evergreen Ave - Beachway to Sunset - single lift LCB	0-49	LCB			13,000								
Richardson Dr - East Parkway to South End - single lift LCB	0-49	LCB			18,000								
Pine Trail Ave - Beachway to Sunset - single lift LCB	0-49	LCB			13,000								
Maylard Ave - Gratton to Clemens - single lift LCB	0-49	LCB			15,000								
Gratton Dr - Army Camp to Maylard - single lift LCB	0-49	LCB			6,000								

Municipality of Lambton Shores - Capital Program - 10 Year Projection														
Re - Surface Treatment														
Description		Priority	Road Type	IMP Type	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Bradley St - Maylard to James - single lift LCB	0-49	LCB						8,000					
	Clemens Line - Army Camp to West End - single lift LCB	0-49	LCB						16,000					
	Barbara St - James to West End - single lift LCB	0-49	LCB						4,000					
	James Ave - Bradley to Clemens - single lift LCB	0-49	LCB						6,000					
	Ipperwash Rd - Lakeshore to 400m south - CIP HCB resurface	1000-1999	ASP									95,000		
	Port Franks													
	Erin St - Cornell to East End - single lift LCB	0-49	LCB				4,000							
	McCordic Lane - Outer to North End - single lift LCB	0-49	LCB				10,000							
	Erin St - Riverside to Cornell - single lift LCB	0-49	LCB			5,000								
	Creek Trail - Outer to West End - single lift LCB	0-49	LCB				7,000							
	Cornell Trail - Erie to East End - single lift LCB	0-49	LCB			5,000								
	Chester Trail - Superior to East End - single lift LCB	0-49	LCB				6,000							
	Edward St - Outer to Mud Creek - single Lift LCB	50-199*	LCB				17,000							
	Huron St - Riverside to South End - double lift LCB	0-49	LCB				6,000							
	Powell Rd - Port Franks Est to Victoria - single lift LCB	0-49	ASP	ASP to LCB			5,000							
	Ontario St - Port Franks Est to Riverside - single lift LCB	50-199	LCB				25,000							
	Dolway Dr - Edward to Outer - single lift LCB	0-49	LCB				20,000							
	Raeburn Rd - Dolway to Mud Creek - single lift LCB	0-49	LCB				7,000							
	Ann Cr - Dolway to Edward - single lift LCB	0-49	LCB				14,000							
	Herbert St - Katharine to South End - single lift LCB	0-49	LCB				3,000							
	Gillespie St - Nipigon to Superior - single lift LCB	50-199	LCB						25,000					
	Katherine Cr - Port Franks Est to Herbert - single lift LCB	0-49	LCB						20,000					
	Ransfor St - Superior to Ontario - single lift LCB	50-199	LCB						9,000					
	Herbert St - Patrick to Katherine - single lift LCB	0-49	LCB						18,000					
	Mud Creek Tr - Raeburn to East End - single lift LCB	0-49	LCB						10,000					
	Outer Dr - Edward to Poplar - HCB resurface	50-199	ASP							235,000				
	Whatman St - Port Franks to Nipigon - HSB resurface	50-199	ASP							45,000				
	Clayton St - Nipigon to Port Franks Est - single lift LCB	0-49	LCB									6,000		
	Port Franks Est Dr - Alfred to Powell - single lift LCB	0-49	LCB	ASP to LCB								35,000		
	Powell Rd - Victoria to Andrea - single lift LCB	0-49	LCB	ASP to LCB								6,000		
	Victoria St - Powell to Alfred - single lift LCB	0-49	LCB	ASP to LCB								16,000		
	Andrea St - Powell to North End - single lift LCB	0-49	LCB									8,000		
	Thedford													
	Decker Rd - Arkona to Northville - single lift LCB	200-499*	LCB				80,000							
	Ravenswood Line - Gordon to Elizabeth - HCB resurface	200-499	ASP				34,000							
	Ravenswood Line - Elizabeth to .5 East - double lift LCB	50-199	ASP	ASP to LCB			35,000							
	Sarah St - King to Elizabeth - HCB resurface	50-199	ASP								230,000			
	Ravenswood Line		ASP				550,000	550,000						
	Arkona													
	Rock Glen Road - Arkona to 1.5Km N of Townsend - single lift LCB	200-499	ASP	ASP to LCB					43,000					
	Richmond St - Frank to South End - HCB resurface	50-199	ASP								15,000			

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Re - Surface Treatment													
Description	Priority	Road Type	IMP Type	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028
Surface Treatment Road Maintenance					606,000	1,065,000	1,079,000	657,000	595,000	635,000	188,000	980,000	-
Transportation Infrastructure RF					606,000	1,065,000	1,079,000	657,000	595,000	635,000	188,000	980,000	-
Balance					-	-	-	-	-	-	-	-	-

**not all assets are recorded only those with current capital projections

<p align="center">Municipality of Lambton Shores - Capital Program - 10 Year Projection</p> <p align="center">Bridge & Culvert</p>	
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[illegible]

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Sidewalks

		Year	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Sidewalks													
	Annual sidewalk replacement program			150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Total Sidewalk / Walkway			150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Transportation Infrastructure RF			150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Street Lights & Traffic Lights

Description	Year	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Streetlights												
LED (992)												
Decorative (365)												
Poles												
- Misc intersection lighting improvements			21,224	21,648	22,081	22,523	22,974	23,433	23,902	24,380	24,867	25,365
- Decorative Street Light LED upgrade			100,000	100,000	100,000	100,000	100,000					
Intersection / safety			17,812	18,346	18,897	19,464	20,048	20,649	21,268	21,907	22,564	23,241
Total Street Light Capital			139,036	139,995	140,978	141,987	143,021	44,082	45,170	46,286	47,431	48,605
Transportation Infrastructure RF			139,036	139,995	140,978	141,987	143,021	44,082	45,170	46,286	47,431	48,605
Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 5 Year Projection						
Transportation Infrastructure Summary						
		2020	2021	2022	2023	2024
	Transportation Infrastructure	\$ 2,174,068	\$ 705,165	\$ (3,107,345)	\$ (3,792,323)	\$ (4,757,226)
	Reserve Fund Contribution	\$ 1,491,000	\$ 1,520,820	\$ 1,551,236	\$ 1,582,261	\$ 1,613,906
	Gas Tax Reserve Fund	\$ 18,486				
	Gas Tax Contribution	\$ 322,505	\$ 337,164	\$ 33,764	\$ 351,823	\$ 351,823
	Total Funds Available	\$ 4,006,059	\$ 2,563,149	\$ (1,522,345)	\$ (1,858,239)	\$ (2,791,496)
	Project Cost Summary					
	Re-Construction	\$ 4,380,000	\$ 4,365,500	\$ 950,000	\$ 2,000,000	\$ 3,971,000
	Re-Surface Treatment	\$ 606,000	\$ 1,065,000	\$ 1,079,000	\$ 657,000	\$ 595,000
	Bridge & Culvert	\$ 105,000	\$ 1,000,000	\$ 2,500,000	\$ 1,500,000	\$ -
	Sidewalks	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Street Lights	\$ 139,036	\$ 139,995	\$ 140,978	\$ 141,987	\$ 143,021
	Subtotal	\$ 5,380,036	\$ 6,670,495	\$ 4,769,978	\$ 4,398,987	\$ 4,809,021
	OCIF Funding	\$ 1,003,492				
	GB Bridge Connecting Link Funding		\$ 900,000	\$ 2,250,000	\$ 1,350,000	
	GB Bridge DC (Roads & Related)		\$ 100,000	\$ 250,000	\$ 150,000	
	GB Ontario St Corridor - MTO Funding	\$ 1,075,651				
	Gas Tax Funding	\$ 340,991	\$ 337,164	\$ 337,164	\$ 337,164	\$ 351,823
	Balance From Transportation Reserve Fund	\$ 2,959,902	\$ 5,333,331	\$ 1,932,814	\$ 2,561,823	\$ 4,457,198
	Transportation Reserve Fund Balance	\$ 705,165	\$ (3,107,345)	\$ (3,792,323)	\$ (4,757,226)	\$ (7,600,518)

This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years

This summarizes Transportation Capital expenses and reserve fund transactions for pages 11 - 21

Notes:

Municipality of Lambton Shores - Capital Program - 10 Year Projection												
Water System												
Description	Year	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Water System General												
Meter Changeout Program			350,000	400,000	400,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000
Water Mains												
GB - Ontario Street North Corridor			200,000									
GB - Ontario St Bridge				200,000								
FO - Retirement Loop				261,718								
FO - East Lane (3668)											100,000	
FO - Broadway				500,000								
FO - Athur				125,000								
FO - York				100,000								
Road Related Replacements			185,709	191,280	197,019	202,929	209,017	215,288	221,746	228,399	235,251	242,308
Miscellaneous Items												
LAWSS System Capital			78,755	81,118	83,551	86,058	88,639	91,299	94,038	96,859	99,764	102,757
Leak Detection Study			40,000									
Infrastructure Renewal			165,000	65,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Thedford Reservoir Maintenance			250,000									
Water SCADA Upgrades			75,000									
Northville Tower maintenance										150,000		
Arkona Tower Maintenance							150,000					

Municipality of Lambton Shores - Capital Program - 10 Year Projection												
Water System												
Description	Year	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Water Equipment												
Handheld Meter Reader	2009	9,319										
Portable Generator (OMI)	2007	51,315						57,789				
Trimble Data Collection - ES91669	2013	6,717					7,416					
Total Capital Requirements			1,344,464	1,924,116	845,570	853,987	820,073	729,375	680,784	840,257	800,015	710,066
Funding of above projects												
Water Reserve Fund			1,344,464	1,924,116	845,570	853,987	820,073	729,375	680,784	840,257	800,015	710,066
Balance			-	-	-	-	-	-	-	-	-	-
Water Reserve Fund Activity												
2019 Estimate Water Reserve Fund	9,734,384											
Water RF - contribution			2,029,704	2,070,298	2,111,704	2,153,938	2,197,017	2,240,957	2,285,776	2,331,492	2,378,122	2,425,684
Water RF - withdrawal			1,344,464	1,924,116	845,570	853,987	820,073	729,375	680,784	840,257	800,015	710,066
Total - Water R/RF			10,419,624	10,565,806	11,831,940	13,131,891	14,508,836	16,020,418	17,625,410	19,116,645	20,694,751	22,410,370

<p align="center">Municipality of Lambton Shores - Capital Program - 10 Year Projection</p> <p align="center">Waste Water System Infrastructure</p>	
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Description	Year	2020 Rep. Value	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<u>Collection Systems</u>												
Road Related Replacements			33,990	35,010	36,060	37,142	38,256	39,404	40,586	41,803	43,058	44,349
<u>Miscellaneous Items</u>												
ARK - STP Sand Filtration System					20,000	250,000						
ARK- Clarifier Cover					100,000							
FO - STP Process Equipment				250,000								
FO - Flow Meter Channel				10,000								
FO - STP New Filter Installation							250,000					
River Road Sanitary Sewer Upgrades			50,000		250,000							
GB - Ontario Street North Corridor			100,000									
GB - Ontario Trunk Sewer			1,468,900									
GB - Ontario St Bridge				165,000								
FO - Main Lift PS Rehab						200,000						
Forest STP - Rehab											1,750,000	
Arkona STP - Rehab									650,000			
Indian Hills STP - Rehab								200,000				
Indian Hills PS - Electrical Panel, Upgrades				75,000								
Total Capital Requirements			1,652,890	535,010	406,060	487,142	288,256	239,404	690,586	41,803	1,793,058	44,349
Funding of above projects												
Sewer Reserve Fund			447,890	535,010	406,060	487,142	288,256	239,404	690,586	41,803	1,793,058	44,349
South Huron Contribution			1,205,000									
Balance			-	-	-	-	-	-	-	-	-	-
Waste Water Reserve Fund Activity												
2019 Estimate Waste Water Reserve Fund	116,841											
Waste Water RF - contribution			192,569	196,420	200,349	204,356	208,443	212,612	216,864	221,201	225,625	230,138
Waste Water RF - withdrawal			447,890	535,010	406,060	487,142	288,256	239,404	690,586	41,803	1,793,058	44,349
Total - Waste Water R/RF			(138,480)	(477,069)	(682,780)	(965,566)	(1,045,380)	(1,072,172)	(1,545,894)	(1,366,496)	(2,933,928)	(2,748,139)

This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years



THE MUNICIPALITY OF

LAMBTON SHORES

2020 OPERATING BUDGET OVERVIEW

Estimated Tax Rate Impact

At the time the 2020 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 2019 has been used to calculate the estimated tax rate for 2020.

The 2020 Lambton Shores Operating Budget reflects no change to the tax rate for 2020 from the 2019 tax rate.

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

Estimated Tax Rate Impacts for the 2020 Budget

Per \$100,000 of Assess	2019	2020	Annual Change	Installment	Month	Day
Assessment	\$100,000.00	\$ 100,000.00	0.00000000			
Tax Rate	0.00503128	0.00503127	-0.00000001			
Taxes	\$ 503.13	\$ 503.13	\$0.00	\$0.00	\$0.00	\$0.00
Percent			0.00%			

Assessment Change	2019	2020	Annual Change	Installment	Month	Day
Average Assessed Home	\$ 280,378.80	\$ 295,238.88	\$ 14,860.08			
Assessment						
Tax Rate	0.00503128	0.00503127	-0.00000001			
Taxes	\$ 1,410.66	\$ 1,485.43	\$74.76	\$18.69	\$6.23	\$0.20
Percent			5.30%			



Debt Repayments in the 2020 Budget

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.

Does not include Tile Loan Debenture

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

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. There is debt retiring in June of 2020; however, the budget does not incorporate the suggested change in allocation and as a result there is a reduction in cost.



2020 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 2020 budget reflects a 2% increased allocation to reserve funds over the 2019 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:

2020 Estimated Budget Impacts						
DESCRIPTION	2019 R/R/ Est Year End Draft	2020 Capital Expense	2020 Operating Expense	2020 Operating Contribution	2020 R/R/ Est Year End Estimate	Capital Program
RESERVE FUND						
1-000-032-3200 Working Funds	1,069,054.14				1,069,054.14	
1-000-032-3203 Opportunities and Contingency	109,300.98			81,900.00	191,200.98	
1-000-032-3204 Tax Rate Stabilization	352,480.06				352,480.06	
1-000-032-3223 Election	20,141.57			11,500.00	31,641.57	
1-000-032-3217 Parking	255,133.93				255,133.93	
1-000-032-3213 Information Technology	113,675.20	73,210.00		43,000.00	83,465.20	Equipment
1-000-032-3226 Bridge & Road Inspection /Studies	371,197.66			100,110.00	471,307.66	
1-000-032-3209 Arkona Cemetery	59,981.34				59,981.34	
1-000-032-3219 Harbour Maintenance	281,323.71		65,000.00		216,323.71	
1-000-032-3205 Rolling Stock	1,212,941.11	584,410.00		658,570.00	1,287,101.11	Rolling Stock
1-000-032-3201 Equipment	107,280.66	295,361.00		196,195.00	8,114.66	Equipment
1-000-032-3202 Transportation Services	2,124,067.60	2,959,902.00		1,541,000.00	705,165.60	Transportation Infrastructure
1-000-032-3210 Building and Facilities	1,254,351.99	140,000.00		255,236.00	1,369,587.99	Building & Facilities
1-000-032-3218 Land Improvements	425,157.71	217,782.00		166,507.00	373,882.71	Land Improvements
1-000-032-3207 Water	9,734,383.93	1,344,464.00		2,029,704.00	10,419,623.93	Water
1-000-032-3208 Wastewater	116,841.06	447,890.00		192,569.00	(138,479.94)	Wastewater
1-000-032-3227 Special Projects	-				-	
- Main St Revitalization	24,135.03				24,135.03	
- Jericho Rd	132,543.20				132,543.20	
- Cliff Rd Drain	-				-	
- Ipperwash Park	187,985.70				187,985.70	
- Esli Dodge Weir	20,082.30		20,000.00		82.30	
- Road Allowance off Lakeview Ave opposite to John St	7,407.86				7,407.86	
- Stormwater Management (Rice Development)	17,069.96				17,069.96	
- New Administration Building	68,688.00				68,688.00	
- Asset Management	-			187,700.00	187,700.00	
- Grand Bend Storm Management Study & EA	250,000.00				250,000.00	
- Recycle/Garbage Containers	15,000.00				15,000.00	
- GPS Vehicle Program	20,000.00				20,000.00	
- Cemetery Management Software	20,000.00				20,000.00	
- Harbour Management Software	5,000.00				5,000.00	
- Agenda/Records Management	25,000.00		15,000.00		10,000.00	
- Land Management	75,000.00				75,000.00	
- MMAH Unallocated	206,357.00				206,357.00	
1-000-032-3222 Building Department Cost Stabilization	1,089,754.98				1,089,754.98	
SUB TOTAL RESERVE & RESERVE FUNDS	\$ 19,771,336.68	\$ 6,063,019.00	\$ 100,000.00	\$ 5,463,991.00	\$ 19,072,308.68	
DEFERRED REVENUE						
1-000-023-2331 Federal Gas Tax	18,486.20	340,991.00		322,504.80	-	Transportation Infrastructure
1-000-023-2326 Cash-in-lieu of Parkland Revenue	204,911.79				204,911.79	
1-000-023-2328 Cash-in-lieu of Parking	63,913.10				63,913.10	
1-000-023-2337 Ontario Community Infrastructure Fund (OCIF)	-	1,003,492.00		1,003,492.00	-	Transportation Infrastructure
1-000-023-2333 Community Vibrancy Fund	1,657,674.27			93,562.00	1,564,112.27	
1-000-023-2332 Community Improvement - Water Quality	3,782.39				3,782.39	
Community Improvement - Skateboard/Basketball Park	2,797.60				2,797.60	
Community Improvement - Rotary Water Stations	38,926.64				38,926.64	
Community Improvement - Rotary Future Projects	41,846.62				41,846.62	
Community Improvement - Memorial Tree Project	34,670.31				34,670.31	
SUB TOTAL DEFERRED REVENUE	\$ 2,067,908.91	\$ 1,344,483.00	\$ 93,562.00	\$ 1,325,996.80	\$ 1,954,960.71	
TOTAL	\$ 21,838,345.59	\$ 7,407,502.00	\$ 193,562.00	\$ 6,789,987.80	\$ 21,027,269.39	

Development Charges				
	2019 Year End Draft	2020 Operating Expense	2020 Operating Contribution	2020 Year End Estimate
Water	\$ 1,257,212.83		\$ 50,624.30	\$ 1,307,837.13
Waste Water	\$ 319,811.66	\$ 50,000.00	\$ 20,413.50	\$ 290,225.16
Municipal Wide Breakdown				
Public Works Facilities	\$ 10,041.87			\$ 10,041.87
Transportation	\$ 1,136,612.43		\$ 33,025.40	\$ 1,169,637.83
Outdoor Recreation Services	\$ 423,197.63		\$ 19,347.60	\$ 442,545.23
Indoor Recreation Services	\$ 76,682.72	\$ 18,000.00	\$ 5,602.20	\$ 64,284.92
Library Services	\$ 57,325.66			\$ 57,325.66
Parking	\$ 63,260.29			\$ 63,260.29
Administration / Consulting	\$ 59,867.21		\$ 1,228.00	\$ 61,095.21
Fire	\$ 10,913.20			\$ 10,913.20
Fire Protection Services	\$ 4,411.98			\$ 4,411.98
Balance	\$ 3,397,511.09	\$ 68,000.00	\$ 130,241.00	\$ 3,459,752.09