



THE MUNICIPALITY OF

LAMBTON SHORES

2021 DRAFT Operating & Capital Budget

THE MUNICIPALITY OF LAMBTON SHORES

Report TR-01-2021

Council Meeting Date: January 7, 2021

TO: Mayor Weber and Members of Council
FROM: Janet Ferguson, Treasurer
RE: 2021 Draft Operating and Capital Budget
RECOMMENDATION:

THAT Report TR-01-2021 presenting the 2021 Draft Operating and Capital Budget is received for discussion.

SUMMARY

This report presents the Draft 2021 Operating and Capital Budget for Lambton Shores.

BACKGROUND

Staff begin the annual budget process in the fall, gathering information and referencing studies such as the Asset Management Plan, Roads Needs Study, Bridge Inspections or Recreation Master Plan as well as give consideration to the day to day operational needs of the Municipality.

The proposed Draft 2021 Budget has maintained the same format as last year showing two components, the Operating and Capital and within each component there are two sections that present the budget information, one for the Tax Supported Business Units and one for the User Rate Supported Business Units. There has been a slight change to the Capital component to better align with the new or updated Asset Management Plan (AMP) and the Reserve Fund Policy.

The Operating and Capital Budget Overview is followed by summary information and any pending decisions for items referred to budget discussions throughout the year. The Business Units are supported with a description of the functional area, changes over the previous year and detailed financial information.

The budget was prepared using the 2020 budget, historic spending with a 3 year average, planned projects and inflationary adjustments if necessary.

The tax supported annual allocation to the Capital Reserve Funds was increased by 2% over the 2020 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. However, where applicable, funding from third party grants

or community fundraising is noted. Maintaining the contributions to reserve funds is essential for planning future asset replacements. Although the funds have been increased, the increase does not match that of the recommendation from the AMP and is a consideration noted for Council.

This budget provides for the resources required to maintain the operations and infrastructure for Lambton Shores. Any reference to tax impacts is related only to the Lambton Shores portion of property assessment and does not include the impacts of the other levels of taxation from the County and Education systems.

Following Council's consideration of the material provided in the budget binder, staff will be looking for a resolution to support the budget as presented or amended. Items noted as pending decisions have been numbered to enable a clear resolution and direction for staff.

Primarily, the New Initiatives and the items referred for Budget Consideration do not have a funding source identified. Council will have to determine a source of funding for any items they wish to move forward with.

In anticipation of having the budget discussions via a zoom meeting, staff would appreciate any questions in advance to ensure the pertinent information is on hand for the meeting.

Following the final approval of the budget, the budget by-law will be brought to Council to finish the process. Tax rates will not be set until the County Wide Tax Policy has been established which is typically April.

ALTERNATIVES TO CONSIDER

None

RECOMMENDED ACTIONS

THAT Report TR-01-2021 presenting the 2021 Draft Operating and Capital Budget is received for discussion.

FINANCIAL IMPACT

There is no financial impact by Council receiving this report.

This Draft Operating and Capital Budget as presented reflects an increase of \$193,137.92 in taxation or 1.51% over 2020.

The Municipal Property Assessment Corporation (MPAC); as directed by the Province, deferred the reassessment planned for the 2021 taxation year. This means that the only change in assessment is as a result of real growth in Lambton Shores which is

approximately 1.87% for residential assessment. This differs from the previous 4 years where the assessment increase was closer to 5%.

As a result of this growth in the assessment base, this draft of the Operating and Capital Budget has been achieved with an estimated 0% change to the tax rate over the 2020 rate.

The budget documents do contain a number of other projects and operational items that Council may wish to consider. If Council wishes to consider the inclusion of currently unfunded projects or an increased contribution to reserves there will need to be an enabling increase to the tax rate. A chart has been provided in the Operating Budget Overview for consideration.

CONSULTATION

Kevin Williams, CAO
Steve McAuley, Director of Community Services
Stephanie Troyer-Boyd, Clerk
Lawrence Swift, Chief, Fire and Emergency Services

ATTACHMENTS

Operating Budget Overview
Operating Budget Summary
Operating Budget Pending Decisions
Capital Budget Overview
Capital Budget Project Listing
Capital Budget Pending Decisions
New Initiatives

OPERATING BUDGET

Operating Budget Overview

Operating Budget Summary

Operating Budget Pending Decisions

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 Pending Decisions

New Initiatives

Capital Budget Backup Detail Schedules

SUPPORTING DOCUMENTS

Tax Rate Impacts
Debt Repayment
Reserve Fund Impacts



2021 OPERATING BUDGET OVERVIEW

The Lambton Shores 2021 Draft Budget is presented with established Business Units funded by both tax and user rate support. The tax supported component reflects a 0% tax rate change over the 2020 rate.

The Municipal Property Assessment Corporation (MPAC); as directed by the Province, will not be implementing a new reassessment in 2021 to allow some relief from the COVID-19 impacts property owners may have. Lambton Shores was fortunate to have approximately 1.87% in new residential assessment growth throughout the year and this increase is reflected on the 2021 tax roll.

Detailed information on significant changes to the Business Units is outlined on the description pages provided in the budget binder. The budget was prepared using the 2020 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 2020 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

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

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

Water and Wastewater revenues have been increased to reflect growth and the approved change in rates.

Notable Revenue Decreases

There are revenue decreases in the recreation areas of the beach, arenas and community centres which is due to closure as a result of COVID-19.

Notable Expenditure Increases

The Draft 2021 Budget reflects the approved cost of living adjustment for wages of 1.75%.

Fire Services expenses have been increased to reflect changes to personnel costs and additional contracted services for inspection and emergency response communications.

The Policing costs for 2021 combined with the reconciliation of the 2019 billing reflect an increase of \$55,000.00.

Protective Inspection and Control costs for By-law have been increased to accommodate additional part time resources to meet the seasonal demand.

Building and Assessment Management has increased contracted services costs to accommodate additional coverage from Lambton County.

Under Transportation Services, the tax supported allocation to the gravel road maintenance program has been increased by \$150,000. Also showing as an increase under Transportation is the allocation for the Transit program; which, is fully funded through the MTO community transit program.

The Environmental Services section includes an increase in costs for maintenance work required at the compost site.

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

Notable Expenditure Decreases

In 2020 Council approved a one-time allocation to reserve funds which has been removed for 2021.

The Recreation Department has reduced costs associated with various departments due to closures, as noted above revenues have also been decreased.

Also under the Recreation – Beach, there has been a reduction of principle and interest costs as a loan retired in 2020.

The Economic Development section reflects a decrease due to the end of the donation commitment to the Kineto theatre.

Summary

The Draft Operating Budget is estimated to result in a 0% change to the Municipal tax rate over the 2020 rate.

The draft budget documents also provide information related to a number of other operating and capital project expenditures that Council may choose to consider in addition to the base budget. The following chart indicates the impact to the tax levy should Council wish to add or remove items to the Draft Operating Budget:

Levy Change	Amount
0.50%	65,128.16
1.00%	130,256.32
1.50%	195,384.48
2.00%	260,512.64
2.50%	325,640.80
3.00%	390,768.96

Municipality of Lambton Shores
2021 Operating Budget Summary Comparison

	2020 BUDGET	2021 BUDGET	Amount Changed
Tax Supported Component			
TAXATION LEVY	\$12,832,494.08	\$13,025,632.00	\$ 193,137.92
GENERAL GOVERNMENT			
<i>Revenue</i>			
General	\$3,319,663.00	\$3,260,363.00	-\$59,300.00
<i>Expense</i>			
General	\$2,758,397.00	\$2,509,579.00	-\$248,818.00
TOTAL GENERAL GOVERNMENT	(561,266.00)	(750,784.00)	(189,518.00)
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$143,950.00	\$145,950.00	\$2,000.00
Policing	\$79,713.00	\$79,713.00	\$0.00
Conservation Authority	\$20,000.00	\$0.00	-\$20,000.00
Protective Inspection & Control	\$88,753.00	\$100,753.00	\$12,000.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$281,674.00	\$301,700.00	\$20,026.00
Sub Total	\$614,090.00	\$628,116.00	\$14,026.00
<i>Expense</i>			
Fire Services	\$1,394,993.00	\$1,468,116.00	\$73,123.00
Policing	\$2,635,215.00	\$2,690,224.00	\$55,009.00
Conservation Authority	\$359,343.00	\$332,952.00	-\$26,391.00
Protective Inspection & Control	\$211,958.00	\$241,653.00	\$29,695.00
Crossing Guards	\$38,209.00	\$38,185.00	-\$24.00
Building & Assessment	\$281,674.00	\$301,700.00	\$20,026.00
Sub Total	\$4,921,392.00	\$5,072,830.00	\$151,438.00
TOTAL PROTECTION SERVICES	4,307,302.00	4,444,714.00	137,412.00
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$16,500.00	\$16,500.00	\$0.00
Transit	\$0.00	\$762,486.00	\$762,486.00
Sub Total	\$19,650.00	\$782,136.00	\$762,486.00
<i>Expense</i>			
Community Services Administration	\$920,472.00	\$944,526.00	\$24,054.00
Transfer to Reserve Fund	\$1,891,000.00	\$1,877,850.00	-\$13,150.00
Roadways	\$2,372,603.00	\$2,546,443.00	\$173,840.00
Winter Control	\$483,637.00	\$475,205.00	-\$8,432.00
Street Lighting	\$110,370.00	\$112,018.00	\$1,648.00
Transit	\$0.00	\$762,486.00	\$762,486.00
Sub Total	\$5,778,082.00	\$6,718,528.00	\$940,446.00
TOTAL TRANSPORTATION SERVICES	\$5,758,432.00	\$5,936,392.00	\$177,960.00
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$495,000.00	\$545,000.00	\$50,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	\$498,184.00	\$548,184.00	\$50,000.00
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$416,960.00	\$412,735.00	-\$4,225.00
Recycling	\$520,550.00	\$525,550.00	\$5,000.00
Compost Site / Leaf Pickup	\$64,744.00	\$104,696.00	\$39,952.00
Sub Total	\$1,002,254.00	\$1,042,981.00	\$40,727.00
TOTAL ENVIRONMENTAL SERVICES	\$504,070.00	\$494,797.00	-\$9,273.00

Municipality of Lambton Shores
2021 Operating Budget Summary Comparison

	2020 BUDGET	2021 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$49,231.00	\$47,885.00	-\$1,346.00
Sub Total	\$49,231.00	\$47,885.00	-\$1,346.00
<i>Expense</i>			
Cemeteries	\$68,937.00	\$77,946.00	\$9,009.00
Sub Total	\$68,937.00	\$77,946.00	\$9,009.00
TOTAL CEMETERIES	\$19,706.00	\$30,061.00	\$10,355.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$102,973.00	\$69,787.00	-\$33,186.00
Parks	\$47,740.00	\$48,690.00	\$950.00
Beach	\$764,503.00	\$656,900.00	-\$107,603.00
Legacy Recreation Centre	\$262,810.00	\$233,310.00	-\$29,500.00
Shores Recreation Centre	\$342,262.00	\$286,900.00	-\$55,362.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$121,780.00	\$100,530.00	-\$21,250.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$696,872.00	\$689,415.00	-\$7,457.00
Sub Total	\$2,339,840.00	\$2,086,432.00	-\$253,408.00
<i>Expense</i>			
General Administration	\$815,337.00	\$773,221.00	-\$42,116.00
Parks	\$438,207.00	\$533,077.00	\$94,870.00
Beach	\$856,964.00	\$705,666.00	-\$151,298.00
Legacy Recreation Centre	\$777,976.00	\$723,803.00	-\$54,173.00
Shores Recreation Centre	\$906,210.00	\$921,324.00	\$15,114.00
Old Forest Arena	\$66,721.00	\$67,500.00	\$779.00
Community Centres	\$191,238.00	\$191,697.00	\$459.00
Libraries	\$19,043.00	\$18,862.00	-\$181.00
Harbour	\$804,566.00	\$828,934.00	\$24,368.00
Sub Total	\$4,876,262.00	\$4,764,084.00	-\$112,178.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,536,422.00	\$2,677,652.00	\$141,230.00
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$68,000.00	\$74,000.00	\$6,000.00
Economic Development	\$66,250.00	\$70,000.00	\$3,750.00
Drainage	\$1,385,121.00	\$1,382,824.00	-\$2,297.00
Sub Total	\$1,519,371.00	\$1,526,824.00	\$7,453.00
<i>Expense</i>			
Planning	\$49,114.00	\$24,114.00	-\$25,000.00
Economic Development	\$322,865.08	\$281,621.00	-\$41,244.08
Drainage	\$1,415,220.00	\$1,413,889.00	-\$1,331.00
Sub Total	\$1,787,199.08	\$1,719,624.00	-\$67,575.08
TOTAL PLANNING & DEVELOPMENT	\$267,828.08	\$192,800.00	-\$75,028.08
Total Tax Supported Revenue	\$8,360,029.00	\$8,879,940.00	\$519,911.00
Taxation	\$12,832,494.08	\$13,025,632.00	\$193,137.92
Total Tax Supported Expense	\$21,192,523.08	\$21,905,572.00	\$713,048.92

Municipality of Lambton Shores
2021 Operating Budget Summary Comparison

	2020 BUDGET	2021 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$4,911,150.00	\$5,221,640.00	\$310,490.00
<i>Expense</i>			
Water	\$4,911,150.00	\$5,221,640.00	\$310,490.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$2,051,434.00	\$2,160,085.00	\$108,651.00
<i>Expense</i>			
Wastewater	\$2,051,434.00	\$2,160,085.00	\$108,651.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$6,962,584.00	\$7,381,725.00	\$419,141.00
User Rate Supported Expense	\$6,962,584.00	\$7,381,725.00	\$419,141.00
Tax and User Rate Revenue Total	\$28,155,107.08	\$29,287,297.00	\$1,132,189.92
Tax and User Rate Expense Total	\$28,155,107.08	\$29,287,297.00	\$1,132,189.92

**2021 Budget Summary****Matters Referred for Operating Budget Consideration**

The following list includes items referred to budget and requests received by staff for new projects or enhancements over and above the core service delivery programs. There is a separate listing for the Capital related items in the Capital section of the budget binder.

The following table summarizes the information below:

Item #	Business Plan	Reference	Project Description	Incorporated into Budget	2021 Pending Decision
1	Recreation - Parks	Phragmites Group Request	Roadside Phragmite Remediation	\$ 20,000.00	
2	Recreation - Parks	Phragmites Group Request	Phragmite Management Plan update		\$ 15,000.00
3	Planning & Development	Staff Recommendation	Drainage Superintendent (includes PR costs)		\$ 97,500.00
			- Associated Grant		-\$ 28,500.00
			Net Cost		\$ 69,000.00

1. Recreation – Parks

There has been an annual allocation for phragmite control in the Operating Budget for several years and in 2021 staff has included \$20,000 for work on Municipal property.

2. Recreation – Parks

The Lambton Shores Phragmites Community Group has requested Lambton Shores allocate funds in the 2021 budget for updating the Phragmite Management Plan. This report was originally created in 2013 and since that time the group has been working to eradicate phragmites in various locations in Lambton Shores. The estimated cost to update this report is \$15,000.00.

3. Planning and Development

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 inspection and response to property owner requests as well as administration and supervision of approved projects.

The Municipality has traditionally combined the Roads Manager and Drainage Superintendent positions. Recently the Drainage Superintendent's duties have been

removed from the Roads Managers duties and the work has been completed by an outside consultant with the Director of Community Services acting as the named Drainage Superintendent for the Municipality. The Drainage Superintendent is typically responsible for monitoring of drains and liaising with the affected property owners on any issues that may arise. The cost of capital and maintenance works on Municipal Drains is coordinated by the Drainage Superintendent, and billed to the affected property owners as noted in the drainage assessment.

Lambton Shores has seven drainage pumps which require continual monitoring. They are in place to aid not only in drainage, but also in 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.

Reviewing the needs to manage the drains and available time of the Director, staff are recommending that a dedicated person be hired to accommodate this work. This position would report to the Director of Community Services and would serve as the Municipality’s Drainage Superintendent. This individual would also provide additional resources for other general drainage issues such as storm sewer issues, and property drainage issues. This position is eligible for funding through OMAFRA and an offset to the cost has been shown.



THE MUNICIPALITY OF

LAMBTON SHORES

2021 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 decrease of \$14,300 over the 2020 allocation.

SUMMARY OF OPERATING BUDGET CHANGES

In 2020 Lambton Shores was expecting a sizeable insurance cost increase and without knowing for sure where the increases would be the amount was included under the CAO Budget. When the actual costs came in, they were distributed to the various departments and subsequently budgeted in the corresponding departments for 2021. This shows a large decrease in insurance under the CAO; however, the other departments will reflect increases.

The 2020 Clerks Department budget included a one-time allocation for agenda and records management enhancements and has been removed for 2021.

The budget line Finance – User Fees shows a decrease in revenues to reflect a 3 year average for interest revenue.

In 2020 Council made a decision to have a zero tax rate change from 2019 and the funds required to do that were transferred to two reserve funds, \$81,900 to Opportunities and Contingencies and \$187,700 to assist with future asset replacement. This one-time adjustment has been removed and coupled with the inflationary impact for the reserve fund allocation the net reduction is \$268,950.00.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
GENERAL GOVERNMENT			
<u>COUNCIL</u>			
PERSONNEL COSTS	\$220,358.00	\$224,154.00	\$3,796.00
CONTRACTED SERVICES	4,799.00	5,000.00	201.00
MATERIALS & SUPPLIES	873.00	873.00	0.00
ADMINISTRATIVE OTHER	11,570.00	11,570.00	0.00
TOTAL EXPENSES	<u>237,600.00</u>	<u>241,597.00</u>	<u>3,997.00</u>
SUBTOTAL	<u>237,600.00</u>	<u>241,597.00</u>	<u>3,997.00</u>
<u>CAO / CORPORATE</u>			
PERSONNEL COSTS	321,864.00	327,958.00	6,094.00
SPECIAL PROJECTS & CONSULTING	95,000.00	95,000.00	0.00
LEGAL	30,000.00	50,000.00	20,000.00
CORPORATE PROP & LIA. INSURANCE	165,566.00	123,000.00	(42,566.00)
ADMINISTRATIVE OTHER	9,000.00	9,000.00	0.00
TOTAL EXPENSES	<u>621,430.00</u>	<u>604,958.00</u>	<u>(16,472.00)</u>
SUBTOTAL	<u>621,430.00</u>	<u>604,958.00</u>	<u>(16,472.00)</u>
<u>CLERK / RECORD MGMT / COMMUNICATIONS</u>			
USER FEES	16,000.00	16,000.00	0.00
TRANSFER FROM RESERVE FUND	15,000.00	0.00	(15,000.00)
TOTAL REVENUE	<u>31,000.00</u>	<u>16,000.00</u>	<u>(15,000.00)</u>
PERSONNEL COSTS	315,344.00	319,843.00	4,499.00
UTILITIES	5,014.00	5,014.00	0.00
CONTRACTED SERVICES	37,830.00	26,330.00	(11,500.00)
MATERIALS & SUPPLIES	16,247.00	16,247.00	0.00
ADMINISTRATIVE OTHER	7,796.00	7,796.00	0.00
TOTAL EXPENSES	<u>382,231.00</u>	<u>375,230.00</u>	<u>(7,001.00)</u>
SUBTOTAL	<u>351,231.00</u>	<u>359,230.00</u>	<u>7,999.00</u>
<u>ELECTION</u>			
TRANSFER TO RESERVE FUND	11,500.00	11,750.00	250.00
TOTAL EXPENSES	<u>11,500.00</u>	<u>11,750.00</u>	<u>250.00</u>
SUBTOTAL	<u>11,500.00</u>	<u>11,750.00</u>	<u>250.00</u>
<u>MUNICIPAL TAXATION</u>			
MUNICIPAL TAXATION	12,832,494.08	13,025,632.00	193,137.92
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>13,283,507.08</u>	<u>13,476,645.00</u>	<u>193,137.92</u>

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>FINANCE</u>			
GRANTS	1,696,300.00	1,682,000.00	(14,300.00)
USER FEES	292,000.00	262,000.00	(30,000.00)
OTHER REVENUE	42,000.00	42,000.00	0.00
TOTAL REVENUE	<u>2,030,300.00</u>	<u>1,986,000.00</u>	<u>(44,300.00)</u>
PERSONNEL COSTS	665,674.00	683,468.00	17,794.00
UTILITIES	18,262.00	18,426.00	164.00
CONTRACTED SERVICES	60,500.00	61,000.00	500.00
MATERIALS & SUPPLIES	72,000.00	72,000.00	0.00
MAINTENANCE & REPAIR	7,000.00	7,000.00	0.00
ADMINISTRATIVE OTHER	17,100.00	17,100.00	0.00
TRANSFER TO RESERVE FUND	300,600.00	31,650.00	(268,950.00)
TOTAL EXPENSES	<u>1,141,136.00</u>	<u>890,644.00</u>	<u>(250,492.00)</u>
SUBTOTAL	<u>(889,164.00)</u>	<u>(1,095,356.00)</u>	<u>(206,192.00)</u>
<u>INFORMATION TECHNOLOGY</u>			
CONTRACTED SERVICES	155,000.00	175,000.00	20,000.00
VEHICLE OR EQUIPMENT	6,500.00	6,500.00	0.00
TRANSFER TO RESERVE FUND	43,000.00	43,900.00	900.00
TOTAL EXPENSES	<u>204,500.00</u>	<u>225,400.00</u>	<u>20,900.00</u>
SUBTOTAL	<u>204,500.00</u>	<u>225,400.00</u>	<u>20,900.00</u>
<u>ADMINISTRATION RECOVERY</u>			
OTHER REVENUE	647,350.00	647,350.00	0.00
SUBTOTAL	<u>647,350.00</u>	<u>647,350.00</u>	<u>0.00</u>
TOTAL GENERAL GOVERNMENT	<u>(13,393,760.08)</u>	<u>(13,776,416.00)</u>	<u>(382,655.92)</u>
TAX LEVY INCLUDED ABOVE	<u>12,832,494.08</u>	<u>13,025,632.00</u>	<u>193,137.92</u>
TOTAL GENERAL GOV'T LESS TAX LEVY	<u>(561,266.00)</u>	<u>(750,784.00)</u>	<u>(189,518.00)</u>



THE MUNICIPALITY OF

LAMBTON SHORES

2021 OPERATING BUDGET OVERVIEW

Business Plan: Fire Services

PRIMARY RESPONSIBILITIES

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

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

Currently the department has 5 main business lines:

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

Early in 2021, a strategic Master Fire Plan will be presented to Council that will identify strategies and recommendations to address both short-term and long-term planning horizons for the municipality. While the 2021 operational budget does not specifically address the result of the Master Fire Plan, it has been developed recognizing the trends identified during the consultation.

SUMMARY OF OPERATING BUDGET CHANGES

The standardization of service delivery across the fire service continues to be a priority in the year 2021. Notable changes include:

- Salary adjustments were made to include vacation pay as per the ESA
- Increase in providing contracted fire inspection/compliance activities
- Increase in the communication cost including an improvement to dispatch
- Increase insurance costs due to industry identified rate changes
- Increased investment in standardizing and replacing emergency response equipment, both in the operating and capital budgets.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</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	29,300.00	29,300.00	0.00
OTHER REVENUE	8,000.00	10,000.00	2,000.00
TOTAL REVENUE	<u>143,950.00</u>	<u>145,950.00</u>	<u>2,000.00</u>
PERSONNEL COSTS	654,443.00	679,916.00	25,473.00
UTILITIES	35,000.00	35,520.00	520.00
CONTRACTED SERVICES	51,500.00	76,900.00	25,400.00
INSURANCE	45,000.00	55,000.00	10,000.00
VEHICLE OR EQUIPMENT	76,300.00	86,480.00	10,180.00
MATERIALS & SUPPLIES	27,450.00	21,400.00	(6,050.00)
MAINTENANCE & REPAIR	4,600.00	4,500.00	(100.00)
ADMINISTRATIVE OTHER	19,700.00	17,750.00	(1,950.00)
TRANSFER TO RESERVE FUND	481,000.00	490,650.00	9,650.00
TOTAL EXPENSES	<u>1,394,993.00</u>	<u>1,468,116.00</u>	<u>73,123.00</u>
SUBTOTAL	<u>1,251,043.00</u>	<u>1,322,166.00</u>	<u>71,123.00</u>



THE MUNICIPALITY OF

LAMBTON SHORES

2021 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, a satellite site in St. Clair and the OPP station in Grand Bend. A small community office at the Forest EMS base is also available to service Lambton Shores.

The Policing cost for 2021 is \$2,627,629 and has been incorporated in the draft budget. The 2021 budget also includes the 2019 reconciliation which was an increase over the 2019 billed amount. This is a net increase of \$55,008.00 over the 2020 budget.

As in the past years we have included the POA grant from the County of \$65,000.00.

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 2021 Budget				
	2020	2021	Change	Change %
General Levy	\$ 181,930.00	\$ 186,928.00	\$ 4,998.00	2.75%
Project Levy	\$ 46,996.00	\$ 38,187.00	\$ (8,809.00)	-18.74%
Capital (admin bldg)	\$ 9,307.00	\$ -	\$ (9,307.00)	-100.00%
Sub Total	\$ 238,233.00	\$ 225,115.00	\$ (13,118.00)	-5.51%
Special Benefitting - Maintenance				
Flood Control	\$ 15,670.00	\$ 15,896.00	\$ 226.00	1.44%
Ice Monitoring	\$ 2,678.00	\$ 2,698.00	\$ 20.00	0.75%
Erosion Control	\$ 6,801.00	\$ 7,261.00	\$ 460.00	6.76%
AW - Bendway Weirs	\$ 8,221.00	\$ 9,642.00	\$ 1,421.00	17.29%
Sub Total	\$ 33,370.00	\$ 35,497.00	\$ 2,127.00	6.37%
Total	\$ 271,603.00	\$ 260,612.00	\$ (10,991.00)	-4.05%
Special Benefitting - Projects				
Walker Drain Repairs	\$ 21,867.00	\$ 21,867.00	\$ -	
Total Special Benefitting -Projects	\$ 21,867.00	\$ 21,867.00	\$ -	
Total General, Mtc and Project Levy	\$ 293,470.00	\$ 282,479.00		
Less AW - Bendway Weir	\$ 8,221.00	\$ 9,642.00		
Total 2021 Operating Budget	\$ 285,249.00	\$ 272,837.00	\$ (12,412.00)	-4.35%

St. Clair 2021 Budget				
	2020	2021	Change	Change %
General Levy	\$ 52,883.00	\$ 56,387.00	\$ 3,504.00	
General - Highland Glen	\$ -	\$ 2,478.00	\$ 2,478.00	
Special Levies				
Esleie Dodge	\$ 1,175.00	\$ 1,250.00	\$ 75.00	
Sub Total	\$ 1,175.00	\$ 1,250.00	\$ 75.00	
Total	\$ 54,058.00	\$ 60,115.00	\$ 6,057.00	11.20%

SUMMARY OF OPERATING BUDGET CHANGES

The Policing costs are a \$55,009.00 increase over the 2020 budget due to the 2019 reconciliation being completed.

There has been no provision for the additional funds requested for the St. Clair detachment by the Lambton Group Police Services Board pending the ongoing discussion with the Lambton Mayors. As noted in TR-26-2020 if funds are required in 2021 they would be allocated from the Working Funds Reserve Fund.

The project designated for Esleie Dodge in the amount of \$20,000.00 has been removed from the budget.

Municipality of Lambton Shores

2021 Budget

	2020	2021	
	BUDGET	BUDGET	Amount Changed
<u>POLICING</u>			
GRANTS	78,713.00	78,713.00	0.00
USER FEES	1,000.00	1,000.00	0.00
TOTAL REVENUE	79,713.00	79,713.00	0.00
CONTRACTED SERVICES	2,635,215.00	2,690,224.00	55,009.00
TOTAL EXPENSES	2,635,215.00	2,690,224.00	55,009.00
SUBTOTAL	2,555,502.00	2,610,511.00	55,009.00
<u>CONSERVATION AUTHORITY</u>			
TRANSFER FROM RESERVE FUND	20,000.00	0.00	(20,000.00)
TOTAL REVENUE	20,000.00	0.00	(20,000.00)
CONTRACTED SERVICES	339,343.00	332,952.00	(6,391.00)
MATERIALS & SUPPLIES	20,000.00	0.00	(20,000.00)
TOTAL EXPENSES	359,343.00	332,952.00	(26,391.00)
SUBTOTAL	339,343.00	332,952.00	(6,391.00)

2021 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

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

Additional funds for part time staffing and vehicle costs have been included to meet a greater seasonal demands.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</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	91,218.00	12,000.00
TOTAL REVENUE	<u>88,753.00</u>	<u>100,753.00</u>	<u>12,000.00</u>
PERSONNEL COSTS	177,658.00	199,253.00	21,595.00
UTILITIES	2,700.00	2,700.00	0.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
VEHICLE & EQUIPMENT	8,000.00	16,000.00	8,000.00
MATERIALS & SUPPLIES	12,100.00	12,100.00	0.00
ADMINISTRATIVE OTHER	3,500.00	3,500.00	0.00
TRANSFER TO RESERVE FUND	5,000.00	5,100.00	100.00
TOTAL EXPENSES	<u>211,958.00</u>	<u>241,653.00</u>	<u>29,695.00</u>
SUBTOTAL	<u>123,205.00</u>	<u>140,900.00</u>	<u>17,695.00</u>
<u>CROSSING GUARDS</u>			
PERSONNEL COSTS	36,377.00	37,103.00	726.00
CONTRACTED SERVICES	1,832.00	1,082.00	(750.00)
SUBTOTAL	<u>38,209.00</u>	<u>38,185.00</u>	<u>(24.00)</u>

2021 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 2020, a total of 314 permits have been issued, of which 101 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 2021 budget projects a surplus of \$5,365.

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 2021 budget has been based on growth in the Municipality. Revenue has been adjusted upward by \$45,000 based on the expectation of continued growth in both residential and commercial permits. In addition, the Contracted Services has been increased from \$15,000 to \$25,000 to account for coverage provided by Lambton County.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>BUILDING & ASSESSMENT</u>			
USER FEES	251,700.00	296,700.00	45,000.00
OTHER REVENUE	5,000.00	5,000.00	0.00
TRANSFER FROM RESERVE FUND	24,974.00	0.00	(24,974.00)
TOTAL REVENUE	<u>281,674.00</u>	<u>301,700.00</u>	<u>20,026.00</u>
PERSONNEL COSTS	227,944.00	232,405.00	4,461.00
UTILITIES	845.00	1,045.00	200.00
VEHICLE & EQUIPMENT	4,505.00	4,505.00	0.00
CONTRACTED SERVICES	15,000.00	25,000.00	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	5,530.00	10,895.00	5,365.00
TOTAL EXPENSES	<u>281,674.00</u>	<u>301,700.00</u>	<u>20,026.00</u>
TOTAL PROTECTION SERVICES	<u>4,307,302.00</u>	<u>4,444,714.00</u>	<u>137,412.00</u>

2021 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

With the exception of general wages adjustments, the following summarizes notable changes to the Transportation Budget proposed for 2021:

Under Roadways General Operations both wages and contracted services have been reduce to reflect the actual wages and contracted services required.

Catch Basin, Curb and Gutter and Sweeping has been increased to reflect the actual wages being spent under this budget. Much of this increase is associated with Catch Basin installation and cleaning.

Hard Top Maintenance has been increased slightly to better reflect wages spent undertaking maintenance.

The Loose Top Maintenance budget has been increased to reflect additional monies for gravel application. As council will recall, an additional \$100,000 was allocated to this budget from the 2019 surplus funds. In addition to this increase, the 2021 budget includes an additional \$50,000 bringing the total available to \$450,000 available for the purchase and application of gravel.

The Winter Control budget has been adjusted to reflect historical wages required to complete winter maintenance. Actual expenditures in this budget will fluctuate annually based on the weather conditions experienced during the winter months.

\$20,000 has been included under the Brushing and Tree Trimming section to allow for the cost for eradicating gypsy moths on municipal property.

The Transit project is included in transportation and it is fully funded through the Provincial grant.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</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	691,822.00	709,855.00	18,033.00
UTILITIES	71,450.00	72,471.00	1,021.00
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
MATERIALS & SUPPLIES	18,384.00	23,384.00	5,000.00
MAINTENANCE & REPAIR	25,000.00	25,000.00	0.00
ADMINISTRATIVE OTHER	13,816.00	13,816.00	0.00
TOTAL EXPENSES	<u>920,472.00</u>	<u>944,526.00</u>	<u>24,054.00</u>
SUBTOTAL	<u>917,322.00</u>	<u>941,376.00</u>	<u>24,054.00</u>
<u>CAPITAL RESERVE FUND ALLOCATIONS</u>			
TRANSFER TO RESERVE FUND	1,891,000.00	1,877,850.00	(13,150.00)
SUBTOTAL	<u>1,891,000.00</u>	<u>1,877,850.00</u>	<u>(13,150.00)</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
TOTAL REVENUE	<u>16,500.00</u>	<u>16,500.00</u>	<u>0.00</u>
PERSONNEL COSTS	362,436.00	277,748.00	(84,688.00)
CONTRACTED SERVICES	183,362.00	144,000.00	(39,362.00)
INSURANCE	201,571.00	250,000.00	48,429.00
VEHICLE & EQUIPMENT	35,548.00	35,548.00	0.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
MAINTENANCE & REPAIR	108,099.00	108,099.00	0.00
TOTAL EXPENSES	<u>916,016.00</u>	<u>840,395.00</u>	<u>(75,621.00)</u>
SUBTOTAL	<u>899,516.00</u>	<u>823,895.00</u>	<u>(75,621.00)</u>
<u>SIDEWALK MAINTENANCE</u>			
PERSONNEL COSTS	867.00	2,334.00	1,467.00
CONTRACTED SERVICES	20,000.00	20,000.00	0.00
MATERIALS & SUPPLIES	3,000.00	3,000.00	0.00
MAINTENANCE & REPAIR	10,000.00	10,000.00	0.00
SUBTOTAL	<u>33,867.00</u>	<u>35,334.00</u>	<u>1,467.00</u>
<u>CATCH BASIN, CURB & GUTTER, SWEEPING</u>			
PERSONNEL COSTS	31,095.00	55,921.00	24,826.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
VEHICLE & EQUIPMENT	31,300.00	31,300.00	0.00
MATERIALS & SUPPLIES	4,711.00	4,711.00	0.00
SUBTOTAL	<u>70,106.00</u>	<u>94,932.00</u>	<u>24,826.00</u>
<u>HARD TOP MAINTENANCE</u>			
PERSONNEL COSTS	46,356.00	58,556.00	12,200.00
CONTRACTED SERVICES	120,000.00	120,000.00	0.00
VEHICLE & EQUIPMENT	31,300.00	31,300.00	0.00
MATERIALS & SUPPLIES	15,000.00	15,000.00	0.00
SUBTOTAL	<u>212,656.00</u>	<u>224,856.00</u>	<u>12,200.00</u>

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
<u>LINE PAINTING</u>			
PERSONNEL COSTS	8,069.00	11,457.00	3,388.00
CONTRACTED SERVICES	19,000.00	19,000.00	0.00
VEHICLE & EQUIPMENT	1,800.00	1,800.00	0.00
MATERIALS & SUPPLIES	4,500.00	4,500.00	0.00
SUBTOTAL	33,369.00	36,757.00	3,388.00
<u>LOOSE TOP MAINTENANCE</u>			
PERSONNEL COSTS	73,091.00	76,273.00	3,182.00
CONTRACTED SERVICES	81,200.00	81,200.00	0.00
VEHICLE & EQUIPMENT	75,500.00	75,500.00	0.00
MATERIALS & SUPPLIES	300,000.00	450,000.00	150,000.00
TOTAL EXPENSE	529,791.00	682,973.00	153,182.00
SUBTOTAL	529,791.00	682,973.00	153,182.00
<u>BRIDGES AND CULVERTS</u>			
PERSONNEL COSTS	31,515.00	37,786.00	6,271.00
CONTRACTED SERVICES	40,000.00	40,000.00	0.00
VEHICLE & EQUIPMENT	39,500.00	39,500.00	0.00
MATERIALS & SUPPLIES	15,000.00	15,000.00	0.00
ADMINISTRATIVE	10,000.00	10,000.00	0.00
TRANSFER TO RESERVE FUND	100,110.00	102,150.00	2,040.00
SUBTOTAL	236,125.00	244,436.00	8,311.00
<u>GRASS MOWING</u>			
PERSONNEL COSTS	38,164.00	46,303.00	8,139.00
VEHICLE & EQUIPMENT	20,000.00	20,000.00	0.00
SUBTOTAL	58,164.00	66,303.00	8,139.00
<u>BRUSHING/TREE TRIMMING - REMOVAL</u>			
PERSONNEL COSTS	34,126.00	41,243.00	7,117.00
CONTRACTED SERVICES	75,000.00	95,000.00	20,000.00
VEHICLE & EQUIPMENT	20,000.00	20,000.00	0.00
SUBTOTAL	129,126.00	156,243.00	27,117.00
<u>SAFETY SIGNS</u>			
PERSONNEL COSTS	47,283.00	57,251.00	9,968.00
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	8,500.00	8,500.00	0.00
MATERIALS & SUPPLIES	22,000.00	22,000.00	0.00
SUBTOTAL	92,783.00	102,751.00	9,968.00
<u>TRAFFIC SIGNALS</u>			
UTILITIES	9,180.00	9,364.00	184.00
CONTRACTED SERVICES	5,500.00	5,500.00	0.00
VEHICLE & EQUIPMENT	3,500.00	3,500.00	0.00
SUBTOTAL	18,180.00	18,364.00	184.00
<u>STORM SEWER SYSTEMS</u>			
PERSONNEL COSTS	2,420.00	3,099.00	679.00
CONTRACTED SERVICES	10,000.00	10,000.00	0.00
VEHICLE & EQUIPMENT	25,000.00	25,000.00	0.00
MATERIALS & SUPPLIES	5,000.00	5,000.00	0.00
SUBTOTAL	42,420.00	43,099.00	679.00
SUBTOTAL ROADWAYS	2,356,103.00	2,529,943.00	173,840.00

Municipality of Lambton Shores

2021 Budget

	2020	2021	
	BUDGET	BUDGET	Amount Changed
<u>WINTER CONTROL - MAINTENANCE</u>			
PERSONNEL COSTS	135,014.00	119,908.00	(15,106.00)
CONTRACTED SERVICES	62,052.00	62,052.00	0.00
VEHICLE & EQUIPMENT	160,000.00	160,000.00	0.00
MATERIALS & SUPPLIES	91,344.00	91,344.00	0.00
TOTAL EXPENSES	448,410.00	433,304.00	(15,106.00)
SUBTOTAL	448,410.00	433,304.00	(15,106.00)
<u>WINTER PATROL</u>			
PERSONNEL COSTS	35,227.00	41,901.00	6,674.00
SUBTOTAL	35,227.00	41,901.00	6,674.00
<u>STREET LIGHTING</u>			
PERSONNEL COSTS	170.00	284.00	114.00
UTILITIES	76,700.00	78,234.00	1,534.00
VEHICLE & EQUIPMENT	28,000.00	28,000.00	0.00
MATERIALS & SUPPLIES	5,500.00	5,500.00	0.00
TOTAL EXPENSES	110,370.00	112,018.00	1,648.00
SUBTOTAL	110,370.00	112,018.00	1,648.00
<u>TRANSIT</u>			
GRANTS	0.00	762,486.00	762,486.00
TOTAL REVENUE	0.00	762,486.00	762,486.00
PERSONNEL COSTS	0.00	92,432.00	92,432.00
CONTRACTED SERVICES	0.00	594,054.00	594,054.00
EQUIPMENT, MATERIALS & SUPPLIES	0.00	8,000.00	8,000.00
MAINTENANCE & REPAIR	0.00	34,000.00	34,000.00
ADMINISTRATION OTHER	0.00	34,000.00	34,000.00
TOTAL EXPENSES	0.00	762,486.00	762,486.00
TOTAL TRANSPORTATION SERVICES	5,758,432.00	5,936,392.00	177,960.00



2021 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 been maintained at previous levels. Council may recall in the 2020 budget, the Vac Truck budget was increased to better reflect the cost of operation of such a truck.

The only significant change is for the dredging vessel (Northside) at Port Franks Marina. The \$25,000 for the vessel certification in 2020 is not required in 2021.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>VEHICLE & EQUIPMENT</u>			
<u>GENERAL OPERATIONS</u>			
USER FEES	529,600.00	529,600.00	0.00
TOTAL REVENUE	529,600.00	529,600.00	0.00
PERSONNEL COSTS	56,901.00	58,037.00	1,136.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
TRANSFER TO RESERVE FUND	(4,022.00)	19,842.00	23,864.00
TOTAL EXPENSES	77,879.00	102,879.00	25,000.00
SUBTOTAL	(451,721.00)	(426,721.00)	25,000.00
<u>EQUIPMENT OPERATING COSTS</u>			
GRADER	53,502.00	53,502.00	0.00
BACKHOES	24,759.00	24,759.00	0.00
LOADERS	8,828.00	8,828.00	0.00
TRACTORS	46,947.00	46,947.00	0.00
PLOW TRUCK	89,458.00	89,458.00	0.00
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	30,602.00	5,602.00	(25,000.00)
ZAMBONI	12,200.00	12,200.00	0.00
SMALL EQUIPMENT	34,596.00	34,596.00	0.00
HYDROVAC	39,000.00	39,000.00	0.00
SUBTOTAL	451,721.00	426,721.00	(25,000.00)



THE MUNICIPALITY OF

LAMBTON SHORES

2021 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. Starting in May of 2020 the remainder of Plan 24 was converted to the automated collection system. Lambton Shores in its entirety is now collected in this manner.

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Revenues within the 2021 budget for Solid Waste were adjusted to reflect the new bin fees adopted by the latest Fees and Charges By-law.

Expenses were increased by \$20,000 to allow for site maintenance at the compost site. This work includes perimeter fencing, tree removal, and site grading.

Municipality of Lambton Shores

2021 Budget

	2020 BUDGET	2021 BUDGET	Amount Changed
ENVIRONMENTAL SERVICES			
<u>GARBAGE COLLECT / DEBRIS / LITTER PICKUP</u>			
USER FEES	495,000.00	545,000.00	50,000.00
TOTAL REVENUE	495,000.00	545,000.00	50,000.00
PERSONNEL COSTS	69,330.00	72,105.00	2,775.00
CONTRACTED SERVICES	295,000.00	288,000.00	(7,000.00)
VEHICLES & EQUIPMENT	5,000.00	5,000.00	0.00
MATERIALS & SUPPLIES	47,630.00	47,630.00	0.00
TOTAL EXPENSES	416,960.00	412,735.00	(4,225.00)
SUBTOTAL	(78,040.00)	(132,265.00)	(54,225.00)
<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	518,000.00	523,000.00	5,000.00
MATERIALS & SUPPLIES	2,550.00	2,550.00	0.00
TOTAL EXPENSES	520,550.00	525,550.00	5,000.00
SUBTOTAL	517,366.00	522,366.00	5,000.00
<u>COMPOST SITE / LEAF PICKUP</u>			
PERSONNEL COSTS	43,640.00	53,592.00	9,952.00
CONTRACTED SERVICES	20,000.00	50,000.00	30,000.00
ADMINISTRATIVE OTHER	1,104.00	1,104.00	0.00
SUBTOTAL	64,744.00	104,696.00	39,952.00
TOTAL ENVIRONMENTAL SERVICES	504,070.00	494,797.00	(9,273.00)

2021 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 have not yet moved forward; 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 circumstance.

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. In 2020, a software program was purchased with monies from the Municipal Modernization Fund provided to the municipality through MMAH. The program will assist staff by automating tasks and modernize our cemetery operations.

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

Additional funds were included to do a comprehensive clean-up of the Beechwood cemetery grounds in 2021.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u> <u>BUDGET</u>	<u>2021</u> <u>BUDGET</u>	<u>Amount Changed</u>
CEMETERIES			
<u>FOREST / BEECHWOOD</u>			
USER FEES	33,050.00	33,050.00	0.00
OTHER REVENUE	4,200.00	3,800.00	(400.00)
TOTAL REVENUE	<u>37,250.00</u>	<u>36,850.00</u>	<u>(400.00)</u>
PERSONNEL COSTS	18,935.00	22,826.00	3,891.00
VEHICLE & EQUIPMENT	12,000.00	12,000.00	0.00
MATERIALS & SUPPLIES	3,200.00	3,200.00	0.00
MAINTENANCE & REPAIR	5,000.00	10,000.00	5,000.00
ADMINISTRATIVE OTHER	5,000.00	5,000.00	0.00
TOTAL EXPENSES	<u>44,135.00</u>	<u>53,026.00</u>	<u>8,891.00</u>
SUBTOTAL	<u>6,885.00</u>	<u>16,176.00</u>	<u>9,291.00</u>
<u>ARKONA</u>			
USER FEES	7,040.00	7,040.00	0.00
OTHER REVENUE	3,420.00	2,520.00	(900.00)
TOTAL REVENUE	<u>10,460.00</u>	<u>9,560.00</u>	<u>(900.00)</u>
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	<u>19,250.00</u>	<u>19,250.00</u>	<u>0.00</u>
SUBTOTAL	<u>8,790.00</u>	<u>9,690.00</u>	<u>900.00</u>
<u>PINERY / BAPTIST / WARD/ LVG/PIONEER</u>			
USER FEES	1,300.00	1,300.00	0.00
OTHER REVENUE	221.00	175.00	(46.00)
TOTAL REVENUE	<u>1,521.00</u>	<u>1,475.00</u>	<u>(46.00)</u>
PERSONNEL COSTS	291.00	150.00	(141.00)
INSURANCE	1,261.00	1,520.00	259.00
ADMINISTRATIVE OTHER	4,000.00	4,000.00	0.00
TOTAL EXPENSES	<u>5,552.00</u>	<u>5,670.00</u>	<u>118.00</u>
SUBTOTAL	<u>4,031.00</u>	<u>4,195.00</u>	<u>164.00</u>
TOTAL CEMETERIES	<u>19,706.00</u>	<u>30,061.00</u>	<u>10,355.00</u>

2021 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.

There have been no changes to the waived revenue from the 2020 budget as staff are optimistic that rentals will be able to resume. 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

Community Grants and Vibrancy Fund has been decreased to reflect the requests received through each respective program for 2021. Both programs saw notable decreases from the 2020 requests because Council allowed groups to carry funds forward from the 2020 events and projects that couldn’t be completed due to COVID-19. It is anticipated that these budget lines will return to normal levels for the 2022 budget.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</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>93,562.00</u>	<u>60,376.00</u>	<u>(33,186.00)</u>
TOTAL REVENUE	<u>102,973.00</u>	<u>69,787.00</u>	<u>(33,186.00)</u>
PERSONNEL COSTS	197,380.00	200,891.00	3,511.00
CONTRACTED SERVICES	10,300.00	10,300.00	0.00
INSURANCE	47,741.00	50,600.00	2,859.00
DONATION / GRANT	141,862.00	85,376.00	(56,486.00)
COMMUNITIES IN BLOOM	2,500.00	2,500.00	0.00
VOLUNTEER RECOGNITION	8,500.00	8,500.00	0.00
ADMINISTRATIVE OTHER	7,054.00	7,054.00	0.00
TRANSFER TO RESERVE FUND	<u>400,000.00</u>	<u>408,000.00</u>	<u>8,000.00</u>
TOTAL EXPENSES	<u>815,337.00</u>	<u>773,221.00</u>	<u>(42,116.00)</u>
SUBTOTAL	<u>712,364.00</u>	<u>703,434.00</u>	<u>(8,930.00)</u>



THE MUNICIPALITY OF

LAMBTON SHORES

2021 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

Personnel costs reflect an increase due to a redistribution of resources between other business units as required.

Municipality of Lambton Shores

2021 Budget

	2020	2021	
	BUDGET	BUDGET	Amount Changed
<u>PARKS</u>			
USER FEES	10,000.00	10,200.00	200.00
REVENUE WAIVED	37,740.00	38,490.00	750.00
TOTAL REVENUE	47,740.00	48,690.00	950.00
PERSONNEL COSTS	204,842.00	294,043.00	89,201.00
UTILITIES	45,969.00	46,888.00	919.00
CONTRACTED SERVICES	25,000.00	27,000.00	2,000.00
VEHICLE & EQUIPMENT	17,000.00	17,000.00	0.00
DONATION / GRANT	37,740.00	38,490.00	750.00
PHRAGMITIES PROGRAM	20,000.00	20,000.00	0.00
MATERIALS & SUPPLIES	32,076.00	34,076.00	2,000.00
MAINTENANCE & REPAIR	55,580.00	55,580.00	0.00
TOTAL EXPENSES	438,207.00	533,077.00	94,870.00
SUBTOTAL	390,467.00	484,387.00	93,920.00



THE MUNICIPALITY OF

LAMBTON SHORES

2021 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

Staff are recommending that the Grand Bend Beach Concession not open for the 2021 season to encourage the support of local restaurants that have been impacted by the COVID-19 pandemic. Both revenues and expenses related to concession operations have been adjusted to account for this operational change. Staff normally hired to operate the concession will focus on cleaning and maintenance of the washrooms and other areas at the beach.

Municipality of Lambton Shores

2021 Budget

	2020	2021	
	BUDGET	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	1,900.00	1,900.00	0.00
OTHER REVENUE	103.00	0.00	(103.00)
TOTAL REVENUE	4,003.00	3,900.00	(103.00)
PERSONNEL COSTS	132,747.00	141,301.00	8,554.00
UTILITIES	63,644.00	64,880.00	1,236.00
CONTRACTED SERVICES	53,679.00	53,679.00	0.00
VEHICLE & EQUIPMENT	10,000.00	10,000.00	0.00
DONATION / GRANT	1,900.00	1,900.00	0.00
MATERIALS & SUPPLIES	32,000.00	32,000.00	0.00
MAINTENANCE & REPAIR	16,748.00	16,748.00	0.00
ADMINISTRATIVE OTHER	763.00	763.00	0.00
TOTAL EXPENSES	311,481.00	321,271.00	9,790.00
SUBTOTAL	307,478.00	317,371.00	9,893.00
<u>BEACH HOUSE OPERATIONS</u>			
USER FEES	110,500.00	3,000.00	(107,500.00)
TOTAL REVENUE	110,500.00	3,000.00	(107,500.00)
PERSONNEL COSTS	70,603.00	39,175.00	(31,428.00)
MATERIALS & SUPPLIES	53,000.00	3,000.00	(50,000.00)
ADMINISTRATIVE OTHER	1,624.00	500.00	(1,124.00)
TOTAL EXPENSES	125,227.00	42,675.00	(82,552.00)
SUBTOTAL	14,727.00	39,675.00	24,948.00
<u>BEACH PATROL</u>			
PERSONNEL COSTS	115,966.00	124,926.00	8,960.00
UTILITIES	338.00	338.00	0.00
MATERIALS & SUPPLIES	5,000.00	5,000.00	0.00
TOTAL EXPENSES	121,304.00	130,264.00	8,960.00
SUBTOTAL	121,304.00	130,264.00	8,960.00
<u>PARKING</u>			
USER FEES	650,000.00	650,000.00	0.00
TOTAL REVENUE	650,000.00	650,000.00	0.00
PERSONNEL COSTS	3,546.00	5,638.00	2,092.00
UTILITIES	2,502.00	2,552.00	50.00
CONTRACTED SERVICES	4,500.00	4,500.00	0.00
PRINCIPAL & INTEREST	220,846.00	129,242.00	(91,604.00)
INSURANCE	2,334.00	4,300.00	1,966.00
VEHICLE & EQUIPMENT	10,653.00	10,653.00	0.00
MATERIALS & SUPPLIES	6,100.00	6,100.00	0.00
ADMINISTRATIVE OTHER	48,471.00	48,471.00	0.00
TOTAL EXPENSES	298,952.00	211,456.00	(87,496.00)
SUBTOTAL	(351,048.00)	(438,544.00)	(87,496.00)
SUBTOTAL BEACH	92,461.00	48,766.00	(43,695.00)

2021 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. The contract for the YMCA was renewed by Council for an additional three year term and expires on December 31, 2023.

YMCA operations are offset by revenue-sharing, which is calculated based on the number of memberships. Once membership exceeds 350, Lambton Shores receives 40% of revenue resulting from the additional memberships. YMCA operations were impacted by COVID-19, and it is expected that there will be no revenue-sharing in 2021.

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

Rental revenue for the recreation complexes have been adjusted to show a decrease in use, particularly to account for the end of the 2020-2021 ice season, which will take place during the first quarter of 2021.

Reversal of one-time expense on equipment repair at the Legacy Centre for the HVAC server and software replacement.

Building repair has been increased at the Shores Recreation Centre to allow for the replacement of rooftop units.

Revenue for the Shores Fitness Centre has decreased as no revenue is expected for 2021 while the YMCA recovers from impacts to membership due to the COVID-19 pandemic.

Rental revenue at Thomas Hall has been decreased due to the anticipated loss from wedding rentals.

The concessions at both the Shores Recreation Centre and Legacy Recreation Centre will not open for the remainder of the 2020-2021 ice season. Staff are optimistic that the concessions will open in October 2021, and have budgeted for the revenue and expense accordingly.

Funds continue to be included under the Old Forest Arena for maintenance and repair. Staff are recommending that a full review of the facility be conducted prior to work being completed.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>THE LEGACY RECREATION CENTRE</u>			
USER FEES	190,210.00	170,210.00	(20,000.00)
REVENUE WAIVED	33,100.00	33,100.00	0.00
OTHER REVENUE	20,000.00	20,000.00	0.00
TOTAL REVENUE	<u>243,310.00</u>	<u>223,310.00</u>	<u>(20,000.00)</u>
PERSONNEL COSTS	148,462.00	117,083.00	(31,379.00)
UTILITIES	182,982.00	186,599.00	3,617.00
PRINCIPAL & INTEREST	245,505.00	245,505.00	0.00
CONTRACTED SERVICES	45,000.00	45,000.00	0.00
INSURANCE	39,253.00	42,000.00	2,747.00
VEHICLE & EQUIPMENT	24,304.00	12,304.00	(12,000.00)
DONATION / GRANT	39,935.00	33,100.00	(6,835.00)
MATERIALS & SUPPLIES	23,275.00	25,275.00	2,000.00
MAINTENANCE & REPAIR	6,200.00	6,200.00	0.00
TOTAL EXPENSES	<u>754,916.00</u>	<u>713,066.00</u>	<u>(41,850.00)</u>
SUBTOTAL	<u>511,606.00</u>	<u>489,756.00</u>	<u>(21,850.00)</u>
<u>CANTEEN</u>			
USER FEES	19,500.00	10,000.00	(9,500.00)
TOTAL REVENUE	<u>19,500.00</u>	<u>10,000.00</u>	<u>(9,500.00)</u>
PERSONNEL COSTS	13,060.00	5,737.00	(7,323.00)
MATERIALS & SUPPLIES	10,000.00	5,000.00	(5,000.00)
TOTAL EXPENSES	<u>23,060.00</u>	<u>10,737.00</u>	<u>(12,323.00)</u>
SUBTOTAL	<u>3,560.00</u>	<u>737.00</u>	<u>(2,823.00)</u>
SUBTOTAL LEGACY REC CENTRE	<u>515,166.00</u>	<u>490,493.00</u>	<u>(24,673.00)</u>

Municipality of Lambton Shores

2021 Budget

	2020 BUDGET	2021 BUDGET	Amount Changed
<u>THE SHORES RECREATION CENTRE</u>			
USER FEES	228,360.00	216,360.00	(12,000.00)
REVENUE WAIVED	22,540.00	22,540.00	0.00
OTHER REVENUE	18,000.00	18,000.00	0.00
TOTAL REVENUE	268,900.00	256,900.00	(12,000.00)
PERSONNEL COSTS	205,204.00	213,981.00	8,777.00
UTILITIES	186,533.00	190,233.00	3,700.00
CONTRACTED SERVICES	40,000.00	45,000.00	5,000.00
PRINCIPAL & INTEREST	214,165.00	214,165.00	0.00
INSURANCE	63,654.00	68,000.00	4,346.00
VEHICLE & EQUIPMENT	11,350.00	11,350.00	0.00
DONATION / GRANT	22,540.00	22,540.00	0.00
MATERIALS & SUPPLIES	26,150.00	28,150.00	2,000.00
MAINTENANCE & REPAIR	23,000.00	43,000.00	20,000.00
TOTAL EXPENSES	792,596.00	836,419.00	43,823.00
SUBTOTAL	523,696.00	579,519.00	55,823.00
<u>CANTEEN</u>			
USER FEES	60,000.00	30,000.00	(30,000.00)
TOTAL REVENUE	60,000.00	30,000.00	(30,000.00)
PERSONNEL COSTS	37,275.00	31,810.00	(5,465.00)
VEHICLE & EQUIPMENT	293.00	300.00	7.00
MATERIALS & SUPPLIES	35,000.00	17,500.00	(17,500.00)
ADMINISTRATIVE OTHER	271.00	300.00	29.00
TOTAL EXPENSES	72,839.00	49,910.00	(22,929.00)
SUBTOTAL	12,839.00	19,910.00	7,071.00
<u>FITNESS AREA</u>			
USER FEES	13,362.00	0.00	(13,362.00)
TOTAL REVENUE	13,362.00	0.00	(13,362.00)
CONTRACTED SERVICES	32,975.00	26,195.00	(6,780.00)
MATERIALS & SUPPLIES	7,800.00	8,800.00	1,000.00
TOTAL EXPENSES	40,775.00	34,995.00	(5,780.00)
SUBTOTAL	27,413.00	34,995.00	7,582.00
SUBTOTAL SHORES RECREATION CENTRE	563,948.00	634,424.00	70,476.00

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</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	23,562.00	462.00
CONTRACTED SERVICES	338.00	338.00	0.00
INSURANCE	3,183.00	3,500.00	317.00
MATERIALS & SUPPLIES	100.00	100.00	0.00
MAINTENANCE & REPAIR	40,000.00	40,000.00	0.00
TOTAL EXPENSES	<u>66,721.00</u>	<u>67,500.00</u>	<u>779.00</u>
SUBTOTAL	<u>65,821.00</u>	<u>66,600.00</u>	<u>779.00</u>
SUBTOTAL OLD FOREST ARENA	<u>65,821.00</u>	<u>66,600.00</u>	<u>779.00</u>

2021 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

Rental revenue has decreased at all facilities due to impacts from COVID-19.

Municipality of Lambton Shores

2021 Budget

	2020 BUDGET	2021 BUDGET	Amount Changed
<u>COMMUNITY CENTRES & LIBRARIES</u>			
<u>ARKONA - COMMUNITY & SENIOR CENTRES</u>			
USER FEES	3,000.00	0.00	(3,000.00)
REVENUE WAIVED	1,530.00	1,530.00	0.00
TOTAL REVENUE	4,530.00	1,530.00	(3,000.00)
PERSONNEL COSTS	10.00	565.00	555.00
UTILITIES	4,409.00	4,497.00	88.00
CONTRACTED SERVICES	10,500.00	10,500.00	0.00
INSURANCE	2,864.00	3,000.00	136.00
VEHICLE & EQUIPMENT	304.00	304.00	0.00
DONATION / GRANT	3,000.00	1,530.00	(1,470.00)
MATERIALS & SUPPLIES	700.00	700.00	0.00
MAINTENANCE & REPAIR	1,500.00	500.00	(1,000.00)
TOTAL EXPENSES	23,287.00	21,596.00	(1,691.00)
SUBTOTAL	18,757.00	20,066.00	1,309.00
<u>PORT FRANKS</u>			
USER FEES	8,750.00	2,000.00	(6,750.00)
REVENUE WAIVED	72,000.00	72,000.00	0.00
TOTAL REVENUE	80,750.00	74,000.00	(6,750.00)
PERSONNEL COSTS	1,731.00	5,246.00	3,515.00
UTILITIES	16,355.00	16,668.00	313.00
CONTRACTED SERVICES	10,000.00	15,000.00	5,000.00
VEHICLE & EQUIPMENT	1,160.00	1,160.00	0.00
DONATION / GRANT	72,000.00	72,000.00	0.00
MATERIALS & SUPPLIES	7,500.00	7,500.00	0.00
MAINTENANCE & REPAIR	10,000.00	10,000.00	0.00
TOTAL EXPENSES	118,746.00	127,574.00	8,828.00
SUBTOTAL	37,996.00	53,574.00	15,578.00
<u>GRAND BEND</u>			
USER FEES	9,500.00	3,500.00	(6,000.00)
REVENUE WAIVED	5,000.00	5,000.00	0.00
TOTAL REVENUE	14,500.00	8,500.00	(6,000.00)
CONTRACTED SERVICES	10,000.00	4,000.00	(6,000.00)
DONATION / GRANT	5,000.00	3,500.00	(1,500.00)
MATERIALS & SUPPLIES	350.00	350.00	0.00
TOTAL EXPENSES	15,350.00	7,850.00	(7,500.00)
SUBTOTAL	850.00	(650.00)	(1,500.00)
<u>THEDFORD VILLAGE COMPLEX</u>			
USER FEES	9,500.00	4,000.00	(5,500.00)
REVENUE WAIVED	12,500.00	12,500.00	0.00
TOTAL REVENUE	22,000.00	16,500.00	(5,500.00)
PERSONNEL COSTS	1,750.00	1,383.00	(367.00)
UTILITIES	11,035.00	11,224.00	189.00
CONTRACTED SERVICES	1,500.00	2,500.00	1,000.00
VEHICLE & EQUIPMENT	580.00	580.00	0.00
DONATION / GRANT	12,500.00	12,500.00	0.00
MATERIALS & SUPPLIES	2,490.00	2,490.00	0.00
MAINTENANCE & REPAIR	4,000.00	4,000.00	0.00
TOTAL EXPENSES	33,855.00	34,677.00	822.00
SUBTOTAL	11,855.00	18,177.00	6,322.00

Municipality of Lambton Shores

2021 Budget

	2020	2021	
	BUDGET	BUDGET	Amount Changed
<u>LIBRARIES</u>			
PERSONNEL COSTS	500.00	0.00	(500.00)
UTILITIES	11,336.00	11,562.00	226.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
INSURANCE	3,607.00	3,700.00	93.00
MAINTENANCE & REPAIR	600.00	600.00	0.00
TOTAL EXPENSES	19,043.00	18,862.00	(181.00)
SUBTOTAL	19,043.00	18,862.00	(181.00)
SUBTOTAL COMM CENTRES & LIBRARIES	88,501.00	110,029.00	21,528.00

2021 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, however, with the high water levels experienced in 2020, the docks at the Port Franks Marina were not installed and no seasonal slips were rented. Boaters from Armstrong East and West were able to tie off their boats to the sea wall, but no docks were provided. The boat launch continued to operate as normal and experienced higher than normal use. It should be noted that any boaters from Port Franks who wished to moor their boats in Grand Bend were able to be accommodated.

SUMMARY OF OPERATING BUDGET CHANGES

The 2021 budget for harbour remains basically unchanged from 2020. Council has approved a remediation project at the Port Franks Marina that will allow the marina to operate at full capacity in 2021.

In Grand Bend, the revenue and expenses for the sale of fuel have been adjusted to better reflect the increased sales volume we are experiencing. Dredging costs have been increased to match the current dredging contract with some additional out of scope work added.

In Port Franks dock repairs have been decreased from 2020 due to much of the work that is normal done under this contract will be completed in the remediation project identified in the capital budget.

In addition to the normal dredging that is required in both Port Franks and Grand Bend, this past season of storms has created unique issues in both river channels due to the accumulation of sand that has drastically narrowed the outlets. Based on consultation with the Ausable Bayfield Conservation Authority, the risk of ice jamming, and in turn localized flooding, is considered very high. In order to try to mitigate this risk, contractors will be required to dig both areas out. Staff have been working through the logistics and permitting in order to complete this work in January. An accurate estimate of costs for this work is unknown at this time as it will be based on machine time and the costs of moving equipment in and out. This movement of equipment is especially challenging in the case of Port Franks where the work needs to be undertaken from the Armstrong side of the river. As in previous years, the 2021 budget includes \$50,000 for Harbour Maintenance. The extra river dredging required this year will be funded by this Harbour Maintenance budget.

Municipality of Lambton Shores

2021 Budget

	2020 BUDGET	2021 BUDGET	Amount Changed
<u>HARBOURS</u>			
<u>GRAND BEND HARBOUR</u>			
GRANTS	25,000.00	25,000.00	0.00
USER FEES	410,000.00	459,543.00	49,543.00
OTHER REVENUE	500.00	500.00	0.00
TRANSFER FROM RESERVE FUND	30,000.00	0.00	(30,000.00)
TOTAL REVENUE	465,500.00	485,043.00	19,543.00
PERSONNEL COSTS	99,095.00	102,552.00	3,457.00
UTILITIES	30,918.00	31,502.00	584.00
CONTRACTED SERVICES	7,000.00	7,000.00	0.00
INSURANCE	6,153.00	6,500.00	347.00
VEHICLE & EQUIPMENT	1,500.00	1,500.00	0.00
MATERIALS & SUPPLIES	188,107.00	241,155.00	53,048.00
MAINTENANCE & REPAIR	110,000.00	88,000.00	(22,000.00)
DREDGING	50,000.00	62,000.00	12,000.00
ADMINISTRATIVE OTHER	13,480.00	13,480.00	0.00
TOTAL EXPENSES	506,253.00	553,689.00	47,436.00
SUBTOTAL	40,753.00	68,646.00	27,893.00
<u>PORT FRANKS HARBOUR</u>			
USER FEES	196,372.00	204,372.00	8,000.00
TRANSFER FROM RESERVE FUND	35,000.00	0.00	(35,000.00)
TOTAL REVENUE	231,372.00	204,372.00	(27,000.00)
PERSONNEL COSTS	74,833.00	85,134.00	10,301.00
UTILITIES	15,533.00	15,819.00	286.00
CONTRACTED SERVICES	13,500.00	13,500.00	0.00
INSURANCE	5,305.00	6,650.00	1,345.00
VEHICLE & EQUIPMENT	500.00	500.00	0.00
MATERIALS & SUPPLIES	7,016.00	7,016.00	0.00
MAINTENANCE & REPAIR	40,500.00	5,500.00	(35,000.00)
DREDGING	90,000.00	90,000.00	0.00
ADMINISTRATIVE OTHER	1,126.00	1,126.00	0.00
TOTAL EXPENSES	248,313.00	225,245.00	(23,068.00)
SUBTOTAL	16,941.00	20,873.00	3,932.00
<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	107,694.00	139,519.00	31,825.00
TOTAL RECREATION & CULTURAL	2,536,422.00	2,677,652.00	141,230.00



2021 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.

It is anticipated that work will commence on updating the Zoning By-Law for the Municipality of Lambton Shores in 2021, however based on the public engagement that will be necessary, this may prove difficult during the Covid pandemic, as it did in 2020.

SUMMARY OF OPERATING BUDGET CHANGES

Contracted services and Administration were reduced to reflect a decrease in legal fees and additional planning activity no longer required.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
PLANNING & DEVELOPMENT			
<u>PLANNING AND ZONING</u>			
USER FEES	68,000.00	74,000.00	6,000.00
TOTAL REVENUE	<u>68,000.00</u>	<u>74,000.00</u>	<u>6,000.00</u>
CONTRACTED SERVICES	21,500.00	6,500.00	(15,000.00)
MATERIALS & SUPPLIES	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	26,614.00	16,614.00	(10,000.00)
TOTAL EXPENSES	<u>49,114.00</u>	<u>24,114.00</u>	<u>(25,000.00)</u>
SUBTOTAL	<u>(18,886.00)</u>	<u>(49,886.00)</u>	<u>(31,000.00)</u>



2021 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 has recently completing a Business Retention and Expansion Project. The 2021 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 2021 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

The 2021 budget for Donation / has been reduced by \$50,000 to reflect the end of the commitment for the donation to the Kineto Theatre in Forest.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>ECONOMIC DEVELOPMENT</u>			
GRANTS	36,250.00	40,000.00	3,750.00
USER FEES	30,000.00	30,000.00	0.00
TOTAL REVENUE	<u>66,250.00</u>	<u>70,000.00</u>	<u>3,750.00</u>
PERSONNEL COSTS	77,365.08	78,621.00	1,255.92
CONTRACTED SERVICES	72,500.00	80,000.00	7,500.00
DONATION / GRANT	81,000.00	31,000.00	(50,000.00)
ADMINISTRATIVE OTHER	42,000.00	42,000.00	0.00
TRANSFER TO RESERVE FUND	50,000.00	50,000.00	0.00
TOTAL EXPENSES	<u>322,865.08</u>	<u>281,621.00</u>	<u>(41,244.08)</u>
SUBTOTAL	<u>256,615.08</u>	<u>211,621.00</u>	<u>(44,994.08)</u>



2021 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 traditionally combined the Roads Manager and Drainage Superintendent positions. Recently the Drainage Superintendents duties have been removed from the Roads Managers duties and the work has been completed by an outside consultant with the Director of Community Services acting as the named Drainage Superintendent for the Municipality. The Drainage Superintendent is typically responsible for monitoring of drains and liaising with the affected property owners on any issues that may arise. The cost of capital and maintenance works on Municipal Drains is coordinated by the Drainage Superintendent, and billed to the affected property owners as noted in the drainage assessment.

Lambton Shores has seven drainage pumps which require continual observation. They are in place to aid not only in drainage, but irrigation to crop land as well. Six pumps are placed in the Bog area and one within Ipperwash. Lambton Shores 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

For 2021 no major drainage projects are expected to be assessed to the Municipality. There are always smaller assessments for clean-outs and drain replacements, however these are covered through the budgets set under the roads department where the Municipality is assessed costs.

Staff are expecting the Willemse Drain to proceed to construction in August as no appeals were received, and the drainage by-law was given third and final reading. In

addition to this drain, the John Coultis drain is in the final stages of design completion with an anticipated construction start after August.

The 2021 Drainage budget does not include any major changes, however Council is being asked to consider the addition of a full time Drainage Superintendent under pending decisions. This position would report to the Director of Community Services and would serve as the Municipalities Drainage Superintendent, and also provide additional resources for other general drainage issues such as storm sewer issues, and property drainage issues.

This position is expected to be placed on Band 6 of the Municipalities wage grid, which ranges from \$66,887 – \$83,609 plus benefits. This position would be eligible for OMAFRA funding based on time spent working on Municipal Drains. For budget purposes, staff is estimating the offsetting OMAFRA funding to be \$28,000.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u> <u>BUDGET</u>	<u>2021</u> <u>BUDGET</u>	<u>Amount Changed</u>
<u>DRAINAGE</u>			
<u>MUNICIPAL DRAINAGE OPERATIONS</u>			
GRANTS	10,000.00	10,000.00	0.00
TOTAL REVENUE	<u>10,000.00</u>	<u>10,000.00</u>	<u>0.00</u>
PERSONNEL COSTS	35,686.00	36,652.00	966.00
UTILITIES	788.00	788.00	0.00
VEHICLE & EQUIPMENT	3,400.00	3,400.00	0.00
MATERIALS & SUPPLIES	225.00	225.00	0.00
TOTAL EXPENSES	<u>40,099.00</u>	<u>41,065.00</u>	<u>966.00</u>
SUBTOTAL	<u>30,099.00</u>	<u>31,065.00</u>	<u>966.00</u>
<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	<u>175,000.00</u>	<u>175,000.00</u>	<u>0.00</u>
PERSONNEL COSTS	792.00	1,958.00	1,166.00
UTILITIES	56,100.00	57,222.00	1,122.00
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
INSURANCE	1,959.00	2,000.00	41.00
ADMINISTRATIVE OTHER	16,149.00	13,820.00	(2,329.00)
TOTAL EXPENSES	<u>175,000.00</u>	<u>175,000.00</u>	<u>0.00</u>
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	<u>1,191,765.00</u>	<u>1,191,765.00</u>	<u>0.00</u>
CONTRACTED SERVICES	936,042.00	936,042.00	0.00
ADMINISTRATIVE OTHER	255,723.00	255,723.00	0.00
TOTAL EXPENSES	<u>1,191,765.00</u>	<u>1,191,765.00</u>	<u>0.00</u>
SUBTOTAL			
<u>TILE DRAINAGE</u>			
USER FEES	<u>8,356.00</u>	<u>6,059.00</u>	<u>(2,297.00)</u>
TOTAL REVENUE	<u>8,356.00</u>	<u>6,059.00</u>	<u>(2,297.00)</u>
PRINCIPAL & INTEREST	<u>8,356.00</u>	<u>6,059.00</u>	<u>(2,297.00)</u>
TOTAL EXPENSES	<u>8,356.00</u>	<u>6,059.00</u>	<u>(2,297.00)</u>
SUBTOTAL			
SUBTOTAL DRAINAGE	<u>30,099.00</u>	<u>31,065.00</u>	<u>966.00</u>
TOTAL PLANNING & DEVELOPMENT	<u>267,828.08</u>	<u>192,800.00</u>	<u>(75,028.08)</u>



2021 OPERATING BUDGET OVERVIEW

Business Plan: Water

PRIMARY RESPONSIBILITIES

Lambton Shores serves 6,920 water customers throughout its water distribution infrastructure, an increase of 84 connections over the last year. This infrastructure includes approximately 360km of watermains, two elevated storage facilities, a reservoir, and two booster/pumping stations. The Municipality shares in the ownership of its two water suppliers, the Lake Huron Primary Water Supply System (LHPWSS) and the Lambton Area Water Supply System (LAWSS).

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

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

The 2021 water budget does not include any significant changes. Revenues were adjusted to reflect the newly adopted rate increases, while contract operation expenses were based on the Jacobs contract.

There is a loan expiring in 2021 and therefore the principle and interest costs have been reduced.

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
WATER			
USER FEES	4,911,150.00	5,221,640.00	310,490.00
TOTAL REVENUE	<u>4,911,150.00</u>	<u>5,221,640.00</u>	<u>310,490.00</u>
PERSONNEL COSTS	13,065.00	11,058.00	(2,007.00)
UTILITIES	57,650.00	58,691.00	1,041.00
PRINCIPAL & INTEREST	741,154.00	542,136.00	(199,018.00)
OMI - CONTRACTED SERVICES	594,721.00	619,721.00	25,000.00
LAWSS - CONTRACTED SERVICES	115,194.00	115,194.00	0.00
NORTH MIDDLESEX CONTRACTED SERVICES	9,636.00	9,636.00	0.00
CONTRACTED SERVICES	180,827.00	180,827.00	0.00
INSURANCE	30,351.00	30,050.00	(301.00)
VEHICLE & EQUIPMENT	25,300.00	25,300.00	0.00
WATER PURCHASE	660,662.00	660,662.00	0.00
MATERIALS & SUPPLIES	108,780.00	108,780.00	0.00
MAINTENANCE & REPAIR	15,814.00	15,814.00	0.00
ADMINISTRATIVE OTHER	328,292.00	325,444.00	(2,848.00)
TRANSFER TO RESERVE FUND	2,029,704.00	2,518,327.00	488,623.00
TOTAL EXPENSES	<u>4,911,150.00</u>	<u>5,221,640.00</u>	<u>310,490.00</u>



THE MUNICIPALITY OF

LAMBTON SHORES

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

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

SUMMARY OF OPERATING BUDGET CHANGES

The 2021 water budget does not include any significant changes in the wastewater budget. Revenues were adjusted to reflect the newly adopted rate increases, while contract operation expenses were based on the Jacobs contract .

Municipality of Lambton Shores

2021 Budget

	<u>2020</u>	<u>2021</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
WASTEWATER			
<u>SANITARY SEWER SYSTEMS</u>			
USER FEES	2,001,434.00	2,110,085.00	108,651.00
TRANSFER FROM R / RF	50,000.00	50,000.00	0.00
TOTAL REVENUE	<u>2,051,434.00</u>	<u>2,160,085.00</u>	<u>108,651.00</u>
PERSONNEL COSTS	5,194.00	6,954.00	1,760.00
UTILITIES	195,228.00	198,924.00	3,696.00
PRINCIPAL & INTEREST	108,336.00	105,635.00	(2,701.00)
OMI - CONTRACTED SERVICES	631,306.00	651,306.00	20,000.00
CONTRACTED SERVICES	47,858.00	72,858.00	25,000.00
INSURANCE	35,195.00	42,500.00	7,305.00
VEHICLE & EQUIPMENT	6,300.00	6,300.00	0.00
GB - STP LAGOON	446,133.00	435,215.00	(10,918.00)
MAINTENANCE & REPAIR	76,500.00	76,500.00	0.00
ADMINISTRATIVE OTHER	306,815.00	306,815.00	0.00
TRANSFER TO RESERVE FUND	192,569.00	257,078.00	64,509.00
TOTAL EXPENSES	<u>2,051,434.00</u>	<u>2,160,085.00</u>	<u>108,651.00</u>



2021 CAPITAL BUDGET OVERVIEW

Lambton Shores has an extensive capital program proposed for 2021. This overview highlights the planned projects and outlines staff's approach to developing the capital program for each respective area.

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

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

Tax Supported Projects

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

Rolling Stock

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

Emergency Services

The capital replacement plan identifies the 1999 pumper based at the Northville Station for replacement in 2021. While preliminary work has been already undertaken, the purchase will not commence until after Council's receipt of the Master Fire Plan.

Transportation

This year a total of \$716,092 has been budgeted for Rolling Stock replacement within Community Services. The following is a list of equipment proposed and estimated costs:

- Articulating sidewalk Machine with attachments (Trackless) - \$175,456
- Tractor for beach cleaner - \$90,000
- Tandem snowplow - \$350,000
- One-ton with plow/sander - \$90,000
- Riding mower - \$10,636

Equipment

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

Information Technology

This section of the capital program funds technology related items purchased to assist with the day to day operations such as computers, 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. These capital purchases are funded from the IT capital reserve fund.

Fire Services

Equipment is replaced to ensure safety and efficient and standardization of operations. The following is a list of equipment proposed and estimated costs:

- Bunker Gear – Required replacement of coats, pants, boots helmets to comply with standards - \$43,300
- Breathing Gear – Prescription glasses insert into a Breathing Air mask - \$1000
- Radio and Pagers – 3 year plan to replace batteries on all portable radios - \$5000
- Medical Response Equipment - Lifecycle replacement and standardization of defibrillators and supporting medical gear - \$23,000
- Multi-gas detectors - Lifecycle replacement and standardization of 3 detectors. Two detectors replaced on 2020 due to failure.
- Rope/Water/Ice Technical Rescue Equipment – basic equipment required to provide an initial response capability at each station - \$12,000
- Extrication Equipment – Lifecycle replacement, modernization, and standardization of cutting and spreading tools (“Jaws of Life”) at 3 stations - \$60,000

Transportation

The following items are up for replacement in 2021:

- GPS survey equipment

Recreation

- Digital Sign at the Shores Recreation – replacement sign in new location

Land Improvements

Recreation & Leisure Services

This section of the capital program funds capital maintenance and lifecycle projects for the Lambton Shores’ inventory of recreation related facilities including: arenas, harbours, community centres, libraries, and parks, as well as all associated apparatus. Projects are considered and prioritized based on the results of various inspections that are completed by staff throughout the calendar year (playground, facilities, etc.) to ensure the safe use of Lambton Shores’ assets by the public. All planned expenses are funded from Reserve Funds: Facilities or Land Improvements. Some of the major capital work planned for 2021 includes the following:

- McRae Ball Diamond
 - Backstop and dugout replacement **
 - Bleacher Replacement**
- Coultis Ball Diamond
 - New dugouts
 - Bleacher Replacement
 - New ball diamond lights**
 - New ball diamond fencing**

**These projects are subject to receiving funding through the Field Of Dreams capital grant program offered through the Jays Care Foundation.

- Grand Bend Harbour
 - New floating docks at boat launch
 - New hydro service along north docks
- Port Franks Marina – Extension of existing seawall

Facilities

Fire

The Northville station requires an entrance door in the amount of \$30,000

Transportation

There is an allocation to upgrade the washrooms and meeting room at the Northville office. The majority of this project is funded by an allocation from the ICIP Covid-19 grant program.

Transportation Infrastructure

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

Road Reconstruction and Surface Treatment

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

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

The 2021 budget continues with the surface treatment as per Policy #73. Staff will be presenting a report during budget deliberations outlining the success of the 2020 resurfacing program and the changes that contributed to that success.

Reconstruction projects for 2021 include the following projects:

- Reconstruction of Ontario Street in Grand Bend from the bridge north to the Lambton Shore Border, including Oak Street
- Reconstruction of Broadway Street in Forest from Townsend Line to Main Street
- Reconstruction of Ravenswood Line (approximately half in 2021)
- Rail way storm sewer in Forest.

The Ontario St N project is being funded through the Connecting Link program (\$1,075,651), 2020 Gas Tax (\$340,991) and South Huron (\$111,926) with the balance coming from the Reserve Funds as reported.

The 2020 allocation of the Ontario Community Infrastructure Fund (OCIF) in the amount of \$1,059,714 is being used to fund the reconstruction of Ravenswood Line. This was noted in the 2020 budget.

The Broadway St project is being funded by both the 2021 Gas Tax program (\$585,630) and the 2021 OCIF program (\$1,003,492).

The total resurfacing budget for 2021 is \$594,000.

Sidewalks and Walkways

This section of the capital program funds maintenance upgrades to existing sidewalks, and funds the construction of new hard surface pathways. An annual allocation is dedicated to replacement of existing sidewalks, and staff completed a springtime inspection of all sidewalk areas to prioritize replacement areas based on the standards established in the Community Services "Sidewalk Inspection, Repair, and Replacement Policy". The 2021 budget includes \$100,000 to support this program.

Bridge and Culvert

This section of the capital program funds rehabilitation to Lambton Shores' inventory of bridges and culverts. O. Reg 278/06 requires that qualifying bridges and culverts must be inspected every other year by a professional engineer to the standards of the *Ontario Structure Inspection Manual (OSIM)*. The Operating budget for 2021 includes a new OSIM inspection report to be completed.

An application to the Connecting Link program for The Grand Bend Bridge project has been submitted and results should be released early in the new-year. The project has been included in the budget over a 3 year period. Funding for the project will be funded from Development Charges and the Connecting Link program.

The Erin Place project is replacing a drainage culvert with a larger more appropriate size.

Streetlights

This section of the capital program funds maintenance upgrades to existing streetlights and traffic lights, as well as the installation of lights at new locations for safety purposes. Projects in this area are considered on an “as-required” basis with consideration given to field inspections completed by the municipality’s lighting contractors. The 2021 budget also includes \$100,000 for LED retrofitting of existing decorative lights.

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
- Thedford Reservoir Maintenance

Watermain replacement is included in the following road reconstruction projects:

- Ontario Street in Grand Bend
- Broadway Street in Forest, including East Lane

This year the budget also includes monies to increase the number of water meter replacement from 150 to 300. This project was planned for 2020, however due to Covid-19 it was impossible to enter homes to replace meters. The program has been re-budgeted for 2021; however, Covid-19 restrictions may curtail the program again.

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:

- Ontario Street Trunk Sewer (joint project with South Huron)
- Clyde Street Pumping Station in Forest – replacement of safety grating

**Municipality of Lambton Shores
2021 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>						
Northville Pumper	Lifecycle replacement of existing unit.	550,000	550,000			
	Subtotal	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -
<u>Transportation</u>						
Articulating Tractor	Lifecycle replacement of existing unit	\$ 175,456	\$ 175,456			
Tractor - Beach Cleaning (North)	Lifecycle replacement of existing unit	\$ 90,000	\$ 90,000			
5 Ton	Lifecycle replacement of existing unit	\$ 350,000	\$ 350,000			
1 Ton	Lifecycle replacement of existing unit	\$ 90,000	\$ 90,000			
Riding Mower	Lifecycle replacement of existing unit	\$ 10,636	\$ 10,636			
	Subtotal	\$ 716,092	\$ 716,092	\$ -	\$ -	\$ -
	Total Rolling Stock	\$ 1,266,092	\$ 1,266,092	\$ -	\$ -	\$ -
<u>EQUIPMENT</u>						
<u>Information Technology</u>						
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 40,330	\$ 40,330			
	Subtotal	\$ 40,330	\$ 40,330	\$ -	\$ -	\$ -
<u>Fire</u>						
Bunker Gear	Pooled asset lifecycle replacement	\$ 43,300	\$ 43,300			
Breathing Gear	Pooled asset lifecycle replacement	\$ 1,000	\$ 1,000			
Radio & Pagers	Pooled asset lifecycle replacement	\$ 5,000	\$ 5,000			
Medical Response Equipment	Defibrillators & Equipment	\$ 23,000	\$ 23,000			
Multi - Gas Detector	Lifecycle replacement	\$ 12,500	\$ 12,500			
Technical Rescue Equipment	Rope, water, ice rescue equipment	\$ 12,000	\$ 12,000			
Extrication Equipment	Lifecycle replacement of existing equipment	\$ 60,000	\$ 60,000			
	Subtotal	\$ 156,800	\$ 156,800	\$ -	\$ -	\$ -
<u>Transportation</u>						
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
GPS Equipment and Software	Lifecycle replacement	\$ 27,421	\$ 27,421			
	Subtotal	\$ 37,421	\$ 37,421	\$ -	\$ -	\$ -
<u>Recreation & Leisure Services</u>						
Digital Sign at Shores	Lifecycle replacement	\$ 60,000	\$ 60,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000	\$ 10,000		\$ 10,000	
	Subtotal	\$ 80,000	\$ 70,000	\$ -	\$ 10,000	\$ -
	Total Equipment	\$ 314,551	\$ 304,551	\$ -	\$ 10,000	\$ -
<u>LAND IMPROVEMENTS</u>						
<u>Recreation & Leisure Services</u>						
McRae Ball Diamond	Dugout and bleacher replacement. Funded by the Jays Care Foundation.	\$ 50,000	\$ 25,000		25,000.00	
Coulitis Ball Diamond	Dugout, bleachers, lights and fencing replacement. Funded by the Jays Care Foundation.	\$ 130,000	\$ 71,800		58,200.00	
Shade Structure	Shade structure for Grand Bend beach. Funded by the ICIP - COVID-19 Grant.	\$ 175,000	\$ -		\$ 175,000.00	
GB Harbour Boat Launch	Floating docks	\$ 30,000	\$ 30,000			
GB Harbour Hydro Supply Poles	Replacement of Hydro supply poles	\$ 100,000	\$ 100,000			
PF Wall	Remediation for PF Marina Seawall	\$ 214,820	\$ 214,820			
	Total Land Improvements	\$ 699,820	\$ 441,620	\$ -	\$ 258,200	\$ -

**Municipality of Lambton Shores
2021 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>FACILITIES</u>						
<u>Fire</u>						
Truck Entrance Door	Northville for the new truck entrance door	\$ 30,000	\$ 30,000			
<u>Transportation</u>						
Meeting Room / Washroom	Upgrades to meeting room and washroom. Portion funded by the ICIP - COVID-19 Grant.	\$ 200,000	\$ 9,229		\$ 190,771	
Total Facilities		\$ 230,000	\$ 39,229	\$ -	\$ 190,771	\$ -
<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. Funded by CL, Gas Tax and South Huron	\$ 2,400,120	\$ 684,078		\$ 1,716,042	
Ravenswood Line	Priority Rating : 1-5 Years Full Reconstruction. Funded by OCIF	\$ 2,600,000	\$ 1,540,286		\$ 1,059,714	
FO - Broadway St	Priority Rating : N/A Full Reconstruction. Funded by OCIF and Gas Tax	\$ 2,100,000	\$ 510,878		\$ 1,589,122	
FO - Railway Storm Sewer	Priority Rating : N/A Realignment of existing storm from under building	\$ 250,000	\$ 250,000			
Subtotal		\$ 7,350,120	\$ 2,985,242	\$ -	\$ 4,364,878	\$ -
<u>Re-Surface Treatment</u>						
Arkona Rd - Main to Bog	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 250,000	\$ 250,000			
Bradley St - Maylard to James	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 8,000	\$ 8,000			
Clemens Line - Army Camp to West End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 16,000	\$ 16,000			
Barbara St - James to West End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 4,000	\$ 4,000			
James Ave - Bradley to Clemens	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 6,000	\$ 6,000			
McCordic Lane - Outer to North End	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 10,000	\$ 10,000			
Creek Trail - Outer to West End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 7,000	\$ 7,000			
Edward St - Outer to Mud Creek	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 17,000	\$ 17,000			
Huron St - Riverside to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Double lift LCB	\$ 6,000	\$ 6,000			
Dolway Dr - Edward to Outer	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 20,000	\$ 20,000			
Raeburn Rd - Dolway to Mud Creek	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 7,000	\$ 7,000			

**Municipality of Lambton Shores
2021 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
Ann Cr - Dolway to Edward	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 14,000	\$ 14,000			
Mud Creek Tr - Raeburn to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 10,000	\$ 10,000			
Decker Rd - Arkona to Northville	Priority Rating : 200-499* Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 115,000	\$ 115,000			
Ravenswood Line - Gordon to Elizabeth	Priority Rating : 200-499* Lifecycle road resurfacing as recommend in the RNS. HCB resurface	\$ 34,000	\$ 34,000			
Ravenswood Line - Elizabeth to .5 East	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Double lift LCB	\$ 70,000	\$ 70,000			
	Subtotal	\$ 594,000	\$ 594,000	\$ -	\$ -	\$ -
Sidewalks / Walkways						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 100,000	\$ 100,000			
	Subtotal	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
Bridge / Culvert						
Ontario St Bridge and Connecting Link	Replacement and Widening of existing bridge	\$ 559,680		\$ 559,680		
Erin Place	Replace existing drainage culvert	\$ 300,000	\$ 300,000			
	Subtotal	\$ 859,680	\$ 300,000	\$ 559,680	\$ -	\$ -
Street Light						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 18,346	\$ 18,346			
Decorative Streetlights	Upgrade lights to LED	100,000	\$ 100,000			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 21,648	\$ 21,648			
	Subtotal	\$ 139,994	\$ 139,994	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 9,043,794	\$ 4,119,236	\$ 559,680	\$ 4,364,878	\$ -
	Total Tax Supported	\$ 11,554,257	\$ 6,170,728	\$ 559,680	\$ 4,823,849	\$ -

**Municipality of Lambton Shores
2021 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>WATER INFRASTRUCTURE</u>						
<u>Water Mains</u>						
GB - Ontario St N Corridor	Watermain replacement associated with Ontario St N Corridor Reconstruction in Grand Bend (Connecting Link)	\$ 667,342	\$ 667,342			
FO - East Lane (3668)	In conjunction with Broadway project watermain replacement	\$ 100,000	\$ 100,000			
FO - Broadway	Watermain replacement associated with Broadway St Reconstructon	\$ 1,050,000	\$ 1,050,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 191,280	\$ 191,280			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 81,118	\$ 81,118			
Leak Detection Study	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			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 65,000	\$ 65,000			
	Subtotal	\$ 2,444,740	\$ 2,444,740	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 2,444,740	\$ 2,444,740	\$ -	\$ -	\$ -
<u>WASTEWATER INFRASTRUCTURE</u>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 35,010	\$ 35,010			
<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.	\$ 825,172	\$ 101,590		\$ 723,582	
FO - Main Lift PS	Internal safety grading.	\$ 200,000	\$ 200,000			
	Subtotal	\$ 1,160,182	\$ 436,600	\$ -	\$ 723,582	\$ -
	Total Wastewater Infrastructure	\$ 1,160,182	\$ 436,600	\$ -	\$ 723,582	\$ -
	Total User Rate Supported	\$ 3,604,922	\$ 2,881,340	\$ -	\$ 723,582	\$ -
2021 Total Capital			\$ 15,159,179	\$ 9,052,068	\$ 559,680	\$ 5,547,431
						\$ -

2021 Budget Summary

Matters Referred for Capital Budget Consideration by Council

As noted in the Capital Budget Overview, there were projects referred to budget discussions that require Council direction.

The following table summarizes the items referred to budget by Council resolution.

Item #	Business Plan	Reference	Project Description	Incorporated into Budget	2021 Pending Decision
1	Transportation	Res # 20-0929-13	Sidewalks - see report attached		\$ 58,000.00

1. 20-0929-13

THAT the Ann Street Arkona – East Glen Drive to Union Street sidewalk construction project be completed in 2020;
and

THAT additional projects identified in this report be referred to 2021 Capital Budget deliberations.

At the September 29, 2020 Council meeting the above resolution was passed. During staff budget discussion regarding this request and consideration of other areas that do not have sidewalks, staff felt that a strategic approach should be taken and prepare a listing of projects to be prioritized rather than respond to one off requests. Report DCS-28-2020 provided Council with the approach and suggested areas. (attached)

If Council would like to proceed with an annual allocation to phase in this new sidewalk program, an allocation could be incorporated in the budget to be assigned to new sidewalk infrastructure. This approach would require an annual allocation to the project from the Operating Budget; similar to how the wayfinding signs were implemented.

If Council wishes to consider the installation of new sidewalks where it now does not exist, staff recommends that the Forest Union Street project be completed. To do this funds will need to be allocated from the Operating budget to fund the “new” infrastructure.

THE MUNICIPALITY OF LAMBTON SHORES

Report DCS 28-2020

Council Meeting Date: September 29, 2020

TO: Mayor Weber and Members of Council
FROM: Steve McAuley, Director of Community Services
RE: 2020 Capital Budget – New Sidewalk Construction

RECOMMENDATION:

THAT Report DCS 28-2020 regarding 2020 Capital Budget – New Sidewalk Construction be received; and

THAT the Ann Street Arkona – East Glen Drive to Union Street sidewalk construction project be completed in 2020; and

THAT additional projects identified in this report be referred to 2021 Capital Budget deliberations.

SUMMARY

As part of the 2020 budget process Council passed the following resolution:

THAT an additional \$ 50,000 be included in the capital budget for new sidewalk construction and that staff prepare a report prioritizing project locations.

This report provides information on current policies and practices related to sidewalks used by the Community Services department and applies those policies to propose a number of potential new sidewalk projects that would improve the current sidewalk networks in our communities.

BACKGROUND

Lambton Shores Community Services Department has a Construction and Development standards document that specifies how Municipal infrastructure (roads, water, wastewater, storm water) is built during road reconstruction projects and in developments projects (Subdivisions or site plans).

Within Lambton Shores existing Construction and Development standards there are standards for how sidewalks are to be built and also a section that indicates how it is determined where sidewalks are required:

At a minimum, sidewalk shall be required as follows:

- a) on both sides of all collector streets;
- b) on both sides of any street on which a school property fronts;
- c) on one side of local residential streets, except cul-de-sacs and crescents which contain less than 20 residential units, may not require sidewalks;
- d) both sides of streets abutting parkland may require sidewalk on both sides: each situation to be considered on a case by case basis

Staff suggests that following this standard is a good starting point for identifying new sidewalk projects. Staff has applied this policy to areas where urban standard streets and sidewalk networks exist, which is Arkona, Forest, Grand Bend, and Thedford. In addition staff are only considering 'sidewalk only' projects and not considering projects where significant additional works may be required to accommodate a new sidewalk which would be better undertaken as part of a larger scale road reconstruction project.

Based on the above criteria staff have identified the following 'new' sidewalk projects:

Town	Street	From - To	Cost Est.	Length (m)
<u>Arkona:</u>				
	Ann Street	Townsend to Church	\$29,050	166
	Ann Street	Union to East Glen Drive	\$48,300	276
<u>Forest:</u>				
	Union Street	Queen to Townsend	\$58,625	335
	Victoria Street	Rotary to Main Street	\$12,775	73
	MacDonald Street (SCHOOL)	Morris to South Connect (West Side)	\$62,125	355
	Main Street North (SCHOOL)	Queen to Townsend (West Side)	\$39,025	223
<u>Grand Bend:</u>				
	Gill Road (SCHOOL)	Main Street East to Culvert Desjardine Drain	\$79,450	454

To make best use of the identified 2020 capital budget staff are recommending Council endorse completing the Ann Street Arkona – Union Street to East Glen Drive project this year.

Figure 1 below shows the location of the proposed new sidewalk (red) and the location of existing sidewalks (blue) in the area that would form connection to the new sidewalk. It should be noted that the new development currently being proposed on the vacant lands south of East Glen Drive will include sidewalks that connect to the existing sidewalk on East Glen Drive.



Figure 1

The additional projects shown in the table could be considered as part of the 2021 Capital Budget deliberations.

ALTERNATIVES TO CONSIDER

Council could decide to modify the sidewalk standard or add or delete projects identified within this report.

RECOMMENDED ACTIONS

That the Ann Street Arkona from East Glen Drive to Union Street be completed with the \$50,000 budget included in the 2020 Capital Budget and that the remaining projects be referred to the 2021 Capital Budget deliberations.

FINANCIAL IMPACT

Council included \$50,000 for 'new' sidewalk projects in the 2020 Capital Budget. The Ann Street Project will be completed using this budget. The additional projects listed in this report would need to be funded from future capital budgets.

CONSULTATION

Community Services staff



2021 Budget Summary

New Initiatives

The following notes accompany a schedule of “New Initiatives” identified by Council from the Community Design Plans, the Recreation Master Plan and the Development Charges (DC) study. There have been some costs identified; however, no funding method, with the exception of DC’s, has been established.

For Council’s reference, also included is an excerpt of initiatives identified as Strategic Priorities for this term of office, and a listing of current grant opportunities for projects that are currently awaiting notification of approval.

Community Design Plans and Recreation Master Plan

Community Design Plans have been created for Lambton Shores to identify items that may have been lacking or in general to provide a better quality of life for residents. The projects were prioritized by year and listed in the attached table.

Development Charges

Staff has prioritized; by year, the Municipal Wide projects that Council approved in the Development Charges Study and also listed in the attached table. The project cost is the net cost to Lambton Shores, meaning the maximum amount that can be funded from Development Charges has already been removed.

2021 Draft Budget - New Initiatives for Consideration							
Source	Location	Project Description	Cost	DC	Grant	Total Project Cost	Proposed Year
<u>Recreation Master Plan - Design Plans</u>							
1	Port Franks	Pedestrian Bridge (Mud Creek)	\$ 105,000				2019
2	Thedford	Thedford Ball Diamond -Skate Park	\$ 40,000				2019
3	Thedford	Thedford Ball Diamond Multi use court	\$ 50,000				2020
4	Port Franks	Spray Pad	\$ 300,000				2023
5	Grand Bend	Pedestrian Bridge (River Rd to North Side of river)	\$ 1,000,000				2023
6	Forest	Construct a Basketball Court	\$ 40,000				2023
7		Rec Master Plan update	\$ 60,000				2024
		Sub Total	\$ 1,595,000				
<u>Development Charges</u>							
Municipal Wide Projects							
8		GB Arterial Upgrades (less grant)	\$ -	\$ 770,418	\$ 4,853,952	\$ 5,624,370	2020
9		Grand Bend Rotary Trail Ext	\$ 302,220	\$ 111,780		\$ 414,000	2020
10		Ipperwash Community Park	\$ 865,000	\$ 135,000		\$ 1,000,000	2020
11		Tandem with Plow	\$ 45,000	\$ 255,000		\$ 300,000	2020
12		GB Works Depot	\$ -	\$ 617,500		\$ 617,500	2020
13		Cut Pedestrian Bridge	\$ 365,000	\$ 135,000		\$ 500,000	2021
14		GB Main St E Urbanization	\$ 360,000	\$ 360,000		\$ 720,000	2021
15		One-Ton Truck	\$ 12,000	\$ 68,000		\$ 80,000	2022
16		South Bend River Trail	\$ 319,740	\$ 118,260		\$ 438,000	2024
17		Klondyke Road Upgrades	\$ 1,057,500	\$ 117,500		\$ 1,175,000	2024
18		Ipperwash & Port Franks Trails	\$ 1,460,000	\$ 540,000		\$ 2,000,000	2026
19		Forest Rotary Trail Ext	\$ 157,680	\$ 58,320		\$ 216,000	2028
		Sub Total	\$ 4,944,140				
		Total Funds Required	\$ 6,539,140				

Grants

Throughout the year grant opportunities are announced from various ministries. A listing of the grants applied for in 2020 and no response received at this time are listed below.

Item 1

Community Improvement Plan, has been incorporated in the 2021 Draft Operating Budget as this supports one of Councils Action Plans.

Item 2

Forest Ball Diamond Upgrades, has been included in the 2021 Draft Capital Budget. These items are in the asset management plan and due for replacement.

Item 3

Ontario Street Bridge Replacement, has been included in the 2021 Draft Capital Budget. This project has been on the asset replacement list for a very long time and with the limits under the Connecting Link program for bridges being increased this project could be accommodated.

Item 4

Is the balance of the Modernization Grant through the Ministry of Municipal Affairs and Housing in 2019. Council previously allocated \$463,472.00 of the \$616,357.00 that Lambton Shores received. Staff will identify a project that fits the program criteria for Council.

2021 Draft Budget -Grant Projects for Consideration								
Source	Location	Project Description	Lambton Shores Cost	DC	Grant	Total Project Cost	Proposed Year	Staff Comments
<u>Grant Application Projects</u>								
1	Lambton Shores	Community Improvement Plan	\$ 40,000		\$ 40,000	\$ 80,000	2021	Incorporated in Operating Budget
2	Forest - McRae & Coultis Park	Ball Diamond Upgrades	\$ 96,800		\$ 83,200	\$ 180,000	2021	Incorporated in Capital Budget
3	Grand Bend Ontario St.	Bridge Replacement		\$ 770,418	\$ 4,853,952	\$ 5,624,370	2021-2023	Incorporated in Capital Budget
4	Lambton Shores	Modernization Funding			\$ 152,885	\$ 152,885	2021	Available for new project
		Sub Total for Consideration	\$ 96,800	\$ 770,418	\$ 5,090,037	\$ 5,957,255		

Council has established priorities for the term of 2019 to 2022. An excerpt from the priorities is shown below. These priorities may assist Council with decisions during the budget discussion.

Strategic Priorities 2019 - 2022			
Infrastructure Improvements		Governance and Organizational Management	
1	The Municipality places its highest priority on the continuous repair and rehabilitation of its road system.	1	The Municipality will develop a long-term (10 year +) strategy on reserve funds and debt management to enable effective Asset Management.
2	Subject to adequate Provincial funding, the Municipality will initiate "Connecting Link" bridge and Highway 21 improvements in Grand Bend.	2	The Municipality will review its policy on the use of the Vibrancy Fund, to ensure it is used for the best possible enhancement of our community.
3	The Municipality will develop a strategy to expand parking capacity in Grand Bend.	3	The Municipality will work to ensure that tax increases during the term are predictable, justifiable, and responsible.
4	The Municipality will consider opportunities for redevelopment of the Municipal Drive/Lions Park area of Grand Bend in order to improve operational access, public parking and recreational opportunities.	4	The Municipality will advance plans for a consolidated Lambton Shores administration office and Council Chamber.
5	The Municipality will study and develop a plan for improved storm water management in the Grand Bend		
6	The Municipality will review the available capacity of Pumping Station 2 and the Grand Bend Sewage Treatment Facility in order to ensure the needs of the development community are satisfied.		
7	The Municipality will continue to invest in development of its waterfront assets including consideration of improvements to the harbours and dockage.		

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Rolling Stock

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>NORTHVILLE</u>													
Pumper	1999	2021	550,000	550,000									
<u>FOREST</u>													
Pumper	2003	2023	600,000			600,000							
Quad Cab Truck	2013	2025	54,774					60,500					
<u>THEDFORD</u>													
Tanker	2001	2022	400,000		400,000								
Rescue	2003	2028	191,961								400,000		
<u>PROTECTIVE INSPECTION & CONTROL</u>													
Jeep Patriot - White - Bylaw Vehicle	2016	2028	28,013								32,826		
<u>BUILDING & ASSESSMENT</u>													
Jeep Patriot - White -Building Vehicle	2015	2027	24,588							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	410,709					453,521					
<u>BACKHOES</u>													
Backhoe	2018	2028	137,255								160,839		
Backhoe - 310SK Backhoe Loader	2013	2023	136,551			144,930							
<u>LOADERS</u>													
Wheel Loader	2017	2027	238,036							273,428			
<u>TRACTORS</u>													
Tractor with Grader	2003	2028	28,614								34,885		
Articulated Tractor - (currently Trackless)	2009	2021	175,456	175,456									
Articulating Tractor - Trackless (Yellow)	2013	2025	150,000					168,924					
Tractor - Beach Cleaning M9540 95 HP (North)	2011	2021	90,000	90,000									

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Rolling Stock

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>PLOW TRUCKS</u>													
5 Ton - Single Axle - Int - w/plow & wing - N.Area	2008		241,238	sell									
5 Ton - Tandem - Int(2010) w/plow & wing -S.Area	2009	2021	350,000	350,000									
5 Ton - Tandem - Int(2011) w/plow & wing -N.Area	2011	2023	245,002			350,000							
5 Ton - Single Axle - S. Area	2015	2027	195,771							290,000			
5 Ton - Tandem Truck with Snow Plow Package	2016	2028	301,828								353,690		
<u>PICK UP TRUCKS</u>													
10-6906 PU	2012	2024	33,479				36,244						
5-7080 PU	2014	2026	29,680						33,429				
4-7081 PU	2014	2026	30,577						34,440				
1-7219 PU	2016	2028	33,338								39,842		
2-6969 PU	2013	2025	31,380						34,651				
<u>ONE TONS</u>													
Dodge 4x4 4500HD w/Plow & Sander-S.Area	2011	2021	90,000	90,000									
Dodge 4x4 - S. Area	2019	2029	84,749									123,551	
Dodge Ram 4500	2018	2028	79,907								93,638		
Dodge Ram 4500 4x4 - North	2014	2024	76,667				82,999						
Dodge Ram 4x4	2016	2026	85,136						95,891				
<u>LIFT</u>													
Skyjack Vertical Lift - Orange	2015	2027	14,668							16,851			
50' Towable Boom	2017	2029	74,692									89,277	
<u>SWEEPERS</u>													
Sweeper - Cubex	2016	2026	268,603						302,535				
<u>CHIPPERS</u>													
Brush Chipper - Vermeer - model #BC1000XL15VP	2012	2030	38,568										47,014
<u>BEACH CLEANER</u>													
Beach Cleaner	2019	2029	86,134									102,938	

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Rolling Stock

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>HYDROVAC</u>													
Hydrovac Truck	2015	2030	182,668										222,671
<u>RIDING MOWERS</u>													
Riding Lawn Mower - JD Zero Turn Z915B 54"	2014	2024	8,749				9,471						
Riding Lawn Mower - Zero Turn Ferris IS2000 ZB2	2015	2025	7,644					8,441					
Riding Lawn Mower - JD Zero Turn Z915B 54"	2015	2025	8,264					9,125					
Riding Mower - Kubota 20 hp - S. Area	2011	2021	10,636	10,636									
Zero Turn Mower	2018	2028	8,579								10,053		
Riding Mower - Zero Turn (PF Marina)	2017	2027	8,736							10,036			
Lawn Tractor - South Area	2014	2024	3,027				3,410						
<u>TRAILERS</u>													
Bravo 7x16 Trailer	2013	2029	5,996									7,168	
Trailer - Generator - Grey	2001	2022	4,259		4,431								
<u>OTHER ROLLING STOCK</u>													
4x4 ATV Kubota	2018	2030	14,897										18,159
JD - Skidsteer 313- N. Area	2009	2022	55,940		58,200								
<u>RECREATION & LEISURE SERVICES</u>													
<u>Legacy Recreation Complex</u>													
Zamboni	2010	2022	93,809		115,000								
TOTAL CAPITAL REQUIREMENTS				1,266,092	577,631	1,491,103	132,124	700,511	500,946	618,563	1,125,773	322,934	287,845
Rolling Stock Reserve Fund				1,266,092	577,631	1,491,103	132,124	700,511	500,946	618,563	1,125,773	322,934	287,845
Balance				-	-	-	-	-	-	-	-	-	-
Rolling Stock Reserve Fund Activity	Est. 2020 Y/E		1,415,010										
Rolling Stock RF -contribution				692,384	689,917	703,715	717,790	732,145	746,788	761,724	776,959	792,498	808,348
Rolling Stock RF-withdrawal				1,266,092	577,631	1,491,103	132,124	700,511	500,946	618,563	1,125,773	322,934	287,845
Total - Rolling Stock RF				841,302	953,588	166,200	751,866	783,500	1,029,343	1,172,504	823,689	1,293,253	1,344,192
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.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>GENERAL GOVERNMENT</u>													
<u>Information Technology</u>													
Laptop / Workstations / Servers			84,507	31,530	27,061	27,602	40,264	28,717	29,291	34,877	30,475	31,085	31,707
Various Printers			22,091	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			12,516	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	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>Chief / Administration</u>													
Bunker Gear (Boots, Jackets, Pants, Helmet)				43,300		10,500	15,000			100,000			
Breathing Gear (Back Packs, Fiber Bottles, Masks)				1,000	15,000	10,000	10,000	10,000	10,000	130,000	90,000		
Radios & Pagers (Global as required)				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Medical Response Equipment - Defibs				23,000									
Multi - Gas detector Replacement (3)				12,500									
Rope / Water / Ice Technical Rescue Equipment				12,000									
<u>Arkona</u>													
Extrication Equipment	2005	2021	20,000	20,000									
Generator	2006	2022	15,000		15,000								
<u>Grand Bend</u>													
Generator	2008	2023	15,000			15,000							
<u>Northville</u>													
Extrication Equipment	2009	2029	20,000	20,000								40,056	
<u>Forest</u>													
Extrication Equipment	2010	2030	29,204		15,000								35,600
Generator	2011	2023	15,000			15,000							
Compressor / Cascade	2007	2027	38,554							45,179			
Night Scan Chief Scene Light - Tanker #8	2013	2024	10,995				11,901						
Night Scan Chief Scene Light - Pumper #7	2013	2024	11,866				12,844						
<u>Thedford</u>													
Extrication Equipment	1999	2021	20,000	20,000					35,000				
Generator	1998	2023	15,000			15,000							
Compressor / Cascade	2001	2022	33,819		33,819								

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>TRANSPORTATION</u>													
<u>Roadways</u>													
Flail Mower	2012	2022	10,111		10,730								
Boom Flail Mower	2012	2022	57,530		28,646								
Windrow Eliminator Attachment - For Grader	2013	2023	30,130			30,838							
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	15,500								18,164		
Power Washer	2014	2025	5,573					6,153					
Line Painter - North	2015	2025	4,544					5,018					
Compost Turning Equipment	2008	2028	18,382								21,971		
Water Tank	2019	2029	18,063									21,587	
GPS Equipment and Software	2011	2021	27,421	27,421									
Display and Sync for GPS	2009	2023	1,653			1,755							
Speedcheck Radar Sign	2013	2030	8,164										9,952
Traffic Control Sign (2)	2007	2022	7,416		7,716								
FO - Base Unit / Adapter	2009	2023	2,728			2,896							
<u>RECREATION & LEISURE SERVICES</u>													
<u>Parks</u>													
Bike Rack - Frances Dr Park	2014	2029	1,069									1,278	
<u>Beach</u>													
Mobi Mat	2017	2027	5,261							6,043			
Accessible Beach Path Mat	2018	2028	5,054								5,922		
Security System	2009	2025	17,950					19,822					
Benches (28), Bike Racks, Waste Receptables	2009	2029	67,456									80,628	
<u>Parking</u>													
Parking Meters - Main Beach Lot (2)	2016	2026	20,772						23,396				
Parking Meeters - Condo East & West (2)	2016	2026	20,772						23,396				
Parking Meter - North Beach Huron	2016	2026	10,386						11,698				
Change Machine	2017	2027	10,691							12,281			
Change Machine - Mid Town	2018	2028	4,495								5,267		
Change Machine - North Beach	2018	2028	4,495								5,267		
Coin and Bill Counter	2018	2028	2,978								3,490		

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>Legacy Recreation Complex</u>													
Skate Sharpener	2002	2022	14,175		15,000								
Zamboni Ice Edger	2018	2028	5,640								6,610		
Concession Tables/Chairs	2012	2027	4,925							5,658			
Thomas Hall Accessories / Tables etc.	2011	2026	44,475						52,794				
Floor Scrubber	2014	2024	14,069				15,231						
Sound System	2016	2027	17,592							20,211			
<u>Shores Recreation Complex</u>													
Floor Scrubber	2019	2029	16,337									19,785	
Electric Ice Edger	2015	2025	5,434					6,000					
<u>Fitness Area</u>													
Fitness Equipment	Various		121,361		10,000	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	2023	41,025			50,000							
Floor Scrubber	2009	2025	6,923					7,646					
Sound System (Portable)	2013	2024	9,651				10,448						
Dishwasher	2014	2029	6,399									7,648	
<u>Thedford Village Complex</u>													
Furniture	2011	2026	9,753						10,985				
Emergency Generator	2013	2028	43,183								50,603		
<u>Community Signs</u>													
Electronic Sign - Forest	2009	2029	39,317									46,993	
Entrance Sign - Forest	2004	2024	14,308				15,490						
Entrance Sign - Thedford	2006	2026	4,156						4,682				
Entrance Sign - Arkona	2005	2025	14,660					16,187					
Digital Sign at Shores				60,000									

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Equipment

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Other													
Garbage Cans - Thedford Main St	2012	2027	2,144							2,463			
Garbage Cans	2012	2027	5,684							6,531			
Benches - Trails	2012	2027	12,856							2,968			
Emergency Generator - Forest Legion	2013	2029	56,663									67,727	
Seasonal Lights / Decorations	Various		65,147	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL REQUIREMENTS				314,551	220,372	226,090	178,778	147,243	249,043	414,111	285,768	364,887	125,459
IT Reserve Fund				40,330	34,461	35,102	47,864	36,417	37,091	42,777	38,475	39,185	39,907
Equipment Reserve Fund				264,221	175,911	180,988	120,914	100,826	201,952	361,334	237,293	315,702	75,551.87
Community Groups				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Balance				-	-	-	-	-	-	-	-	-	-
Equipment Reserve Fund Activity	Est. 2020 Y/E		193,884										
Equipment RF-contribution				252,226	186,032	189,753	193,548	197,419	201,367	205,394	209,502	213,692	217,966
Equipment RF -withdrawal				264,221	175,911	180,988	120,914	100,826	201,952	361,334	237,293	315,702	75,552
Total - Equipment RF				181,889	192,010	200,774	273,408	370,001	369,416	213,476	185,685	83,675	328,099
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.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
RECREATION & LEISURE SERVICES													
Recreation - Parks													
<u>Eilber Park</u>													
Parking Lot - Asphalt	1981	2028	159,880								187,325		
<u>Grand Bend Lions Park</u>													
Scoreboard	1992	2022	4,564		4,748								
Chain Link Fence	2012	2027	38,970							44,764			
Playground Equipment	2012	2027	36,089							42,290			
<u>Grand Bend Skateboard Park</u>													
Fence - Parimeter	2006	2023	6,505			6,636							
Fence - Storage Compound	2006	2023	2,597			2,649							
Swing Set	2007	2022	5,459		5,681								
<u>Optimist Park</u>													
Gazebo	2012	2027	27,094							31,122			
Chain Link Fence	1980	2023	4,276			4,539							
<u>Utter Ball Diamond</u>													
Playground Equipment	2007	2023	65,000			70,358							
<u>McRae Ball Diamond</u>													
Ball Diamond and backstop (Dugout replacement)	1993	2021	77,055	35,000									
Bleachers Replacement				15,000									
<u>Coulitis Ball Diamond</u>													
Ball Diamond - Dugouts	1996	2021	19,867	35,000									
Bleachers Replacement				15,000									
Ball Diamond - Lights	1997	2021	20,147	55,000									
Ball Dimaond - Fencing	1986	2027	45,358	25,000						52,102			
Swing Set / Play Structure	2015/2019	2029/2034	57,332									11,856	
<u>Thedford Ball Diamond</u>													
Playground Equipment	2012	2027	8,462							9,722			

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Land Improvements

Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>Thedford Village Green</u>													
Playground Structure	2010	2025	66,650						73,598				
Playground Equipment	2012	2027	3,888							4,466			
Gazebo	2010	2025	46,220					51,038					
Sidewalks	2010	2030	185,549										226,183
Parking Improvement	2010	2030	66,985										81,654
<u>Other Parks</u>													
Rotary Nature Trail - Julie Ave to Pinetree Dr	2009	2026	203,096						127,506				
Rotary Nature Trial - Pinetree Dr to Pinedale Rd	2012	2026	83,018						93,504				
Rotary Nature Trail - Pinedale Dr to Lakeview Ave	2012	2026	28,651						32,270				
Rotary Nature Trail - Lakeview Ave to Lake Rd	2012	2026	89,796						101,139				
Pleasure Park - Playground Equipment	2013	2028	31,198								36,558		
Frances Dr - Playground Equipment	2014	2029	16,317									19,504	
<u>Recreation - Beach</u>													
<u>Beach</u>													
Boardwalks, Walkways	2009	2029	3,101,946									4,108,812	
Playground Equipment	2009	2024	195,571				211,723						
Lighting	2009	2024	225,068				243,656						
Gazebo	2009	2024	207,036				224,135						
Shade Structure				175,000									
<u>Parking</u>													
Fence - Wood (Ontario)	2006	2023	3,000			10,000.00							
<u>Recreation Complexes</u>													
<u>Legacy Recreation Complex</u>													
Fencing - Nursery School	2012	2027	4,455							5,118			
Playground Equipment - Nursery School	2012	2027	27,265							31,323			
<u>Shores Recreation Complex</u>													
Parking Lot - Asphalt	2007	2027	687,145							789,737			
<u>Community Centres & Libraries</u>													
<u>Arkona CC & Library</u>													
Parking Lot - Asphalt	2009	2029	99,617									119,069	

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Land Improvements													
Description	Year Acq'd	Year Repl.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Play Structure	2014	2029	48,398									57,849	
2 Bay Swing Set	2015	2030	8,879										10,823
Port Franks CC													
Skateboard Park	1998	2023	94,283			102,055							
Play Structure	2006	2022	90,828		92,658								
Theford Village Complex													
Parking Lot - Asphalt	1998	2028	86,250								101,070		
Harbours													
Grand Bend Harbour													
Electrical Upgrades - South Basin	2001	2026	63,633						71,671				
Retaining Wall - Eilber St (185 m)	1988	2028	1,086,435								1,273,115		
Retaining Wall - Morenz Lane (90 m)	1988	2028	704,715								825,805		
Retaining Wall - River Rd (58 m)	1988	2028	639,207								748,933		
Boat Launch	1980/2015		130,770	30,000									
Hydro Supply Pole Replacement				100,000									
Port Franks Harbour													
Dock Hydro Service	2002	2027	45,709							52,513			
Docks / Wall	Various		1,109,760	214,820	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Play Structure	2007	2022	4,737		4,929								
TOTAL CAPITAL REQUIREMENTS				699,820	128,616	217,455	701,369	73,548	522,874	1,087,038	3,197,403	4,342,425	344,755
Land Improvement Reserve Fund				441,620	128,616	217,455	701,369	73,548	522,874	1,087,038	3,197,403	4,342,425	344,755
Jays Care Foundation				83,200									
ICIP - Covid Grant				175,000									
Balance				-	-	-	-	-	-	-	-	-	-
Land Improvements Reserve Fund Activity	Est. 2020 Y/E		337,787										
Land Improvements RF - contribution				162,366	165,613	168,925	172,304	175,750	179,265	182,850	186,507	190,237	194,042
Land Improvements RF - withdrawal				441,620	128,616	217,455	701,369	73,548	522,874	1,087,038	3,197,403	4,342,425	344,755
Total - Total Land Improvements RF				58,532	95,529	46,999	(482,067)	(379,865)	(723,474)	(1,627,662)	(4,638,559)	(8,790,747)	(4,789,272)
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.	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PROTECTION SERVICES													
Fire													
Arkona													
Fire Hall	1975		191,926										
- Exhaust Capture System					50,000								
Northville													
Fire Hall	1994		370,168										
-Truck Entrance Door				30,000									
TRANSPORTATION													
Roadways													
Northville Works Depot													
- Meeting Room / Washroom Upgrade				200,000									
TOTAL CAPITAL REQUIREMENTS				230,000	50,000	-	-	-	-	-	-	-	-
Building & Facilities Reserve Fund				39,229	50,000	-	-	-	-	-	-	-	-
ICIP - Covid Grant				190,771									
Balance				-	-	-	-	-	-	-	-	-	-
Building & Facilities Reserve Fund Activity	Est. 2020 Y/E		1,382,554										
Building & Facilities RF - contribution				266,161	271,484	276,914	282,452	288,101	293,863	299,741	305,736	311,850	318,087
Building & Facilities RF - withdrawal				39,229	50,000	-	-	-	-	-	-	-	-
Total - Building & Facilities RF				1,609,486	1,830,971	2,107,885	2,390,337	2,678,438	2,972,302	3,272,043	3,577,778	3,889,629	3,895,866
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	2021 Replacement Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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			2,400,120									
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												
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			2,100,000									
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						7,350,120	3,007,500	950,000	471,000	2,278,000	3,500,000	-	-	-	-
Transportation Infrastructure RF / Funding						7,350,120	3,007,500	950,000	471,000	2,278,000	3,500,000	-	-	-	-
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	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
North Area														
<u>Grand Bend</u>														
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								
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								
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			250,000									
Gordon Rd - Townsend to Decker - P & double LCB	200-499	ASP	ASP to LCB								980,000			

Municipality of Lambton Shores - Capital Program - 10 Year Projection														
Re - Surface Treatment														
Description	Priority	Road Type	IMP Type	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	20230
Lazy Acres														
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							
Upperwash														
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									
Upperwash Rd - Lakeshore to 400m south - CIP HCB resurface	1000-1999	ASP								95,000				
Port Franks														
McCordic Lane - Outer to North End - single lift LCB	0-49	LCB			10,000									
Creek Trail - Outer to West End - single lift LCB	0-49	LCB			7,000									
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			115,000									
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		70,000									
Sarah St - King to Elizabeth - HCB resurface	50-199	ASP							230,000					
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					
Surface Treatment Road Maintenance					594,000	560,000	609,000	595,000	635,000	196,000	980,000	-		-
Transportation Infrastructure RF					594,000	560,000	609,000	595,000	635,000	196,000	980,000	-		-
Balance					-	-	-	-	-	-	-	-		

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

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Bridge & Culvert

	Description	Priority	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	#1045 Ontario Street Bridge and Connecting Link	NOW		559,680	2,532,345	2,532,345							
	Erin Place			300,000									
	Total Bridge & Culvert Repair or Replacement			859,680	2,532,345	2,532,345	-	-	-	-	-	-	-
	Connecting Link Funding and DC			859,680	2,532,345	2,532,345	-	-	-	-	-	-	-
	Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Sidewalks													
	Description	Year	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Sidewalks													
	Annual sidewalk replacement program			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Total Sidewalk / Walkway			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Transportation Infrastructure RF			100,000	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	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Streetlights												
Poles												
- Misc intersection lighting improvements			21,648	22,081	22,523	22,973	23,432	23,901	24,380	24,868	25,365	25,872
- Decorative Street Light LED upgrade			100,000	100,000	100,000	100,000						
Intersection / safety			18,346	18,896	19,463	20,047	20,649	21,268	21,906	22,563	23,240	23,937
Total Street Light Capital			139,994	140,977	141,986	143,020	44,081	45,169	46,286	47,431	48,605	49,810
Transportation Infrastructure RF			139,994	140,977	141,986	143,020	44,081	45,169	46,286	47,431	48,605	49,810
Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 5 Year Projection Transportation Infrastructure Summary						
		2021	2022	2023	2024	2025
	Transportation Infrastructure	\$ 3,242,559	\$ 644,173	\$ (1,275,873)	\$ (1,142,744)	\$ (486,003)
	Reserve Fund Contribution	\$ 1,520,850	\$ 1,551,267	\$ 1,582,292	\$ 1,613,938	\$ 1,646,217
	Gas Tax Reserve Fund	\$ 589,457				
	Gas Tax Contribution	\$ 337,164	\$ 337,164	\$ 351,823	\$ 351,823	\$ 351,823
	Total Funds Available	\$ 5,690,030	\$ 2,532,604	\$ 658,242	\$ 823,017	\$ 1,512,037
	Project Cost Summary					
	Re-Construction	\$ 7,350,120	\$ 3,007,500	\$ 950,000	\$ 471,000	\$ 2,278,000
	Re-Surface Treatment	\$ 594,000	\$ 560,000	\$ 609,000	\$ 595,000	\$ 635,000
	Bridge & Culvert	\$ 859,680	\$ 2,532,345	\$ 2,532,345	\$ -	\$ -
	Sidewalks	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Street Lights	\$ 139,994	\$ 140,977	\$ 141,986	\$ 143,020	\$ 44,081
	Subtotal	\$ 9,043,794	\$ 6,340,823	\$ 4,333,331	\$ 1,309,020	\$ 3,057,081
	OCIF Funding Broadway	\$ 1,003,492				
	OCIF Funding - Ravenswood Line	\$ 1,059,714				
	GB Bridge Connecting Link Funding		\$ 2,426,976	\$ 2,426,976		
	GB Bridge DC (Roads & Related)	\$ 559,680	\$ 105,369	\$ 105,369		
	Main St E DC (Roads & Related)					\$ 360,000
	GB Ontario St Corridor - MTO Funding	\$ 1,075,651				
	GB Ontario St Corridor - SH Share	\$ 111,926				
	GB Ontario St Corridor - Gas Tax Funding	\$ 340,991				
	GB Ontario St Corridor - Committed Funds	\$ 187,474				
	Gas Tax Funding Broadway	\$ 585,630	\$ 337,164	\$ 337,164	\$ 351,823	\$ 351,823
	Balance From Transportation Reserve Fund	\$ 4,119,236	\$ 3,471,313	\$ 1,463,822	\$ 957,197	\$ 2,345,258
	Transportation Reserve Fund Balance	\$ 644,173	\$ (1,275,873)	\$ (1,142,744)	\$ (486,003)	\$ (1,185,044)

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	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Water System General												
Meter Changeout Program				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			667,342									
GB - Ontario St Bridge				332,700								
FO - Retirement Loop												
FO - East Lane (3668)			100,000									
FO - Broadway			1,050,000									
FO - Athur				125,000								
FO - York				100,000								
Road Related Replacements			191,280	197,018	202,929	209,017	215,287	221,746	228,398	235,250	242,308	249,577
Miscellaneous Items												
LAWS System Capital			81,118	83,552	86,058	88,640	91,299	94,038	96,859	99,765	102,758	105,841
Infrastructure Renewal			65,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Leak Detection Study			40,000									
Thedford Reservoir Maintenance			250,000									
Northville Tower maintenance					500,000							
Arkona Tower Maintenance				250,000								
Water Equipment												
Portable Generator (OMI)	2007	52,334					57,789					
Trimble Data Collection - ES91669	2013	6,851				7,416						
Total Capital Requirements			2,444,740	1,653,270	1,353,987	870,073	729,375	680,784	690,257	700,015	710,066	720,418
Funding of above projects												
Water Reserve Fund			2,444,740	1,653,270	1,353,987	870,073	729,375	680,784	690,257	700,015	710,066	720,418
Balance			-	-	-	-	-	-	-	-	-	-
Water Reserve Fund Activity												
2020 Estimate Water Reserve Fund	10,858,759											
Water RF - contribution			2,518,327	2,568,694	2,620,067	2,672,469	2,725,918	2,780,436	2,836,045	2,892,766	2,950,621	3,009,634
Water RF - withdrawal			2,444,740	1,653,270	1,353,987	870,073	729,375	680,784	690,257	700,015	710,066	720,418
Total - Water R/RF			10,932,346	11,847,769	13,113,850	14,916,246	16,912,789	19,012,441	21,158,229	23,350,980	25,591,536	27,880,752

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 Waste Water System Infrastructure													
Description	Year	2021 Rep. Value	2021	2022	2023	2024	2025	2026	2027	2028	2029	2029	2030
<u>Collection Systems</u>													
Road Related Replacements			35,010	36,060	37,142	38,256	39,404	40,586	41,804	43,058	44,350	45,680	47,051
<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				250,000									
GB - Ontario Street North Corridor			100,000										
GB - Ontario Trunk Sewer			825,172										
GB - Ontario St Bridge				148,600									
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			1,160,182	889,660	287,142	288,256	239,404	690,586	41,804	1,793,058	44,350		47,051
Funding of above projects													
Sewer Reserve Fund			436,600	889,660	287,142	288,256	239,404	690,586	41,804	1,793,058	44,350		47,051
South Huron Contribution			723,582										
Balance			-	-	-	-	-	-	-	-	-		-
Waste Water Reserve Fund Activity													
2020 Estimate Waste Water Reserve Fund	249,769												
Waste Water RF - contribution			257,078	262,220	267,464	272,813	278,269	283,835	289,512	295,302	301,208		307,232
Waste Water RF - withdrawal			436,600	889,660	287,142	288,256	239,404	690,586	41,804	1,793,058	44,350		47,051
Total - Waste Water R/RF			70,248	(557,193)	(576,871)	(592,314)	(553,449)	(960,200)	(712,492)	(2,210,249)	(1,953,390)		(1,693,209)

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

**2021 OPERATING BUDGET OVERVIEW*****Debt Repayments in the 2021 Budget***

On an annual basis staff review the debt and if any additional debt is considered throughout the year, the Annual Repayment Limit (ARL) established by the Ministry of Municipal Affairs and Housing is updated to confirm that we are within our limits. Although there is a detailed calculation, the Ministry calculation is based on the Net Revenues of the Municipality and our total principle and interest payments cannot exceed 25% of the net revenues. Based on the calculation the Lambton Shores current annual repayment limit is \$6,083,290. The current annual repayment costs are \$1,284,623.63 which equates to 6% of the net revenues.

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.

		2020		
Description	Expiry	Year End PRI	Annual Pmt	Funded by
Wastewater				
LS - Forcemain	Oct, 2025	466,666.80	105,634.91	Rates, DC and connection fees
GB STF & PS2	Dec, 2030	455,113.14	47,940.00	Rates, DC and connection fees
		921,779.94	153,574.91	
Water				
Water Trunk Main	Feb, 2021	196,687.75	199,018.50	Rates and DC
Phase III Waterline	Oct, 2023	811,861.28	293,555.58	Benefitting property owners, DC and rates
Phase IV Waterline	Oct, 2027	308,952.04	49,561.30	Benefitting property owners, DC and rates
		1,317,501.07	542,135.38	
Recreation				
Shores Rec Centre	Sept, 2033	2,003,133.85	214,165.22	User Fees and Taxation
Beach P.Lot	Sept, 2026	679,460.44	129,242.90	Parking / concession revenues
Legacy Rec Centre	Nov, 2034	649,170.51	53,391.26	User Fees and Taxation
Legacy Rec Centre	Dec, 2039	2,652,125.84	192,113.96	User Fees and Taxation
		5,983,890.64	588,913.34	
		8,223,171.65	1,284,623.63	

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 was debt associated with the Beach Enhancement that retired in June of 2020. This has reduced the levy requirement by \$91,600.00. Council could consider allocating this to future asset replacement or a new project such as the proposed consolidated office.

**2021 OPERATING BUDGET OVERVIEW*****Estimated Draft Tax Rate Impact***

At the time the 2021 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 2020 has been used to calculate the estimated tax rate for 2021.

The 2021 Lambton Shores Draft Operating Budget reflects no change to the tax rate for 2021 from the 2020 tax rate.

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

Tax Rate Impacts for the Draft 2021 Budget

Per \$100,000 of Assess	2020	2021	Annual Change	Installment	Month	Day
Assessment	\$100,000.00	\$ 100,000.00	\$ -			
Tax Rate	0.00503103	0.00503103	0.00000000			
Taxes	\$ 503.10	\$ 503.10	\$0.00	\$0.00	\$0.00	\$0.00
Percent			0.00%			

Should Council choose to add costs to the Draft Operating Budget, the following Chart will illustrate the impact:

Levy Change	Amount	2021 Draft Levy
		13,025,632.00
0.50%	65,128.16	13,090,760.16
1.00%	130,256.32	13,155,888.32
1.50%	195,384.48	13,221,016.48
2.00%	260,512.64	13,286,144.64
2.50%	325,640.80	13,351,272.80
3.00%	390,768.96	13,416,400.96



2021 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 2021 budget reflects a 2% increased allocation to reserve funds over the 2020 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:

2021 Estimated Budget Impacts						
	DESCRIPTION	2020 R/R/ Est Year End Draft	2021 Capital Expense	2021 Operating Expense	2021 Operating Contribution	2021 R/R/ Year End Estimate
RESERVE FUND						
1-000-032-3200	Working Funds	1,204,903.34				1,204,903.34
1-000-032-3203	Opportunities and Contingency	191,944.96				191,944.96
1-000-032-3204	Tax Rate Stabilization	488,788.34				488,788.34
1-000-032-3223	Election	29,093.67			11,750.00	40,843.67
1-000-032-3217	Parking	373,893.18				373,893.18
1-000-032-3213	Information Technology	127,204.49	40,330.00		43,900.00	130,774.49
1-000-032-3226	Bridge & Road Inspection /Studies	451,931.77			102,150.00	554,081.77
1-000-032-3209	Arkona Cemetery	95,767.32				95,767.32
1-000-032-3219	Harbour Maintenance	419,642.33				419,642.33
1-000-032-3205	Rolling Stock	1,415,009.54	1,266,092.00		692,384.00	841,301.54
1-000-032-3201	Equipment	193,883.55	264,221.00		252,226.00	181,888.55
1-000-032-3202	Transportation Services	3,242,558.99	4,119,236.00		1,520,850.00	644,172.99
1-000-032-3210	Building and Facilities	1,382,553.92	39,229.00		266,161.00	1,609,485.92
1-000-032-3218	Land Improvements	337,786.67	441,620.00		162,366.00	58,532.67
1-000-032-3207	Water	10,858,758.96	2,444,740.00		2,518,327.00	10,932,345.96
1-000-032-3208	Wastewater	249,769.15	436,600.00		257,078.00	70,247.15
1-000-032-3227	Special Projects / Committed Funds	947,820.72				947,820.72
1-000-032-3222	Building Department Cost Stabilization	1,113,636.22				1,113,636.22
	SUB TOTAL RESERVE & RESERVE FUNDS	\$ 23,124,947.12	\$ 9,052,068.00	\$ -	\$ 5,827,192.00	\$ 19,900,071.12
DEFERRED REVENUE						
1-000-023-2331	Federal Gas Tax	589,456.84	926,620.64		337,163.80	-
1-000-023-2326	Cash-in-lieu of Parkland Revenue	207,845.60				207,845.60
1-000-023-2328	Cash-in-lieu of Parking	64,828.17				64,828.17
1-000-023-2337	Ontario Community Infrastructure Fund (OCIF)	1,072,642.02	2,063,206.00		1,003,492.00	12,928.02
1-000-023-2333	Community Vibrancy Fund	2,070,926.04		60,376.00		2,010,550.04
1-000-023-2332	Community Improvement - Water Quality	3,849.11				3,849.11
	Community Improvement - Skateboard/Basketball Park	2,846.95				2,846.95
	Community Improvement - Rotary Water Stations	33,709.82				33,709.82
	Community Improvement - Rotary Future Projects	19,505.57				19,505.57
	SUB TOTAL DEFERRED REVENUE	\$ 4,065,610.11	\$ 2,989,826.64	\$ 60,376.00	\$ 1,340,655.80	\$ 2,356,063.27
	Total	\$ 27,190,557.23	\$ 12,041,894.64	\$ 60,376.00	\$ 7,167,847.80	\$ 22,256,134.39

Development Charges					
	2020 Year End Draft	2021 Capital Expense	2021 Operating Expense	2021 Operating Contribution	2021 Year End Estimate
Water	\$ 1,621,625.87			\$ 53,266.10	\$ 1,674,891.97
Waste Water	\$ 385,543.46		\$ 50,000.00	\$ 20,883.00	\$ 356,426.46
Municipal Wide Breakdown					
Public Works Facilities	\$ 10,176.87				\$ 10,176.87
Transportation	\$ 1,467,556.81	\$ 559,680.00		\$ 33,785.00	\$ 941,661.81
Outdoor Recreation Services	\$ 609,901.35			\$ 19,792.60	\$ 629,693.95
Indoor Recreation Services	\$ 108,225.54		\$ 18,000.00	\$ 5,731.10	\$ 95,956.64
Library Services	\$ 57,325.66				\$ 57,325.66
Parking	\$ 63,370.00				\$ 63,370.00
Administration / Consulting	\$ 72,585.52			\$ 1,256.20	\$ 73,841.72
Fire	-\$ 10,913.20				-\$ 10,913.20
Fire Protection Services	\$ 4,411.98				\$ 4,411.98
Balance	\$ 4,389,809.86	\$ 559,680.00	\$ 68,000.00	\$ 134,714.00	\$ 3,896,843.86