



THE MUNICIPALITY OF

LAMBTON SHORES

2019 Operating & Capital Budget

THE CORPORATION OF THE MUNICIPALITY OF LAMBTON SHORES

BY-LAW 03 OF 2019

BEING A BY-LAW TO ADOPT THE 2019 BUDGET

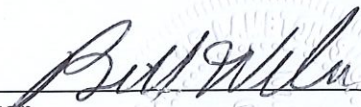
WHEREAS pursuant to the *Municipal Act 2001, c. 25, s. 290 (1); 2006, c. 32, Schedule. A, s. 120 (1)* as amended, a local municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality including:

- (a) Amounts sufficient to pay all debts of the municipality falling due within the year;
- (b) Amounts required to be raised for sinking funds or retirement funds; and
- (c) Amounts required for any board, commission or other body.

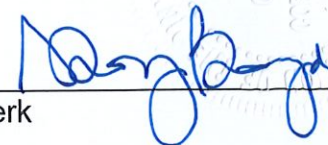
THEREFORE the Council of the Corporation of the Municipality of Lambton Shores enacts as follows:

- 1. THAT the attached Schedule "A", being a summary of the budget, be adopted for the year 2019 for the Municipality of Lambton Shores.
- 2. THAT this by-law shall come into force and effect as of the date of the final passing.

READ A FIRST, SECOND AND THIRD TIME, AND FINALLY PASSED this 22nd day of January, 2019.



Mayor



Clerk

Municipality of Lambton Shores
2019 Operating Budget Summary Comparison

	2018 BUDGET	2019 BUDGET	Amount Changed
Tax Supported Component			
TAXATION LEVY	\$11,600,651.00	\$12,140,000.00	\$ 539,349.00
GENERAL GOVERNMENT			
<i>Revenue</i>			
General	\$3,339,930.00	\$3,297,763.00	-\$42,167.00
<i>Expense</i>			
General	\$2,471,285.00	\$2,557,467.00	\$86,182.00
TOTAL GENERAL GOVERNMENT	(868,645.00)	(740,296.00)	128,349.00
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$125,950.00	\$133,950.00	\$8,000.00
Policing	\$138,713.00	\$130,286.00	-\$8,427.00
Conservation Authority	\$20,000.00	\$20,000.00	\$0.00
Protective Inspection & Control	\$78,907.00	\$88,753.00	\$9,846.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$275,842.00	\$295,565.00	\$19,723.00
Sub Total	\$639,412.00	\$668,554.00	\$29,142.00
<i>Expense</i>			
Fire Services	\$1,260,464.00	\$1,297,329.00	\$36,865.00
Policing	\$2,641,665.00	\$2,629,954.00	-\$11,711.00
Conservation Authority	\$330,547.00	\$357,750.00	\$27,203.00
Protective Inspection & Control	\$211,406.00	\$217,860.00	\$6,454.00
Crossing Guards	\$32,107.00	\$32,728.00	\$621.00
Building & Assessment	\$275,842.00	\$295,565.00	\$19,723.00
Sub Total	\$4,752,031.00	\$4,831,186.00	\$79,155.00
TOTAL PROTECTION SERVICES	4,112,619.00	4,162,632.00	50,013.00
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$16,500.00	\$201,500.00	\$185,000.00
Sub Total	\$19,650.00	\$204,650.00	\$185,000.00
<i>Expense</i>			
Community Services Administration	\$863,893.00	\$866,453.00	\$2,560.00
Transfer to Reserve Fund	\$1,769,394.00	\$1,804,782.00	\$35,388.00
Roadways	\$2,187,588.00	\$2,440,221.00	\$252,633.00
Winter Control	\$474,337.00	\$481,158.00	\$6,821.00
Street Lighting	\$116,476.00	\$116,537.00	\$61.00
Sub Total	\$5,411,688.00	\$5,709,151.00	\$297,463.00
TOTAL TRANSPORTATION SERVICES	\$5,392,038.00	\$5,504,501.00	\$112,463.00
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$470,000.00	\$485,000.00	\$15,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	\$473,184.00	\$488,184.00	\$15,000.00
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$378,488.00	\$388,035.00	\$9,547.00
Recycling	\$448,443.00	\$462,550.00	\$14,107.00
Compost Site / Leaf Pickup	\$44,105.00	\$51,104.00	\$6,999.00
Sub Total	\$871,036.00	\$901,689.00	\$30,653.00
TOTAL ENVIRONMENTAL SERVICES	\$397,852.00	\$413,505.00	\$15,653.00

Municipality of Lambton Shores
2019 Operating Budget Summary Comparison

	2018 BUDGET	2019 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$47,815.00	\$48,431.00	\$616.00
Sub Total	\$47,815.00	\$48,431.00	\$616.00
<i>Expense</i>			
Cemeteries	\$71,185.00	\$70,353.00	-\$832.00
Sub Total	\$71,185.00	\$70,353.00	-\$832.00
TOTAL CEMETERIES	\$23,370.00	\$21,922.00	-\$1,448.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$103,182.00	\$103,533.00	\$351.00
Healthy Kids Program	\$206,244.00	\$0.00	-\$206,244.00
Parks	\$47,000.00	\$47,740.00	\$740.00
Beach	\$689,094.00	\$714,030.00	\$24,936.00
Legacy Recreation Centre	\$246,610.00	\$235,610.00	-\$11,000.00
Shores Recreation Centre	\$367,370.00	\$386,207.00	\$18,837.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$109,579.00	\$108,050.00	-\$1,529.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$595,752.00	\$601,872.00	\$6,120.00
Sub Total	\$2,365,731.00	\$2,197,942.00	-\$167,789.00
<i>Expense</i>			
General Administration	\$816,158.00	\$821,027.00	\$4,869.00
Healthy Kids Program	\$206,244.00	\$0.00	-\$206,244.00
Parks	\$366,596.00	\$390,320.00	\$23,724.00
Beach	\$885,188.00	\$918,067.00	\$32,879.00
Legacy Recreation Centre	\$744,811.00	\$770,261.00	\$25,450.00
Shores Recreation Centre	\$854,057.00	\$881,681.00	\$27,624.00
Old Forest Arena	\$31,543.00	\$51,628.00	\$20,085.00
Community Centres	\$185,869.00	\$189,295.00	\$3,426.00
Libraries	\$27,345.00	\$19,168.00	-\$8,177.00
Harbour	\$699,582.00	\$707,212.00	\$7,630.00
Sub Total	\$4,817,393.00	\$4,748,659.00	-\$68,734.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,451,662.00	\$2,550,717.00	\$99,055.00
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$67,950.00	\$68,000.00	\$50.00
Economic Development	\$182,050.00	\$77,500.00	-\$104,550.00
Drainage	\$779,331.00	\$1,388,722.00	\$609,391.00
Sub Total	\$1,029,331.00	\$1,534,222.00	\$504,891.00
<i>Expense</i>			
Planning	\$25,451.00	\$24,114.00	-\$1,337.00
Economic Development	\$286,100.00	\$318,000.00	\$31,900.00
Drainage	\$809,535.00	\$1,419,127.00	\$609,592.00
Sub Total	\$1,121,086.00	\$1,761,241.00	\$640,155.00
TOTAL PLANNING & DEVELOPMENT	\$91,755.00	\$227,019.00	\$135,264.00
Total Tax Supported Revenue	\$7,915,053.00	\$8,439,746.00	\$524,693.00
Taxation	\$11,600,651.00	\$12,140,000.00	\$539,349.00
Total Tax Supported Expense	\$19,515,704.00	\$20,579,746.00	\$1,064,042.00

Municipality of Lambton Shores
2019 Operating Budget Summary Comparison

	2018 BUDGET	2019 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$4,272,984.00	\$4,655,583.00	\$382,599.00
<i>Expense</i>			
Water	\$4,272,984.00	\$4,655,583.00	\$382,599.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$1,793,662.00	\$1,941,941.00	\$148,279.00
<i>Expense</i>			
Wastewater	\$1,793,662.00	\$1,941,941.00	\$148,279.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$6,066,646.00	\$6,597,524.00	\$530,878.00
User Rate Supported Expense	\$6,066,646.00	\$6,597,524.00	\$530,878.00
Tax and User Rate Revenue Total	\$25,582,350.00	\$27,177,270.00	\$1,594,920.00
Tax and User Rate Expense Total	\$25,582,350.00	\$27,177,270.00	\$1,594,920.00

MUNICIPALITY OF LAMBTON SHORES

2019 CAPITAL BUDGET SUMMARY

DESCRIPTION	EXPENSE	FINANCED FROM			Balance
		General Levy	Reserve - Reserve Fund	Finance / Funding / Other	
<u>General Government</u>					
Beechwood Columbarium	\$ 30,000.00			\$ 30,000.00	-
Arkona Columbarium	\$ 55,000.00		\$ 55,000.00		-
IT Equipment	\$ 60,600.00		\$ 60,600.00		-
Sub Total General	\$ 145,600.00	\$ -	\$ 115,600.00	\$ 30,000.00	\$ -
<u>Protection to Persons</u>					
Fire Departments					
- Bunker Gear	\$ 60,500.00		\$ 60,500.00		
- Bunker Gear Readl Racks	\$ 16,000.00		\$ 16,000.00		
- Breathing Gear	\$ 8,000.00		\$ 8,000.00		
Sub total PPP	\$ 84,500.00	\$ -	\$ 84,500.00	\$ -	\$ -
<u>Community Services</u>					
Road Program					
- Re-Construction	\$ 2,917,417.00		\$ 292,235.00	\$ 2,625,182.00	-
- Re-surface	\$ 493,000.00		\$ 208,721.00	\$ 284,279.00	-
-Sidewalk / Walkway	\$ 84,897.00		\$ 84,897.00		-
- Bridge & Culvert	\$ 526,000.00		\$ 238,000.00	\$ 288,000.00	-
- Streetlights	\$ 138,101.00		\$ 138,101.00		-
Vehicle & Equipment	\$ 263,737.00		\$ 263,737.00		-
Recreation & Leisure	\$ 923,806.00		\$ 871,361.00	\$ 52,445.00	-
Sub total CS	\$ 5,346,958.00	\$ -	\$ 2,097,052.00	\$ 3,249,906.00	\$ -
<u>Water</u>					
General	\$ 86,700.00		\$ 86,700.00		-
Water Mains	\$ 557,495.00		\$ 557,495.00		-
Miscellaneous	\$ 355,000.00		\$ 355,000.00		-
LAWSS	\$ 48,131.00		\$ 48,131.00		-
Sub Total Water	\$ 1,047,326.00	\$ -	\$ 1,047,326.00	\$ -	\$ -
<u>Wastewater</u>					
Collection System	\$ 33,000.00		\$ 33,000.00		-
Miscellaneous	\$ 440,000.00		\$ 440,000.00		-
Sub Total Wastewater	\$ 473,000.00	\$ -	\$ 473,000.00	\$ -	\$ -
2019 TOTAL	\$ 7,097,384.00	\$ -	\$ 3,817,478.00	\$ 3,279,906.00	\$ -
2018 Capital	\$ 7,012,757.00	\$ -	\$ 5,401,355.00	\$ 1,611,402.00	\$ -

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost				Funding Source			
Department	Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>GENERAL</u>							
<u>Offices and Cemeteries</u>							
2-500-510-5876	Beechwood Columbarium	Carry Forward	30,000			30,000	
2-500-511-5876	Arkona Columbarium	Carry Forward	55,000	55,000			
		Subtotal	\$ 85,000	\$ 55,000	\$ -	\$ 30,000	\$ -
<u>Information Technology</u>							
2-110-110-5876	IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 60,600	\$ 60,600			
		Subtotal	\$ 60,600	\$ 60,600	\$ -	\$ -	\$ -
<u>EMERGENCY SERVICES</u>							
<u>Fire Departments</u>							
2-210-211-5875	AK - Bunker Gear	Pooled asset lifecycle replacement	\$ 22,000	\$ 22,000			
2-210-211-5880	AK - Bunker Gear Readl Racks	Storage and Drying Racks	\$ 8,000	\$ 8,000			
2-210-212-5875	NV - Bunker Gear	Pooled asset lifecycle replacement	\$ 4,500	\$ 4,500			
2-210-213-5875	FO - Bunker Gear	Pooled asset lifecycle replacement	\$ 6,000	\$ 6,000			
2-210-213-5875	FO - Breathing Gear	Pooled asset lifecycle replacement	\$ 8,000	\$ 8,000			
2-210-214-5875	GB - Bunker Gear	Pooled asset lifecycle replacement	\$ 18,500	\$ 18,500			
2-210-215-5875	TH - Bunker Gear	Pooled asset lifecycle replacement	\$ 9,500	\$ 9,500			
2-210-215-5875	TH - Bunker Gear Readl Racks	Storage and Drying Racks	\$ 8,000	\$ 8,000			
		Subtotal	\$ 84,500	\$ 84,500	\$ -	\$ -	\$ -
<u>TRANSPORTATION SERVICES</u>							
<u>Road Re-Construction</u>							
2-300-300-5104	GB - River Rd	Priority Rating : N/A Finalization of detail design for road reconstruction	\$ 50,000	\$ 50,000			
2-300-300-5197	FO - Bradley Ave & Prince to Townsend	Priority Rating : N/A Top coat of asphalt from capital road reconstruction in 2018	\$ 50,000	\$ 50,000			
2-300-300-5215	TH - Nelson, Sherrard, Dumbfries	Priority Rating : N/A Lifecycle replacement includes road surface, watermain and stormwater infrastructure improvements	\$ 635,000			\$ 635,000	
2-300-300-5158	FO - Main St South, Connecting Link	Priority Rating : N/A Lifecycle replacement includes road surface, watermain and stormwater infrastructure improvements	\$ 2,182,417	\$ 192,235		\$ 1,990,182	
		Subtotal	\$ 2,917,417	\$ 292,235	\$ -	\$ 2,625,182	\$ -
<u>Re-Surface Treatment</u>							
2-300-300-5216	BOS - Edmonds Blvd - Pinedale to Lakeview	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Double lift LCB	\$ 45,000	\$ 10,721		\$ 34,279	
2-300-300-5217	BOS - Riverside Dr - Lakeview to Oakburn	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 10,000	\$ 10,000			
2-300-300-5218	BOS - Brookbank Ct - Riverside to West End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
2-300-300-5219	BOS - Havenpark Ct - Parkside to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
2-300-300-5220	BOS - Judith St - Edmonds to John	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost				Funding Source			
Department	Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
2-300-300-5221	BOS - Oakburn Ct - Riverside to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
2-300-300-5222	BOS - Wood Park Ct - Parkside to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
2-300-300-5223	BOS - Parkside Cr - Lakeview to Lakeview	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000	\$ 13,000			
2-300-300-5224	BOS - John St - Lakeview to Pinedale	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 16,000	\$ 16,000			
2-300-300-5225	BOS - Pinedale Rd - Ontario St S to John St	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000	\$ 6,000			
2-300-300-5226	BOS - Princess St - Riverside to Pines	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000	\$ 6,000			
2-300-300-5227	BOS - Pines Pkwy - Lake to Christie	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS	\$ 32,000	\$ 32,000			
2-300-300-5228	FO - Union St - Queen to Townsend	Priority Rating : 1000-1999 Lifecycle road resurfacing as recommend in the RNS	\$ 100,000			\$ 100,000	
2-300-300-5229	BOS - Huron View Ave - Pioneer to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 20,000	\$ 20,000			
2-300-300-5230	BOS - Lake Valley Grove Rd - Pioneer to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 25,000	\$ 25,000			
2-300-300-5231	BOS - Pioneer Dr - Proof Line to LVG	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 12,000	\$ 12,000			
2-300-300-5232	BOS - Proof Line - Pioneer to Broadview	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 30,000	\$ 30,000			
2-300-300-5233	BOS - Fuller Rd - Townsend to Proof	Priority Rating : 500-999* Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 150,000			\$ 150,000	
		Subtotal	\$ 493,000	\$ 208,721	\$ -	\$ 284,279	\$ -
Sidewalks / Walkways							
2-310-175-5109	Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 84,897	\$ 84,897			
		Subtotal	\$ 84,897	\$ 84,897	\$ -	\$ -	\$ -
Bridge / Culvert							
2-310-301-5113	Jericho Rd	Priority Rating : 6-10 years Replacement of existing culvert	\$ 288,000			\$ 288,000	
2-310-301-5122	Farmers Line	Priority Rating : 1-5 years Carry over from 2018. Place grout beneath culvert ends, and place rip rap.	\$ 28,000	\$ 28,000			
2-310-301-5123	Ravenswood Line	Priority Rating : 1-5 years Carry over from 2018. Replace tapers with full arch sections.	\$ 35,000	\$ 35,000			
2-310-301-5124	Johnstone Development Bridge	Fund portion of the pedestrian foot bridge over the Walker Drain in the Johnstone Development in Grand Bend.	\$ 75,000	\$ 75,000			

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost				Funding Source			
Department	Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
2-310-301-5125	Harbourside Drainage	Priority Rating : N/A Repair and reconstruction of existing Storm Water Management Pond in Harbour Side Village	\$ 100,000	\$ 100,000			
		Subtotal	\$ 526,000	\$ 238,000	\$ -	\$ 288,000	\$ -
Street Light							
2-340-340-5875	Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 17,293	\$ 17,293			
2-340-340-5890	Decorative Streetlights	Upgrade lights to LED	100,000	\$ 100,000			
2-340-340-5889	Misc - Intersection Lighting	Intersection lighting improvements.	\$ 20,808	\$ 20,808			
		Subtotal	\$ 138,101	\$ 138,101	\$ -	\$ -	\$ -
Vehicle & Equipment Replacement Program							
<u>General</u>							
2-900-175-5142	Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
2-900-175-5146	Tandem Trailer	Lifecycle replacement of existing unit	\$ 44,000	\$ 44,000			
2-900-175-5150	Water Tank	New Water tank to replace existing steel tank for back of tandem	\$ 35,000	\$ 35,000			
<u>One Ton</u>							
2-900-907-5136	One Ton	Lifecycle replacement of existing unit	\$ 101,355	\$ 101,355			
<u>Tractors</u>							
2-900-904-5141	Tractor with Grader	Lifecycle replacement of existing unit	\$ 28,618	\$ 28,618			
2-900-904-5142	Tractor - 55hp - Kubota (Shores)	Lifecycle replacement of existing unit	\$ 22,382	\$ 22,382			
2-900-904-5143	Tractor - 55hp - Kubota (Legacy)	Lifecycle replacement of existing unit	\$ 22,382	\$ 22,382			
		Subtotal	\$ 263,737	\$ 263,737	\$ -	\$ -	\$ -
RECREATION & CULTURAL SERVICES							
LEGACY RECREATION CENTRE							
<u>Legacy Ice Surface</u>							
2-720-720-5100	Lights	Replace light surface lights with LED high efficiency.	\$ 25,000	\$ 25,000			
SHORES RECREATION CENTRE							
<u>Shores Facility Centre</u>							
2-721-721-5100	Floor Scrubber	Lifecycle replacement of existing unit.	\$ 17,830	\$ 17,830			
<u>Shores Ice Surface</u>							
2-721-721-5101	Chiller	Replacement	\$ 30,000	\$ 30,000			
<u>Shores Fitness & Gym</u>							
2-721-726-5850	Fitness Equipment Replacement	Replace existing cardio equipment	\$ 7,000	\$ 7,000			
COMMUNITY CENTERS AND LIBRARIES							
<u>Port Franks Community Centre</u>							
2-730-732-5882	Port Franks Community Centre	Roof replacement (E Section, Main Building)	\$ 35,000	\$ 35,000			
2-730-732-5877	Dishes	Replacement of dishes	\$ 1,500	\$ 1,500			
<u>Port Franks Youth Centre</u>							
2-730-732-5887	Skateboard Park	Asphalt resurface needed	\$ 35,000	\$ 35,000			

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost				Funding Source			
Department	Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>HARBOURS</u>							
<u>GB Harbour</u>							
2-350-350-5100	Boat Launch Ramp	Replace middle dock at launch ramp	\$ 7,000	\$ 7,000			
2-350-350-5877	Light Poles	Replacement of light poles at north wall docks.	\$ 50,000	\$ 50,000			
<u>PF Harbour</u>							
2-350-351-5883	Docks	Lifecycle replacement of finger docks. Allowance to complete 5 per year	\$ 16,391	\$ 16,391			
<u>PARKS/BEACH</u>							
<u>Grand Bend Beach House</u>							
2-710-716-5876	Concession	Replacement of range hood	\$ 10,000	\$ 10,000			
<u>Grand Bend Beach</u>							
2-710-715-5110	Beach Cleaner	Lifecycle replacement of existing unit	\$ 100,000	\$ 100,000			
2-710-715-5108	Accessibility Improvements	Beach access, beach chairs & mats and storage.	\$ 65,300	\$ 22,855		\$ 42,445	
<u>Grand Bend Lions Park</u>							
2-710-710-5877	Bleachers	New bleachers	\$ 5,500	\$ 5,500			
<u>Coultis Park</u>							
2-710-710-5894	Play Structure	Replacement of play structure	\$ 50,000	\$ 50,000			
2-710-710-5885	Washroom	Carry over from 2018. Washroom refurbishment	\$ 120,000	\$ 120,000			
2-710-710-5895	Diamond Drag	To be used at all diamonds	\$ 10,000	\$ 10,000			
<u>Other Bosanquet Parks</u>							
2-710-710-5896	LVG Play Structure	New Asset	\$ 25,000	\$ 25,000			
<u>Community Signs</u>							
2-700-110-5119	GB Communication Sign	Replacement of Grand Bend communication sign	\$ 30,000	\$ 30,000			
2-700-110-5113	Wayfinding Signs	Council Action Plan - Phase 3	\$ 125,000	\$ 125,000			
<u>Other</u>							
2-700-110-5120	Trails - Benches	Pooled asset - (12) benches	\$ 12,000	\$ 12,000			
2-700-110-5112	Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000	\$ 10,000		\$ 10,000	
2-700-110-5115	Port Franks Historical Plaques	Purchase and installation of plaques	\$ 6,400	\$ 6,400			
2-700-110-5116	West Parkway / Ipperwash Road Street Scape	Beautification	\$ 40,000	\$ 40,000			
2-700-110-5117	West Ipperwash Arbor Acres Street Scape	Beautification	\$ 5,000	\$ 5,000			
2-700-110-5118	West Parkway / West Ipperwash Street Scape	Beautification	\$ 2,000	\$ 2,000			
2-820-175-5100	Main St Revitalization	Installation of (3) kiosks, Arkona Main St intersection improvements, installation of street furniture in Grand Bend and Thedford	\$ 42,885	\$ 42,885			
2-700-110-5120	Rotary Trail Extension	Pre-liminary Design	\$ 30,000	\$ 30,000			
Subtotal			\$ 923,806	\$ 871,361	\$ -	\$ 52,445	\$ -
Total Tax Supported			\$ 5,677,058	\$ 2,297,152	\$ -	\$ 3,279,906	\$ -

**Municipality of Lambton Shores
2019 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 SYSTEM</u>							
<u>Water System General</u>							
2-430-110-5112	North Area Meter Changeout	Annual water meter replacement program.	\$ 86,700	\$ 86,700			
<u>Water Mains</u>							
2-430-110-5173	FO - Main St S	Watermain replacement associated with Main Street Reconstruction in Forest (Connecting Link)	\$ 377,195	\$ 377,195			
2-430-110-5120	Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 180,300	\$ 180,300			
<u>Miscellaneous</u>							
2-430-110-5105	LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 48,131	\$ 48,131			
2-430-110-5153	Leak Detection Study	Carry over from 2018. Area metering to locate potential watermain leaks.	\$ 40,000	\$ 40,000			
2-430-110-5116	Thedford Booster Station Upgrades	Carry over from 2018. Replace existing pumps and pressure tank, general repairs to building including soffit, foundation and front entrance.	\$ 75,000	\$ 75,000			
2-430-110-5163	Tower/reservoir maintenance	Carry over from 2018. Undertake spot coating repairs to towers and reservoirs, hatch upgrades etc. based on inspection performed under operating budget.	\$ 100,000	\$ 100,000			
2-430-110-5875	Water SCADA upgrades	Upgrade SCADA and communications	\$ 75,000	\$ 75,000			
2-430-110-5196	Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 65,000	\$ 65,000			
Subtotal			\$ 1,047,326	\$ 1,047,326	\$ -	\$ -	\$ -
<u>WASTEWATER SYSTEM</u>							
<u>Collection Systems</u>							
2-410-175-5100	Road Related Replacements	Repairs to collection system in footprint of road related capital works.	\$ 33,000	\$ 33,000			
<u>Miscellaneous Items</u>							
2-410-175-5194	FO - Main St S	Sewer system upgrades associated with Main Street Reconstruction Forest (Connecting Link)	\$ 150,000	\$ 150,000			
2-410-175-5882	Thedford Lagoon reconstruction	Carry over from 2018. Remove sludge as required, rebuild existing berms with clay and regard area.	\$ 250,000	\$ 250,000			
2-410-175-5118	Mollard Line Forcemain	Lambton Shores portion of road restoration.	\$ 40,000	\$ 40,000			
Subtotal			\$ 473,000	\$ 473,000	\$ -	\$ -	\$ -
Total User Rate Supported			\$ 1,520,326	\$ 1,520,326	\$ -	\$ -	\$ -
2019 Total Capital				\$ 3,817,478	\$ -	\$ 3,279,906	\$ -



THE MUNICIPALITY OF

LAMBTON SHORES

OPERATING BUDGET

Operating Budget Overview
Operating Budget Summary

TAX SUPPORTED

Business Unit Detail

USER RATE SUPPORTED

Business Unit Detail

Water Operating
Wastewater Operating

CAPITAL BUDGET

Capital Budget Overview
Capital Budget Summary

Capital Budget Project Listing

Capital Budget Backup Detail Schedules

SUPPORTING DOCUMENTS

Tax Rate Impacts
Debt Repayment
Reserve Fund Impacts

2019 OPERATING BUDGET OVERVIEW

The Lambton Shores 2019 Budget is presented with established Business Units funded by both tax and user rate support.

Detailed information on significant changes to the Business Units is outlined on the description pages provided in the budget binder. The budget was prepared using the 2018 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 2018 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

Under Transportation Services there is a large revenue for a Transfer from Reserve Fund of \$185,000.00. This is designated for the Cliff Road drain that was originally expensed in 2018; however, due to the drain being challenged it has been moved forward to 2019 and unspent funds in 2018 have been carried forward to lessen the impact on the 2019 budget.

This also impacts the Drainage section of the budget as the billing of this drain and others will have sizeable revenues for grants and property owner contributions.

Notable Revenue Decreases

With the completion of the Healthy Kids program in 2018, there is a \$206,244.00 revenue reduction shown in 2019.

With the completion of the Rural Economic Development program for Economic Development, there is a sizeable reduction of grant and reserve fund revenue for Council's Action Plan project.

Notable Expenditure Increases

Under the Fire Services there is a onetime allocation of \$30,000 for technical services training and an annual increase of \$11,000 to complete public education and training.

Under Transportation Services the Roadway expenditures have increased due to additional Drain project funds required and an increase of \$30,000 to each the hard top and loose top maintenance program.

The Drainage expenses have increased to accommodate additional costs for the Cliff Road drain and the addition of two other construction drains. This is offset with corresponding revenues.

Under the Economic Development section, there is a new allocation included for a Business Retention and Expansion plan of \$75,000. There is also an offsetting grant revenue of \$37,500 included.

Council allocated \$114,458.00 to the Opportunities and Contingencies Reserve Fund.

Notable Expenditure Decreases

As noted above the Healthy Kids program is complete and therefore any expenses for this program have been removed.

Similarly for the Economic Development section, the grant program has been completed and therefore a reduction in expenses results.

Further details on these notable items and other changes to the core budget are noted in the Business Unit summaries throughout the budget binder.

Summary

2016 was a reassessment year with the first year of a four year phase in of the assessment cycle taking place in the 2017 taxation year. The overall 2019 taxable assessment for Lambton Shores has increased a total of 6.19%, while the residential assessment increase was 3.93%. The majority of the assessment increase is attributable to the phased-in assessment changes with approximately 1% attributed to growth related (new) assessment.

The impact of the noted changes in revenues and expenses as well as the minor adjustments to annual costs in the Operating Budget has resulted in an increase in the tax levy; however, the tax rate is estimated to remain the same as 2018.

Municipality of Lambton Shores
2019 Operating Budget Summary Comparison

	2018 BUDGET	2019 BUDGET	Amount Changed
Tax Supported Component			
TAXATION LEVY	\$11,600,651.00	\$12,140,000.00	\$ 539,349.00
GENERAL GOVERNMENT			
<i>Revenue</i>			
General	\$3,339,930.00	\$3,297,763.00	-\$42,167.00
<i>Expense</i>			
General	\$2,471,285.00	\$2,557,467.00	\$86,182.00
TOTAL GENERAL GOVERNMENT	(868,645.00)	(740,296.00)	128,349.00
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$125,950.00	\$133,950.00	\$8,000.00
Policing	\$138,713.00	\$130,286.00	-\$8,427.00
Conservation Authority	\$20,000.00	\$20,000.00	\$0.00
Protective Inspection & Control	\$78,907.00	\$88,753.00	\$9,846.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$275,842.00	\$295,565.00	\$19,723.00
Sub Total	\$639,412.00	\$668,554.00	\$29,142.00
<i>Expense</i>			
Fire Services	\$1,260,464.00	\$1,297,329.00	\$36,865.00
Policing	\$2,641,665.00	\$2,629,954.00	-\$11,711.00
Conservation Authority	\$330,547.00	\$357,750.00	\$27,203.00
Protective Inspection & Control	\$211,406.00	\$217,860.00	\$6,454.00
Crossing Guards	\$32,107.00	\$32,728.00	\$621.00
Building & Assessment	\$275,842.00	\$295,565.00	\$19,723.00
Sub Total	\$4,752,031.00	\$4,831,186.00	\$79,155.00
TOTAL PROTECTION SERVICES	4,112,619.00	4,162,632.00	50,013.00
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$16,500.00	\$201,500.00	\$185,000.00
Sub Total	\$19,650.00	\$204,650.00	\$185,000.00
<i>Expense</i>			
Community Services Administration	\$863,893.00	\$866,453.00	\$2,560.00
Transfer to Reserve Fund	\$1,769,394.00	\$1,804,782.00	\$35,388.00
Roadways	\$2,187,588.00	\$2,440,221.00	\$252,633.00
Winter Control	\$474,337.00	\$481,158.00	\$6,821.00
Street Lighting	\$116,476.00	\$116,537.00	\$61.00
Sub Total	\$5,411,688.00	\$5,709,151.00	\$297,463.00
TOTAL TRANSPORTATION SERVICES	\$5,392,038.00	\$5,504,501.00	\$112,463.00
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$470,000.00	\$485,000.00	\$15,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	\$473,184.00	\$488,184.00	\$15,000.00
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$378,488.00	\$388,035.00	\$9,547.00
Recycling	\$448,443.00	\$462,550.00	\$14,107.00
Compost Site / Leaf Pickup	\$44,105.00	\$51,104.00	\$6,999.00
Sub Total	\$871,036.00	\$901,689.00	\$30,653.00
TOTAL ENVIRONMENTAL SERVICES	\$397,852.00	\$413,505.00	\$15,653.00

Municipality of Lambton Shores
2019 Operating Budget Summary Comparison

	2018 BUDGET	2019 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$47,815.00	\$48,431.00	\$616.00
Sub Total	\$47,815.00	\$48,431.00	\$616.00
<i>Expense</i>			
Cemeteries	\$71,185.00	\$70,353.00	-\$832.00
Sub Total	\$71,185.00	\$70,353.00	-\$832.00
TOTAL CEMETERIES	\$23,370.00	\$21,922.00	-\$1,448.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$103,182.00	\$103,533.00	\$351.00
Healthy Kids Program	\$206,244.00	\$0.00	-\$206,244.00
Parks	\$47,000.00	\$47,740.00	\$740.00
Beach	\$689,094.00	\$714,030.00	\$24,936.00
Legacy Recreation Centre	\$246,610.00	\$235,610.00	-\$11,000.00
Shores Recreation Centre	\$367,370.00	\$386,207.00	\$18,837.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$109,579.00	\$108,050.00	-\$1,529.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$595,752.00	\$601,872.00	\$6,120.00
Sub Total	\$2,365,731.00	\$2,197,942.00	-\$167,789.00
<i>Expense</i>			
General Administration	\$816,158.00	\$821,027.00	\$4,869.00
Healthy Kids Program	\$206,244.00	\$0.00	-\$206,244.00
Parks	\$366,596.00	\$390,320.00	\$23,724.00
Beach	\$885,188.00	\$918,067.00	\$32,879.00
Legacy Recreation Centre	\$744,811.00	\$770,261.00	\$25,450.00
Shores Recreation Centre	\$854,057.00	\$881,681.00	\$27,624.00
Old Forest Arena	\$31,543.00	\$51,628.00	\$20,085.00
Community Centres	\$185,869.00	\$189,295.00	\$3,426.00
Libraries	\$27,345.00	\$19,168.00	-\$8,177.00
Harbour	\$699,582.00	\$707,212.00	\$7,630.00
Sub Total	\$4,817,393.00	\$4,748,659.00	-\$68,734.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,451,662.00	\$2,550,717.00	\$99,055.00
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$67,950.00	\$68,000.00	\$50.00
Economic Development	\$182,050.00	\$77,500.00	-\$104,550.00
Drainage	\$779,331.00	\$1,388,722.00	\$609,391.00
Sub Total	\$1,029,331.00	\$1,534,222.00	\$504,891.00
<i>Expense</i>			
Planning	\$25,451.00	\$24,114.00	-\$1,337.00
Economic Development	\$286,100.00	\$318,000.00	\$31,900.00
Drainage	\$809,535.00	\$1,419,127.00	\$609,592.00
Sub Total	\$1,121,086.00	\$1,761,241.00	\$640,155.00
TOTAL PLANNING & DEVELOPMENT	\$91,755.00	\$227,019.00	\$135,264.00
Total Tax Supported Revenue	\$7,915,053.00	\$8,439,746.00	\$524,693.00
Taxation	\$ 11,600,651.00	\$ 12,140,000.00	\$539,349.00
Total Tax Supported Expense	\$19,515,704.00	\$20,579,746.00	\$1,064,042.00

Municipality of Lambton Shores
2019 Operating Budget Summary Comparison

	2018 BUDGET	2019 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$4,272,984.00	\$4,655,583.00	\$382,599.00
<i>Expense</i>			
Water	\$4,272,984.00	\$4,655,583.00	\$382,599.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$1,793,662.00	\$1,941,941.00	\$148,279.00
<i>Expense</i>			
Wastewater	\$1,793,662.00	\$1,941,941.00	\$148,279.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$6,066,646.00	\$6,597,524.00	\$530,878.00
User Rate Supported Expense	\$6,066,646.00	\$6,597,524.00	\$530,878.00
Tax and User Rate Revenue Total	\$25,582,350.00	\$27,177,270.00	\$1,594,920.00
Tax and User Rate Expense Total	\$25,582,350.00	\$27,177,270.00	\$1,594,920.00



2019 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). To date we have not received any information on the 2019 allocation and therefore have left the allocation at the same level as 2018.

SUMMARY OF OPERATING BUDGET CHANGES

Explanation of Significant Changes included in Budget

Personnel costs associated with Council have been adjusted based on Council resolution 18-1120-11.

The Council Donation/Grant expense of \$40,000 has been removed in 2019 as the second \$25,000 grant installment to Jessica House has now been paid and the \$15,000 donated to leverage additional Phragmites grants is not required.

In the CAO budget, the \$30,000 reserve funding carried in to 2018 to offset consulting costs is no longer available and both account lines have been reduced accordingly. In 2019, funding is included for Council strategic or action planning initiatives.

Clerk Staff are currently working on the records management program by updating the Records Retention By-Law using The Ontario Municipal Records Management System (TOMRMS). \$10,000 in additional funding has been included for contracted records management resources in order to ensure compliance with legislation.

Finance revenues have been increased by \$10,000 to reflect income trends from interest and penalties. \$35,000 has been included for contracted services to undertake an update to the municipality's asset management plan and \$8,000 has been budgeted to replace the worn flooring in the Grand Bend office.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
GENERAL GOVERNMENT			
<u>COUNCIL</u>			
PERSONNEL COSTS	\$190,426.00	\$211,987.00	\$21,561.00
CONTRACTED SERVICES	1,299.00	1,299.00	0.00
DONATION / GRANT	40,000.00	0.00	(40,000.00)
MATERIALS & SUPPLIES	873.00	873.00	0.00
ADMINISTRATIVE OTHER	11,650.00	13,570.00	1,920.00
TOTAL EXPENSES	244,248.00	227,729.00	(16,519.00)
SUBTOTAL	244,248.00	227,729.00	(16,519.00)
<u>CAO / CORPORATE</u>			
TRANSFER FROM RESERVE	30,000.00	0.00	(30,000.00)
TOTAL REVENUE	30,000.00	0.00	(30,000.00)
PERSONNEL COSTS	323,078.00	329,761.00	6,683.00
SPECIAL PROJECTS & CONSULTING	125,000.00	95,000.00	(30,000.00)
LEGAL	30,000.00	30,000.00	0.00
CORPORATE PROP & LIA. INSURANCE	110,000.00	112,200.00	2,200.00
ADMINISTRATIVE OTHER	9,000.00	9,000.00	0.00
TOTAL EXPENSES	597,078.00	575,961.00	(21,117.00)
SUBTOTAL	567,078.00	575,961.00	8,883.00
<u>CLERK / RECORD MGMT / COMMUNICATIONS</u>			
USER FEES	16,000.00	16,000.00	0.00
TOTAL REVENUE	16,000.00	16,000.00	0.00
PERSONNEL COSTS	309,829.00	308,059.00	(1,770.00)
CONTRACTED SERVICES	12,430.00	22,430.00	10,000.00
MATERIALS & SUPPLIES	17,247.00	17,247.00	0.00
ADMINISTRATIVE OTHER	16,165.00	16,165.00	0.00
TOTAL EXPENSES	355,671.00	363,901.00	8,230.00
SUBTOTAL	339,671.00	347,901.00	8,230.00
<u>ELECTION</u>			
TRANSFER FROM RESERVE FUND	40,000.00	0.00	(40,000.00)
TOTAL REVENUE	40,000.00	0.00	(40,000.00)
CONTRACTED SERVICES	35,000.00	0.00	(35,000.00)
MATERIALS & SUPPLIES	3,800.00	0.00	(3,800.00)
ADMINISTRATIVE OTHER	3,000.00	0.00	(3,000.00)
TRANSFER TO RESERVE FUND	11,042.00	11,263.00	221.00
TOTAL EXPENSES	52,842.00	11,263.00	(41,579.00)
SUBTOTAL	12,842.00	11,263.00	(1,579.00)
<u>MUNICIPAL TAXATION</u>			
MUNICIPAL TAXATION	11,600,651.00	12,140,000.00	539,349.00
MUNICIPAL P.I.L	451,013.00	451,013.00	0.00
MUNICIPAL SUPPLEMENTARY	155,000.00	160,000.00	5,000.00
MUNICIPAL WRITE OFF	175,000.00	160,000.00	(15,000.00)
SUBTOTAL	12,031,664.00	12,591,013.00	559,349.00

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>FINANCE</u>			
GRANTS	1,689,400.00	1,689,400.00	0.00
USER FEES	292,000.00	292,000.00	0.00
OTHER REVENUE	32,000.00	42,000.00	10,000.00
TOTAL REVENUE	2,013,400.00	2,023,400.00	10,000.00
PERSONNEL COSTS	653,799.00	664,450.00	10,651.00
UTILITIES	18,300.00	18,100.00	(200.00)
CONTRACTED SERVICES	58,254.00	93,500.00	35,246.00
MATERIALS & SUPPLIES	72,000.00	70,500.00	(1,500.00)
MAINTENANCE & REPAIR	4,000.00	12,000.00	8,000.00
ADMINISTRATIVE OTHER	15,000.00	17,100.00	2,100.00
TRANSFER TO RESERVE FUND	29,361.00	144,406.00	115,045.00
TOTAL EXPENSES	850,714.00	1,020,056.00	169,342.00
SUBTOTAL	(1,162,686.00)	(1,003,344.00)	159,342.00
<u>INFORMATION TECHNOLOGY</u>			
CONTRACTED SERVICES	148,500.00	150,000.00	1,500.00
VEHICLE OR EQUIPMENT	6,000.00	6,500.00	500.00
TRANSFER TO RESERVE FUND	41,232.00	42,057.00	825.00
TOTAL EXPENSES	195,732.00	198,557.00	2,825.00
SUBTOTAL	195,732.00	198,557.00	2,825.00
<u>ADMINISTRATION RECOVERY</u>			
OTHER REVENUE	634,517.00	647,350.00	12,833.00
SUBTOTAL	634,517.00	647,350.00	12,833.00
TOTAL GENERAL GOVERNMENT	(12,469,296.00)	(12,880,296.00)	(411,000.00)
TAX LEVY INCLUDED ABOVE	11,600,651.00	12,140,000.00	539,349.00
TOTAL GENERAL GOV'T LESS TAX LEVY	(868,645.00)	(740,296.00)	128,349.00



THE MUNICIPALITY OF

LAMBTON SHORES

2019 OPERATING BUDGET OVERVIEW

Business Plan: Fire Services

PRIMARY RESPONSIBILITIES

Until February 2018 Lambton Shores provided fire services through 5 independent fire departments. While a degree of co-ordination had been achieved between the departments, each operated with its own budget, and hierarchy.

On February 13, 2018 Council created the Lambton Shores Fire and Emergency Services by adopting a consolidated Establishing and Regulating By-law. This action centralized all fire services within a single operating entity. Five independent fire budgets remained in place for the remaining of 2018, while the “change process” commenced regarding the fire operations.

Currently the department has 5 main business lines:

1. Fire Response (emergency response) – delivered via the map below



2. Public education – Coordinated centrally
3. Fire prevention, inspection and enforcement – Coordinated centrally
4. Firefighter training – Coordinated centrally
5. Firefighter Health / Safety program – Coordinated centrally

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

In 2018 a planned and effective approach was used to address each of recommendations of the Fire Marshal's Review. This work included: new policies, operating guidelines, and standard practices. Officers and members of the department have collaboratively defined a new functional structure to support the operations.

The officers of the department are reviewing community risk; and developing a strategic direction for the department. These discussions and plans will help inform Council to determine the future direction of the department in 2019.

Discussions and planning include the following:

- Improved public education based upon community risk
- Increased and targeted Inspection and Enforcement
- Emergency response capability based on risk.
- Response protocols
- Training Requirements
- Vehicle rationalization
- Equipment rationalization

SUMMARY OF OPERATING BUDGET CHANGES

Explanation of Significant Changes included in Budget

Consolidation of fire services is enabling a slightly reduced budget in 2019. Personnel costs have been adjusted to account for historic spending and ensure the resources required for consistent training across the Department are in place.

Insurance costs have been reduced to align with historic spending. Materials and supplies have been significantly reduced this year as continued discussions on standardized equipment across the department are undertaken.

Council has approved a new one-time additional cost of \$30,000 for "low level rope rescue training" and an annual budget of \$11,000 for public fire prevention education program promoted through summer student resources.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
PROTECTION SERVICES			
<u>FIRE SERVICES</u>			
GRANTS	106,650.00	106,650.00	0.00
USER FEES	19,300.00	19,300.00	0.00
OTHER REVENUE	0.00	8,000.00	8,000.00
TOTAL REVENUE	<u>125,950.00</u>	<u>133,950.00</u>	<u>8,000.00</u>
PERSONNEL COSTS	534,625.00	607,755.00	73,130.00
UTILITIES	35,355.00	35,450.00	95.00
CONTRACTED SERVICES	36,200.00	33,500.00	(2,700.00)
INSURANCE	46,500.00	38,000.00	(8,500.00)
VEHICLE OR EQUIPMENT	62,100.00	68,400.00	6,300.00
MATERIALS & SUPPLIES	54,100.00	16,900.00	(37,200.00)
MAINTENANCE & REPAIR	12,400.00	11,400.00	(1,000.00)
ADMINISTRATIVE OTHER	17,200.00	14,700.00	(2,500.00)
TRANSFER TO RESERVE FUND	461,984.00	471,224.00	9,240.00
TOTAL EXPENSES	<u>1,260,464.00</u>	<u>1,297,329.00</u>	<u>36,865.00</u>
SUBTOTAL	<u>1,134,514.00</u>	<u>1,163,379.00</u>	<u>28,865.00</u>

2019 OPERATING BUDGET OVERVIEW

Business Plan: Policing and Conservation Authority

PRIMARY RESPONSIBILITIES

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

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

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

OPP administration is coordinated out of the main headquarters office building in Petrolia but the police also operate out of the OPP station in Grand Bend and a small community office at the Forest EMS base to service Lambton Shores.

The Policing cost of \$2,629,954.00 has been incorporated in the draft budget. This is an increase of \$47,290.00 over the 2018 level and primarily driven by an increase to calls for service.

As in the past years we have included the POA grant from the County of \$65,000.00 and the Prisoner Transport Grant at the same level as 2018 \$13,713.00.

Also included in this section are costs for the Conservation Authorities. These amounts are based on the submissions received from the Authorities and summarized in the tables below. The Bendway Weir maintenance costs are recovered from the benefitting property owners and are not included in the operating budget. Council has previously approved the St. Clair Authority budget. The ABCA budget was delayed pending information on a new project for the Walker Drain in Grand Bend area. The information has now been received and they are proposing work for erosion protection.

ABCA 2019 Budget

	2018	2019	Change	Change %
General Levy	\$ 159,582.00	\$ 173,251.00	\$ 13,669.00	8.57%
Project Levy	\$ 68,227.00	\$ 56,471.00	\$ (11,756.00)	-17.23%
Capital (admin bldg)	\$ 9,307.00	\$ 9,307.00	\$ -	0.00%
Sub Total	\$ 237,116.00	\$ 239,029.00	\$ 1,913.00	0.81%

Special Benefitting - Maintenance

Flood Control	\$ 12,088.00	\$ 12,315.00	\$ 227.00	1.88%
Ice Monitoring	\$ 1,987.00	\$ 2,006.00	\$ 19.00	0.96%
Erosion Control	\$ 6,095.00	\$ 6,224.00	\$ 129.00	2.12%
AW - Bendway Weirs	\$ 8,100.00	\$ 8,168.00	\$ 68.00	0.84%
Sub Total	\$ 28,270.00	\$ 28,713.00	\$ 443.00	1.57%

Total	\$ 265,386.00	\$ 267,742.00	\$ 2,356.00	0.89%
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Special Benefitting - Projects

Parkhill Dam Toe Drain Repairs	\$ -	\$ 4,078.00	\$ 4,078.00	
Parkhill Dam Safety & log booms	\$ 5,243.00	\$ 5,790.00	\$ 547.00	
Walker Drain Repairs		\$ 21,867.00	\$ 21,867.00	
Total Special Benefitting -Projects	\$ 5,243.00	\$ 31,735.00	\$ 4,625.00	

St. Clair 2019 Budget				
	2018	2019	Change	Change %
General Levy	\$ 42,668.00	\$ 45,230.00	\$ 2,562.00	6.00%
Special Levies				
Eslie Dodge	\$ 500.00	\$ 1,175.00	\$ 675.00	135.00%
Sub Total	\$ 500.00	\$ 1,175.00	\$ 675.00	135.00%
Total	\$ 43,168.00	\$ 46,405.00	\$ 3,237.00	7.50%

SUMMARY OF OPERATING BUDGET CHANGES**Explanation of Significant Changes included in Budget**

The Province has completed the 2017 OPP billing reconciliation and Lambton Shores is set to receive a rebate of \$50,573.00. This credit will be received in 2019 as part of the annual billing and therefore the amount has been shown as a revenue. This will help offset the cost increase of \$47,290.00. This is different than in 2018, when the reconciliation was transferred to a reserve fund to help offset future police cost increases.

The Ontario Municipal Partnership Fund (OMPF) typically includes a court prisoner transport grant component. The current program is on hold pending review by the Province and therefore an assumption has been made to include the same level of funding as 2018.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 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
ADMINISTRATIVE OTHER	59,000.00	50,573.00	(8,427.00)
TOTAL REVENUE	138,713.00	130,286.00	(8,427.00)
CONTRACTED SERVICES	2,582,665.00	2,629,954.00	47,289.00
TRANSFER TO RESERVE FUND	59,000.00	0.00	(59,000.00)
TOTAL EXPENSES	2,641,665.00	2,629,954.00	(11,711.00)
SUBTOTAL	2,502,952.00	2,499,668.00	(3,284.00)
<u>CONSERVATION AUTHORITY</u>			
TRANSFER FROM RESERVE FUND	20,000.00	20,000.00	0.00
TOTAL REVENUE	20,000.00	20,000.00	0.00
CONTRACTED SERVICES	310,547.00	337,750.00	27,203.00
MATERIALS & SUPPLIES	20,000.00	20,000.00	0.00
TOTAL EXPENSES	330,547.00	357,750.00	27,203.00
SUBTOTAL	310,547.00	337,750.00	27,203.00

2019 OPERATING BUDGET OVERVIEW

Business Plan: Protection to Person & Property By-law and Crossing Guards

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.

The Crossing Guard program will continue in to 2019 with minimal changes.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>PROTECTIVE INSPECTION & CONTROL</u>			
GRANTS	0.00	9,535.00	9,535.00
USER FEES	78,907.00	79,218.00	311.00
TOTAL REVENUE	78,907.00	88,753.00	9,846.00
PERSONNEL COSTS	176,808.00	182,285.00	5,477.00
UTILITIES	2,100.00	2,700.00	600.00
CONTRACTED SERVICES	3,122.00	3,000.00	(122.00)
VEHICLE & EQUIPMENT	6,500.00	7,400.00	900.00
MATERIALS & SUPPLIES	14,100.00	14,100.00	0.00
ADMINISTRATIVE OTHER	4,000.00	3,500.00	(500.00)
TRANSFER TO RESERVE FUND	4,776.00	4,875.00	99.00
TOTAL EXPENSES	211,406.00	217,860.00	6,454.00
SUBTOTAL	132,499.00	129,107.00	(3,392.00)
<u>CROSSING GUARDS</u>			
PERSONNEL COSTS	31,025.00	31,646.00	621.00
CONTRACTED SERVICES	1,082.00	1,082.00	0.00
SUBTOTAL	32,107.00	32,728.00	621.00

2019 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 2018, a total of 250 permits have been issued to the end of November of which 86 are single family residential units. All permit revenue received that exceeds the cost to provide the building inspection services is transferred to the "Building Department Reserve". Similarly, any shortfall between revenues and expenses is covered with an allocation from the reserve at the end of the year.

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

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

SUMMARY OF OPERATING BUDGET CHANGES

The 2019 budget has been based on another year of growth in the Municipality. Revenue has been adjusted upward \$ 24,810.00 based on the expectation of continued growth in both residential and commercial permits.

The Building & Assessment budget is a self-funded department that relies mainly on revenue generated through the issuance of building permit to offset expenses required to provide the service. The 2019 budget projects a shortfall of \$63,865. In order to balance the shortfall, a transfer from the building reserve is required. While the building reserve is healthy enough to fund this shortfall, staff is suggesting that a consultant be engaged to undertake a building fees review. In order to complete this review, contracted services has been increased by \$10,000 in order to complete a fee review study. Also an additional increase of \$5,000.00 was included here to more accurately reflect the County coverage cost.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>BUILDING & ASSESSMENT</u>			
USER FEES	201,890.00	226,700.00	24,810.00
OTHER REVENUE	2,040.00	5,000.00	2,960.00
TRANSFER FROM RESERVE FUND	71,912.00	63,865.00	(8,047.00)
TOTAL REVENUE	<u>275,842.00</u>	<u>295,565.00</u>	<u>19,723.00</u>
PERSONNEL COSTS	227,147.00	231,950.00	4,803.00
UTILITIES	845.00	845.00	0.00
VEHICLE & EQUIPMENT	4,505.00	4,505.00	0.00
CONTRACTED SERVICES	10,000.00	25,000.00	15,000.00
MATERIALS & SUPPLIES	2,689.00	2,500.00	(189.00)
ADMINISTRATIVE OTHER	25,350.00	25,350.00	0.00
TRANSFER TO RESERVE FUND	5,306.00	5,415.00	109.00
TOTAL EXPENSES	<u>275,842.00</u>	<u>295,565.00</u>	<u>19,723.00</u>
SUBTOTAL BUILDING & ASSESSMENT			
TOTAL PROTECTION SERVICES	<u>4,112,619.00</u>	<u>4,162,632.00</u>	<u>50,013.00</u>

2019 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/resurfaced. 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, 45 of which qualify for legislated biannual inspections. 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 1 to 5 year storm events. 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

Explanation of Significant Changes included in Budget

Municipal Drain assessments to roads have been increased to \$293,000. This is to pay the municipal costs associated with the various Municipal Drain Projects. The 2019 projects expected to be finished and assessed include the following:

- Cliff Road Drain
- Lake Smith Pump No.1 Pump Repair
- Campbell McDonald Drain
- Grant Relief Drain

The balance of the Cliff Road Drain allocation in the 2018 budget \$185,000.00 has been set aside and brought in to the 2019 budget to help offset the increased costs of drains.

Contracted service for roadway operations has been increased by \$60,000 to provide additional resources to allow contractors to complete various tasks typically completed by staff. Some of these items may include grass cutting, sidewalk snowplowing, roadside maintenance etc.

Hard top maintenance has also been increased this year by 20% to \$150,000 which reflects both cost increases and additional requirements for hard surface repair with in the municipality.

The loose top (gravel) roads budget has been increased to include an additional \$30,000 for the supply of gravel which brings the total dollars spent on the supply of gravel to \$230,000. This is a 15% increase for this year which continues the trend of increasing budgets for gravel application that started in 2015 when the budget was \$140,363.

The budget for contracted services for brushing and tree removal has been increased \$13,800.00 in order to meet the need for dead Ash tree removals and clearing sight line obstructions.

Storm Sewer maintenance shows a decrease in overall expenses; however this is a result of moving work required on the Harbour Side SWM Pond from the 2018 operating budget into the 2019 capital budget. The overall storm sewer budget required for maintenance has not been reduced in 2019.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
TRANSPORTATION SERVICES			
<u>COMMUNITY SERVICES</u>			
USER FEES	3,150.00	3,150.00	0.00
TOTAL REVENUE	3,150.00	3,150.00	0.00
PERSONNEL COSTS	643,949.00	656,204.00	12,255.00
UTILITIES	73,044.00	70,449.00	(2,595.00)
CONTRACTED SERVICES	88,000.00	82,000.00	(6,000.00)
MATERIALS & SUPPLIES	18,384.00	18,384.00	0.00
MAINTENANCE & REPAIR	25,100.00	25,000.00	(100.00)
ADMINISTRATIVE OTHER	15,416.00	14,416.00	(1,000.00)
TOTAL EXPENSES	863,893.00	866,453.00	2,560.00
SUBTOTAL	860,743.00	863,303.00	2,560.00
<u>CAPITAL RESERVE FUND ALLOCATIONS</u>			
TRANSFER TO RESERVE FUND	1,769,394.00	1,804,782.00	35,388.00
SUBTOTAL	1,769,394.00	1,804,782.00	35,388.00
<u>ROADWAYS</u>			
<u>GENERAL OPERATIONS</u>			
GRANTS	10,500.00	10,500.00	0.00
USER FEES	5,000.00	5,000.00	0.00
OTHER REVENUE	1,000.00	1,000.00	0.00
TRANSFER FROM RESERVE FUND	0.00	185,000.00	185,000.00
TOTAL REVENUE	16,500.00	201,500.00	185,000.00
PERSONNEL COSTS	359,655.00	366,188.00	6,533.00
CONTRACTED SERVICES	93,067.00	159,862.00	66,795.00
INSURANCE	190,000.00	195,700.00	5,700.00
VEHICLE & EQUIPMENT	31,685.00	32,208.00	523.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
MAINTENANCE & REPAIR	200,000.00	293,099.00	93,099.00
TOTAL EXPENSES	899,407.00	1,072,057.00	172,650.00
SUBTOTAL	882,907.00	870,557.00	(12,350.00)
<u>SIDEWALK MAINTENANCE</u>			
PERSONNEL COSTS	9,516.00	9,707.00	191.00
CONTRACTED SERVICES	15,606.00	20,000.00	4,394.00
MATERIALS & SUPPLIES	2,996.00	3,000.00	4.00
MAINTENANCE & REPAIR	13,142.00	10,000.00	(3,142.00)
SUBTOTAL	41,260.00	42,707.00	1,447.00
<u>CATCH BASIN, CURB & GUTTER, SWEEPING</u>			
PERSONNEL COSTS	34,557.00	35,248.00	691.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
VEHICLE & EQUIPMENT	30,054.00	30,655.00	601.00
MATERIALS & SUPPLIES	4,711.00	4,711.00	0.00
SUBTOTAL	72,322.00	73,614.00	1,292.00
<u>HARD TOP MAINTENANCE</u>			
PERSONNEL COSTS	42,486.00	43,336.00	850.00
CONTRACTED SERVICES	120,000.00	150,000.00	30,000.00
VEHICLE & EQUIPMENT	30,054.00	30,655.00	601.00
MATERIALS & SUPPLIES	15,000.00	15,000.00	0.00
SUBTOTAL	207,540.00	238,991.00	31,451.00
<u>LINE PAINTING</u>			
PERSONNEL COSTS	10,402.00	10,610.00	208.00
CONTRACTED SERVICES	16,000.00	18,000.00	2,000.00
VEHICLE & EQUIPMENT	1,306.00	1,335.00	29.00
MATERIALS & SUPPLIES	4,416.00	4,000.00	(416.00)
SUBTOTAL	32,124.00	33,945.00	1,821.00

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>LOOSE TOP MAINTENANCE</u>			
PERSONNEL COSTS	59,304.00	60,490.00	1,186.00
CONTRACTED SERVICES	61,200.00	61,200.00	0.00
VEHICLE & EQUIPMENT	72,524.00	73,975.00	1,451.00
MATERIALS & SUPPLIES	200,000.00	230,000.00	30,000.00
SUBTOTAL	393,028.00	425,665.00	32,637.00
<u>BRIDGES AND CULVERTS</u>			
PERSONNEL COSTS	8,741.00	8,916.00	175.00
CONTRACTED SERVICES	62,020.00	60,000.00	(2,020.00)
VEHICLE & EQUIPMENT	37,895.00	38,653.00	758.00
MATERIALS & SUPPLIES	15,606.00	15,000.00	(606.00)
ADMINISTRATIVE	10,000.00	25,000.00	15,000.00
TRANSFER TO RESERVE FUND	96,225.00	98,150.00	1,925.00
SUBTOTAL	230,487.00	245,719.00	15,232.00
<u>GRASS MOWING</u>			
PERSONNEL COSTS	28,072.00	28,634.00	562.00
VEHICLE & EQUIPMENT	15,680.00	15,994.00	314.00
SUBTOTAL	43,752.00	44,628.00	876.00
<u>BRUSHING/TREE TRIMMING - REMOVAL</u>			
PERSONNEL COSTS	44,844.00	45,742.00	898.00
CONTRACTED SERVICES	61,200.00	75,000.00	13,800.00
VEHICLE & EQUIPMENT	13,056.00	13,317.00	261.00
SUBTOTAL	119,100.00	134,059.00	14,959.00
<u>SAFETY SIGNS</u>			
PERSONNEL COSTS	32,952.00	33,613.00	661.00
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	7,840.00	8,000.00	160.00
MATERIALS & SUPPLIES	20,000.00	20,000.00	0.00
SUBTOTAL	75,792.00	76,613.00	821.00
<u>TRAFFIC SIGNALS</u>			
UTILITIES	10,000.00	9,000.00	(1,000.00)
CONTRACTED SERVICES	5,500.00	5,500.00	0.00
VEHICLE & EQUIPMENT	3,480.00	3,500.00	20.00
SUBTOTAL	18,980.00	18,000.00	(980.00)
<u>STORM SEWER SYSTEMS</u>			
PERSONNEL COSTS	1,693.00	1,728.00	35.00
CONTRACTED SERVICES	30,000.00	10,000.00	(20,000.00)
VEHICLE & EQUIPMENT	19,603.00	19,995.00	392.00
MATERIALS & SUPPLIES	2,500.00	2,500.00	0.00
SUBTOTAL	53,796.00	34,223.00	(19,573.00)
SUBTOTAL ROADWAYS	2,171,088.00	2,238,721.00	67,633.00
<u>WINTER CONTROL - MAINTENANCE</u>			
PERSONNEL COSTS	159,847.00	163,044.00	3,197.00
CONTRACTED SERVICES	62,052.00	62,052.00	0.00
VEHICLE & EQUIPMENT	148,803.00	151,780.00	2,977.00
MATERIALS & SUPPLIES	71,344.00	71,344.00	0.00
TOTAL EXPENSES	442,046.00	448,220.00	6,174.00
SUBTOTAL	442,046.00	448,220.00	6,174.00

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>WINTER PATROL</u>			
PERSONNEL COSTS	32,291.00	32,938.00	647.00
SUBTOTAL	32,291.00	32,938.00	647.00
<u>STREET LIGHTING</u>			
PERSONNEL COSTS	1,976.00	2,017.00	41.00
UTILITIES	85,000.00	85,000.00	0.00
VEHICLE & EQUIPMENT	26,000.00	26,020.00	20.00
MATERIALS & SUPPLIES	3,500.00	3,500.00	0.00
TOTAL EXPENSES	116,476.00	116,537.00	61.00
SUBTOTAL	116,476.00	116,537.00	61.00
TOTAL TRANSPORTATION SERVICES	5,392,038.00	5,504,501.00	112,463.00

2019 OPERATING BUDGET OVERVIEW

Business Plan: Vehicle & Equipment

PRIMARY RESPONSIBILITIES

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Equipment costs have generally been maintained at previous levels. 2018 was not a particularly great year with respect to equipment repairs, as major repairs were required on three key pieces of equipment, namely the loader tractor used in Grand Bend for maintenance one of the graders, and the hydro-vac truck. These repairs were unexpected one-time repairs that should not be required again.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>VEHICLE & EQUIPMENT</u>			
<u>GENERAL OPERATIONS</u>			
USER FEES	466,580.00	475,921.00	9,341.00
TOTAL REVENUE	466,580.00	475,921.00	9,341.00
PERSONNEL COSTS	41,819.00	42,657.00	838.00
MATERIALS & SUPPLIES	39,764.00	25,000.00	(14,764.00)
TRANSFER TO RESERVE FUND	22,634.00	25,543.00	2,909.00
TOTAL EXPENSES	104,217.00	93,200.00	(11,017.00)
SUBTOTAL	(362,363.00)	(382,721.00)	(20,358.00)
<u>EQUIPMENT OPERATING COSTS</u>			
GRADER	53,102.00	53,502.00	400.00
BACKHOES	20,759.00	20,759.00	0.00
LOADERS	8,828.00	8,828.00	0.00
TRACTORS	31,947.00	36,947.00	5,000.00
PLOW TRUCK	79,358.00	79,458.00	100.00
PICK UP TRUCKS	31,296.00	31,296.00	0.00
ONE TON	55,501.00	59,583.00	4,082.00
BUCKET TRUCK	2,500.00	2,500.00	0.00
SWEEPER	12,786.00	14,786.00	2,000.00
CHIPPERS	1,664.00	1,664.00	0.00
BEACH CLEANER	2,000.00	2,000.00	0.00
NORTHSIDE	5,602.00	5,602.00	0.00
ZAMBONI	12,200.00	12,200.00	0.00
SMALL EQUIPMENT	30,820.00	34,596.00	3,776.00
HYDROVAC	14,000.00	19,000.00	5,000.00
SUBTOTAL	362,363.00	382,721.00	20,358.00
TOTAL VEHICLE & EQUIPMENT			



THE MUNICIPALITY OF

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2019 OPERATING BUDGET OVERVIEW

Business Plan: Environmental Solid Waste Management

PRIMARY RESPONSIBILITIES

Lambton Shores provides collection and disposal of recycling and solid waste for its 11,000 residents and businesses. In addition the Municipality has yard waste options and an e-waste program available to residents.

The largest component of the Lambton Shores Waste Management system is the solid waste and recycling collection and disposal contract. Currently these services are contracted out to the Bluewater Recycling Association (BRA). In 2014 the municipality converted to BRA's automated collection system with the exception of the plan 24 area of Grand Bend. Municipal staff are currently working with BRA to consider the feasibility of converting Plan 24 to automated collection.

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Based on the BRA budget, expenses for solid waste collection and recycling have increased by 2.2% and 3.0% respectively. Because BRA charges the Municipality on a per household basis, additional houses (growth) have been budgeted for in both the revenue and expense side of the 2019 budget.

Budgets for other areas of Solid Waste Management have generally been maintained at current levels, with the exception of the budget allocated to chipping at the compost site. Brush has accumulated at the site, and additional effort is required to properly chip the brush, as such the budget for contracted services has been increased by \$5,000 to accommodate this.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
ENVIRONMENTAL SERVICES			
<u>GARBAGE COLLECT / DEBRIS / LITTER PICKUP</u>			
USER FEES	470,000.00	485,000.00	15,000.00
TOTAL REVENUE	470,000.00	485,000.00	15,000.00
PERSONNEL COSTS	60,280.00	61,485.00	1,205.00
CONTRACTED SERVICES	267,735.00	275,000.00	7,265.00
VEHICLES & EQUIPMENT	3,843.00	3,920.00	77.00
MATERIALS & SUPPLIES	46,630.00	47,630.00	1,000.00
TOTAL EXPENSES	378,488.00	388,035.00	9,547.00
SUBTOTAL	(91,512.00)	(96,965.00)	(5,453.00)
<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	445,893.00	460,000.00	14,107.00
MATERIALS & SUPPLIES	2,550.00	2,550.00	0.00
TOTAL EXPENSES	448,443.00	462,550.00	14,107.00
SUBTOTAL	445,259.00	459,366.00	14,107.00
<u>COMPOST SITE / LEAF PICKUP</u>			
PERSONNEL COSTS	23,001.00	25,000.00	1,999.00
CONTRACTED SERVICES	20,000.00	25,000.00	5,000.00
ADMINISTRATIVE OTHER	1,104.00	1,104.00	0.00
SUBTOTAL	44,105.00	51,104.00	6,999.00
TOTAL ENVIRONMENTAL SERVICES	397,852.00	413,505.00	15,653.00

2019 OPERATING BUDGET OVERVIEW

Business Plan: Cemeteries

PRIMARY RESPONSIBILITIES

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

In 2018, the Beechwood Cemetery continued to be the most active of the cemeteries with 38 burials which is consistent with 2017. This cemetery has a number of plots available, and based on the average yearly sales; there is a sufficient supply of in ground lots in the Beechwood Cemetery for the foreseeable future. Staff have spent considerable time researching a columbarium and scattering grounds projects for both the Beechwood and Arkona Cemeteries. The projects were not moved forward in 2018 but we anticipate they will advance in 2019. The Arkona Cemetery sales and burials were down slightly from the previous year but the cemetery still remains quite active. There is a very energetic cemetery board for the Arkona cemetery who are a valuable asset.

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 contract staff. Openings are done by either municipal staff, or private contract staff depending on the cemetery and the circumstances.

The Clerk's Department undertakes the day to day administrative duties for the Beechwood, Baptist and the Arkona Cemeteries, including selling interment rights, regulating monuments and coordinating arrangements between families, the local Funeral Directors and the openings and burials. There are annual report requirements to the Bereavement Authority of Ontario and that is completed by Clerk's department staff.

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Explanation of Significant Changes included in Budget

The 2019 budget allows for a slight increase in grounds maintenance costs at Arkona while the stone maintenance allocation has been reduced. There are no other significant operating budget changes to note.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
CEMETERIES			
<u>FOREST / BEECHWOOD</u>			
USER FEES	33,050.00	33,050.00	0.00
OTHER REVENUE	3,260.00	3,700.00	440.00
TOTAL REVENUE	<u>36,310.00</u>	<u>36,750.00</u>	<u>440.00</u>
PERSONNEL COSTS	17,764.00	18,120.00	356.00
VEHICLE & EQUIPMENT	9,798.00	9,995.00	197.00
MATERIALS & SUPPLIES	3,200.00	3,200.00	0.00
MAINTENANCE & REPAIR	5,000.00	5,000.00	0.00
ADMINISTRATIVE OTHER	5,000.00	5,000.00	0.00
TOTAL EXPENSES	<u>40,762.00</u>	<u>41,315.00</u>	<u>553.00</u>
SUBTOTAL	<u>4,452.00</u>	<u>4,565.00</u>	<u>113.00</u>
<u>ARKONA</u>			
USER FEES	7,040.00	7,040.00	0.00
OTHER REVENUE	3,020.00	3,120.00	100.00
TOTAL REVENUE	<u>10,060.00</u>	<u>10,160.00</u>	<u>100.00</u>
PERSONNEL COSTS	1,418.00	1,447.00	29.00
CONTRACTED SERVICES	12,500.00	15,500.00	3,000.00
MATERIALS & SUPPLIES	2,500.00	2,000.00	(500.00)
MAINTENANCE & REPAIR	5,000.00	1,000.00	(4,000.00)
ADMINISTRATIVE OTHER	750.00	750.00	0.00
TOTAL EXPENSES	<u>22,168.00</u>	<u>20,697.00</u>	<u>(1,471.00)</u>
SUBTOTAL	<u>12,108.00</u>	<u>10,537.00</u>	<u>(1,571.00)</u>
<u>PINERY / BAPTIST / WARD/ LVG/PIONEER</u>			
USER FEES	1,300.00	1,300.00	0.00
OTHER REVENUE	145.00	221.00	76.00
TOTAL REVENUE	<u>1,445.00</u>	<u>1,521.00</u>	<u>76.00</u>
PERSONNEL COSTS	3,055.00	3,117.00	62.00
INSURANCE	1,200.00	1,224.00	24.00
ADMINISTRATIVE OTHER	4,000.00	4,000.00	0.00
TOTAL EXPENSES	<u>8,255.00</u>	<u>8,341.00</u>	<u>86.00</u>
SUBTOTAL	<u>6,810.00</u>	<u>6,820.00</u>	<u>10.00</u>
TOTAL CEMETERIES	<u>23,370.00</u>	<u>21,922.00</u>	<u>(1,448.00)</u>

2019 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 of Lambton Shores and various community groups and organizations, promoting coordination of efforts, and making recommendations to Council on how recreation and wellness in the community can be enhanced, which includes the review and development of appropriate policies relating to recreation.

In addition to being the main point of contact for facility bookings, Recreation and Leisure Services develops promotional materials including the monthly "Community Connections" newsletter, and develops a Community Guide.

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 majority of community groups do not pay a fee to utilize municipal facilities for meetings, as long as they fit within the parameters of the Community Grant criteria.

This business unit, as well as arenas, community centres, and parks includes 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.

Lambton Shores has waived a total of \$183,476.24 in potential revenue in 2018 and anticipate the same level in 2019. These waivers are approved through historic agreements with various user groups and through the Community Grant program.

The operating budget includes the waived revenue and the corresponding donation expense for each facility affected. There is no net 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

Explanation of Significant Changes included in Budget

Community Grant and Community Vibrancy Fund

In 2016, Council approved the revised Policy 066 *Community Grants and Community Vibrancy Fund*. The program now includes two streams of funding available to local community groups for limited financial and/or in kind assistance to assist with programs, projects or special events.

Based on Council's approval in December 2018, \$94,122 will be transferred from the Community Vibrancy Fund and a total of \$140,122.00 will be made available to Community and Vibrancy Grant recipients.

Communities in Bloom:

In 2018, Lambton Shores Communities in Bloom received the highest award through the program as "Grand Champions". There is no further avenue for competition in the program. As such, the budget has been decreased by \$4,500.00 to reflect ongoing costs such as non-evaluated registration and flower/plant materials for Communities in Bloom planters. The committee will continue to promote and implement existing initiatives such as community clean up events, native tree planting programs and adopt-a-pot.

Administrative / Advertising costs have reduced by \$4,000.00 to better reflect annual spending requirements.

Healthy Kids Community Challenge:

Funding for this program was provided by the Ministry of Health and Long Term Care. The program ended on September 30, 2018 and therefore is not represented in the 2019 budget.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
RECREATION AND CULTURAL SERVICES			
<u>GENERAL ADMINISTRATION</u>			
USER FEES	8,000.00	9,000.00	1,000.00
CIB GRANTS	1,000.00	0.00	(1,000.00)
OTHER REVENUE	411.00	411.00	0.00
TRANSFER FROM RESERVE FUND	93,771.00	94,122.00	351.00
TOTAL REVENUE	103,182.00	103,533.00	351.00
PERSONNEL COSTS	192,432.00	196,418.00	3,986.00
CONTRACTED SERVICES	10,300.00	10,300.00	0.00
INSURANCE	45,000.00	46,350.00	1,350.00
DONATION / GRANT	139,771.00	140,122.00	351.00
COMMUNITIES IN BLOOM	10,000.00	5,500.00	(4,500.00)
VOLUNTEER RECOGNITION	8,500.00	8,500.00	0.00
ADMINISTRATIVE OTHER	26,054.00	22,054.00	(4,000.00)
TRANSFER TO RESERVE FUND	384,101.00	391,783.00	7,682.00
TOTAL EXPENSES	816,158.00	821,027.00	4,869.00
SUBTOTAL	712,976.00	717,494.00	4,518.00
<u>HEALTHY KIDS PROGRAM</u>			
GRANTS	206,244.00	0.00	(206,244.00)
TOTAL REVENUE	206,244.00	0.00	(206,244.00)
PERSONNEL COSTS	60,013.00	0.00	(60,013.00)
UTILITIES	660.00	0.00	(660.00)
CONTRACTED SERVICES	79,050.00	0.00	(79,050.00)
MATERIALS & SUPPLIES	52,521.00	0.00	(52,521.00)
ADMINISTRATIVE OTHER	14,000.00	0.00	(14,000.00)
TOTAL EXPENSES	206,244.00	0.00	(206,244.00)
SUBTOTAL			

2019 OPERATING BUDGET OVERVIEW

Business Plan: Recreation Parks

PRIMARY RESPONSIBILITIES

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

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

The majority of budgets within the department have been kept in line with 2018 budgets.

Contracted services have been increased \$5,000.00 to allow for the main McRae Park Ball Diamond to have sod cutting work done on the infield.

The vehicle and equipment budget has been increased allow for the rental of an additional pick-up truck to support the maintenance of hanging baskets and flower beds.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>PARKS</u>			
USER FEES	10,000.00	10,000.00	0.00
REVENUE WAIVED	37,000.00	37,740.00	740.00
TOTAL REVENUE	47,000.00	47,740.00	740.00
PERSONNEL COSTS	172,021.00	175,461.00	3,440.00
UTILITIES	36,428.00	36,793.00	365.00
CONTRACTED SERVICES	25,000.00	30,000.00	5,000.00
VEHICLE & EQUIPMENT	6,343.00	18,470.00	12,127.00
DONATION / GRANT	37,000.00	37,740.00	740.00
PHRAGMITIES PROGRAM	15,000.00	15,000.00	0.00
MATERIALS & SUPPLIES	29,224.00	31,276.00	2,052.00
MAINTENANCE & REPAIR	45,580.00	45,580.00	0.00
TOTAL EXPENSES	366,596.00	390,320.00	23,724.00
SUBTOTAL	319,596.00	342,580.00	22,984.00



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2019 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

Explanation of Significant Changes included in Budget

Contracted services have been increased by \$10,000 to continue the replacement of existing flag stone surfaces with stamped concrete.

Materials and supply costs have been increased by just over \$9,000 in order to replace lumber on existing platforms.

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

Beach Patrol supply expenses have been decreased to \$5,000 as the one-time purchase of new boards was completed in 2018.

The parking revenues have been increased \$19,000.00 to reflect a 3 year average.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>BEACH</u>			
GRANTS	2,082.00	1,000.00	(1,082.00)
USER FEES	1,000.00	1,000.00	0.00
REVENUE WAIVED	1,530.00	1,530.00	0.00
TOTAL REVENUE	4,612.00	3,530.00	(1,082.00)
PERSONNEL COSTS	145,396.00	148,305.00	2,909.00
UTILITIES	61,472.00	61,844.00	372.00
CONTRACTED SERVICES	43,679.00	53,679.00	10,000.00
VEHICLE & EQUIPMENT	6,529.00	6,660.00	131.00
DONATION / GRANT	1,530.00	1,530.00	0.00
MATERIALS & SUPPLIES	22,612.00	32,000.00	9,388.00
MAINTENANCE & REPAIR	16,948.00	16,748.00	(200.00)
ADMINISTRATIVE OTHER	2,563.00	2,563.00	0.00
TOTAL EXPENSES	300,729.00	323,329.00	22,600.00
SUBTOTAL	296,117.00	319,799.00	23,682.00
<u>BEACH CONCESSION</u>			
USER FEES	83,500.00	90,500.00	7,000.00
TOTAL REVENUE	83,500.00	90,500.00	7,000.00
PERSONNEL COSTS	47,217.00	48,166.00	949.00
MATERIALS & SUPPLIES	34,000.00	37,500.00	3,500.00
ADMINISTRATIVE OTHER	1,624.00	1,624.00	0.00
TOTAL EXPENSES	82,841.00	87,290.00	4,449.00
SUBTOTAL	(659.00)	(3,210.00)	(2,551.00)
<u>BEACH PATROL</u>			
PERSONNEL COSTS	85,939.00	95,500.00	9,561.00
UTILITIES	338.00	338.00	0.00
MATERIALS & SUPPLIES	10,000.00	5,000.00	(5,000.00)
TOTAL EXPENSES	96,277.00	100,838.00	4,561.00
SUBTOTAL	96,277.00	100,838.00	4,561.00
<u>PARKING</u>			
USER FEES	600,982.00	620,000.00	19,018.00
TOTAL REVENUE	600,982.00	620,000.00	19,018.00
PERSONNEL COSTS	12,694.00	12,949.00	255.00
UTILITIES	1,453.00	2,453.00	1,000.00
CONTRACTED SERVICES	4,505.00	4,500.00	(5.00)
PRINCIPAL & INTEREST	312,448.00	312,448.00	0.00
INSURANCE	2,200.00	2,266.00	66.00
VEHICLE & EQUIPMENT	9,384.00	9,519.00	135.00
MATERIALS & SUPPLIES	9,782.00	9,600.00	(182.00)
ADMINISTRATIVE OTHER	52,875.00	52,875.00	0.00
TOTAL EXPENSES	405,341.00	406,610.00	1,269.00
SUBTOTAL	(195,641.00)	(213,390.00)	(17,749.00)
SUBTOTAL BEACH	196,094.00	204,037.00	7,943.00

2019 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: Home & Garden Accents Show & Sale, two international Silver Stick events, and the Kiwanis Club Bike Rodeo, as well as several other local sports tournaments and events. Active living opportunities such as ball hockey and YMCA camps and programs also take place on the concrete pad during the non ice season.

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

The YMCA has seen an increase in membership over the last year, with approximately 500 members at the time of this report.

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Personnel costs at both The Shores and The Legacy Centre have been increased to allow for additional part-time seasonal staff to augment the full time staff during the ice time season.

Utilities have also been adjusted to reflect the 3 year averages.

As noted in the business unit summary, the YMCA fitness program continues to add memberships and so user fees have been increased by just over \$26,000.00 to reflect the municipalities share of this new revenue. The \$1,805.00 increase in contract cost is to enable additional staff for child minding services.

Building Repair at the Old Forest Arena has been budgeted for \$25,000 for the purposes of life safety upgrades required to recognize the use of Kimball Hall as a public facility and the use of the arena surface as unoccupied storage.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>THE LEGACY RECREATION CENTRE</u>			
USER FEES	170,010.00	169,510.00	(500.00)
REVENUE WAIVED	31,600.00	29,100.00	(2,500.00)
OTHER REVENUE	20,000.00	20,000.00	0.00
TOTAL REVENUE	221,610.00	218,610.00	(3,000.00)
PERSONNEL COSTS	151,593.00	166,310.00	14,717.00
UTILITIES	163,068.00	180,318.00	17,250.00
PRINCIPAL & INTEREST	245,505.00	245,505.00	0.00
CONTRACTED SERVICES	37,500.00	40,500.00	3,000.00
INSURANCE	37,000.00	38,110.00	1,110.00
VEHICLE & EQUIPMENT	8,404.00	8,526.00	122.00
DONATION / GRANT	38,435.00	35,935.00	(2,500.00)
MATERIALS & SUPPLIES	21,775.00	23,275.00	1,500.00
MAINTENANCE & REPAIR	6,275.00	6,200.00	(75.00)
TOTAL EXPENSES	709,555.00	744,679.00	35,124.00
SUBTOTAL	487,945.00	526,069.00	38,124.00
<u>CANTEEN</u>			
USER FEES	25,000.00	17,000.00	(8,000.00)
TOTAL REVENUE	25,000.00	17,000.00	(8,000.00)
PERSONNEL COSTS	16,256.00	16,582.00	326.00
MATERIALS & SUPPLIES	19,000.00	9,000.00	(10,000.00)
TOTAL EXPENSES	35,256.00	25,582.00	(9,674.00)
SUBTOTAL	10,256.00	8,582.00	(1,674.00)
SUBTOTAL LEGACY REC CENTRE	498,201.00	534,651.00	36,450.00

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>THE SHORES RECREATION CENTRE</u>			
USER FEES	226,310.00	225,510.00	(800.00)
REVENUE WAIVED	22,660.00	22,660.00	0.00
OTHER REVENUE	18,000.00	18,000.00	0.00
TOTAL REVENUE	266,970.00	266,170.00	(800.00)
PERSONNEL COSTS	190,422.00	194,233.00	3,811.00
UTILITIES	152,515.00	172,024.00	19,509.00
CONTRACTED SERVICES	33,000.00	37,000.00	4,000.00
PRINCIPAL & INTEREST	214,165.00	214,165.00	0.00
INSURANCE	60,000.00	61,800.00	1,800.00
VEHICLE & EQUIPMENT	7,452.00	7,572.00	120.00
DONATION / GRANT	32,570.00	32,570.00	0.00
MATERIALS & SUPPLIES	28,602.00	26,150.00	(2,452.00)
MAINTENANCE & REPAIR	19,000.00	23,000.00	4,000.00
TOTAL EXPENSES	737,726.00	768,514.00	30,788.00
SUBTOTAL	470,756.00	502,344.00	31,588.00
<u>CANTEEN</u>			
USER FEES	71,400.00	65,000.00	(6,400.00)
TOTAL REVENUE	71,400.00	65,000.00	(6,400.00)
PERSONNEL COSTS	40,067.00	40,898.00	831.00
VEHICLE & EQUIPMENT	293.00	293.00	0.00
MATERIALS & SUPPLIES	40,800.00	35,000.00	(5,800.00)
ADMINISTRATIVE OTHER	271.00	271.00	0.00
TOTAL EXPENSES	81,431.00	76,462.00	(4,969.00)
SUBTOTAL	10,031.00	11,462.00	1,431.00
<u>FITNESS AREA</u>			
USER FEES	29,000.00	55,037.00	26,037.00
TOTAL REVENUE	29,000.00	55,037.00	26,037.00
CONTRACTED SERVICES	27,100.00	28,905.00	1,805.00
MATERIALS & SUPPLIES	7,800.00	7,800.00	0.00
TOTAL EXPENSES	34,900.00	36,705.00	1,805.00
SUBTOTAL	5,900.00	(18,332.00)	(24,232.00)
SUBTOTAL SHORES RECREATION CENTRE	486,687.00	495,474.00	8,787.00

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>OLD FOREST ARENA</u>			
USER FEES	450.00	450.00	0.00
OTHER REVENUE	450.00	450.00	0.00
TOTAL REVENUE	900.00	900.00	0.00
UTILITIES	23,515.00	23,100.00	(415.00)
CONTRACTED SERVICES	4,928.00	338.00	(4,590.00)
INSURANCE	3,000.00	3,090.00	90.00
MATERIALS & SUPPLIES	100.00	100.00	0.00
MAINTENANCE & REPAIR	0.00	25,000.00	25,000.00
TOTAL EXPENSES	31,543.00	51,628.00	20,085.00
SUBTOTAL	30,643.00	50,728.00	20,085.00
SUBTOTAL OLD FOREST ARENA	30,643.00	50,728.00	20,085.00

2019 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 multipurpose room is currently used for the Early Years program and dance classes.

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.

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 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 with a capacity of approximately 40 people. This area 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 conduct annual inspections of the facilities to check, roofs, drainage, heating and cooling systems, etc. and make repairs as needed. There is a small provision in the Library budget for minor repairs with the Capital & Equipment Reserve providing for any larger repairs that may be required.

SUMMARY OF OPERATING BUDGET CHANGES

No major operating changes are contemplated in the 2019 Community Centres budget.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>COMMUNITY CENTRES & LIBRARIES</u>			
<u>ARKONA - COMMUNITY & SENIOR CENTRES</u>			
REVENUE WAIVED	3,200.00	2,000.00	(1,200.00)
TOTAL REVENUE	3,200.00	2,000.00	(1,200.00)
PERSONNEL COSTS	1,651.00	1,685.00	34.00
UTILITIES	4,038.00	3,930.00	(108.00)
CONTRACTED SERVICES	10,600.00	10,500.00	(100.00)
INSURANCE	2,700.00	2,781.00	81.00
VEHICLE & EQUIPMENT	304.00	304.00	0.00
DONATION / GRANT	3,200.00	2,000.00	(1,200.00)
MATERIALS & SUPPLIES	1,020.00	700.00	(320.00)
MAINTENANCE & REPAIR	328.00	500.00	172.00
TOTAL EXPENSES	23,841.00	22,400.00	(1,441.00)
SUBTOTAL	20,641.00	20,400.00	(241.00)
<u>PORT FRANKS</u>			
USER FEES	10,755.00	10,750.00	(5.00)
REVENUE WAIVED	67,000.00	67,000.00	0.00
TOTAL REVENUE	77,755.00	77,750.00	(5.00)
PERSONNEL COSTS	13,981.00	14,502.00	521.00
UTILITIES	14,170.00	14,579.00	409.00
CONTRACTED SERVICES	10,000.00	10,000.00	0.00
	1,160.00	1,160.00	0.00
DONATION / GRANT	67,000.00	67,000.00	0.00
MATERIALS & SUPPLIES	6,580.00	6,500.00	(80.00)
MAINTENANCE & REPAIR	9,000.00	10,000.00	1,000.00
TOTAL EXPENSES	121,891.00	123,741.00	1,850.00
SUBTOTAL	44,136.00	45,991.00	1,855.00
<u>GRAND BEND</u>			
USER FEES	4,000.00	5,000.00	1,000.00
REVENUE WAIVED	3,300.00	3,300.00	0.00
TOTAL REVENUE	7,300.00	8,300.00	1,000.00
PERSONNEL COSTS	472.00	481.00	9.00
CONTRACTED SERVICES	8,500.00	10,000.00	1,500.00
DONATION / GRANT	3,300.00	3,300.00	0.00
MATERIALS & SUPPLIES	350.00	350.00	0.00
TOTAL EXPENSES	12,622.00	14,131.00	1,509.00
SUBTOTAL	5,322.00	5,831.00	509.00
<u>THEDFORD VILLAGE COMPLEX</u>			
USER FEES	10,824.00	9,500.00	(1,324.00)
REVENUE WAIVED	10,500.00	10,500.00	0.00
TOTAL REVENUE	21,324.00	20,000.00	(1,324.00)
PERSONNEL COSTS	1,572.00	1,603.00	31.00
UTILITIES	10,053.00	10,850.00	797.00
CONTRACTED SERVICES	580.00	1,000.00	420.00
VEHICLE & EQUIPMENT	580.00	580.00	0.00
DONATION / GRANT	10,500.00	10,500.00	0.00
MATERIALS & SUPPLIES	2,490.00	2,490.00	0.00
MAINTENANCE & REPAIR	1,740.00	2,000.00	260.00
TOTAL EXPENSES	27,515.00	29,023.00	1,508.00
SUBTOTAL	6,191.00	9,023.00	2,832.00

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>LIBRARIES</u>			
PERSONNEL COSTS	934.00	952.00	18.00
UTILITIES	17,212.00	11,114.00	(6,098.00)
CONTRACTED SERVICES	5,230.00	3,000.00	(2,230.00)
INSURANCE	3,400.00	3,502.00	102.00
MAINTENANCE & REPAIR	569.00	600.00	31.00
TOTAL EXPENSES	27,345.00	19,168.00	(8,177.00)
SUBTOTAL	27,345.00	19,168.00	(8,177.00)
SUBTOTAL COMM CENTRES & LIBRARIES	103,635.00	100,413.00	(3,222.00)

2019 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 summer students 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 summer students.

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

The dredging contract is in the last year of a 5 year contract (ending in August of 2019).

SUMMARY OF OPERATING BUDGET CHANGES

The overall budget for harbours has been maintained at previous levels. The 2018 Grand Bend harbour budget included monies to upgrade the existing marina building, while some work was completed, additional work is required, particularly in the showers, and as such the 2019 budget includes monies to continue the upgrades.

Continuing high water levels enable a reduction in the budget required for dredging.

As a new initiative for 2019, staff is investigating the use of electronic booking software for both Marinas. While staff is just in the initial stages of evaluating, generally the cost of such systems can be borne through the existing budgets.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>HARBOURS</u>			
<u>GRAND BEND HARBOUR</u>			
GRANTS	25,000.00	25,000.00	0.00
USER FEES	380,000.00	380,000.00	0.00
OTHER REVENUE	500.00	500.00	0.00
TOTAL REVENUE	405,500.00	405,500.00	0.00
PERSONNEL COSTS	90,000.00	97,499.00	7,499.00
UTILITIES	27,654.00	29,840.00	2,186.00
CONTRACTED SERVICES	5,000.00	5,000.00	0.00
INSURANCE	5,800.00	5,974.00	174.00
VEHICLE & EQUIPMENT	1,500.00	1,500.00	0.00
MATERIALS & SUPPLIES	160,807.00	162,307.00	1,500.00
MAINTENANCE & REPAIR	56,624.00	70,000.00	13,376.00
DREDGING	67,626.00	50,000.00	(17,626.00)
ADMINISTRATIVE OTHER	13,480.00	13,480.00	0.00
TOTAL EXPENSES	428,491.00	435,600.00	7,109.00
SUBTOTAL	22,991.00	30,100.00	7,109.00
<u>PORT FRANKS HARBOUR</u>			
USER FEES	190,252.00	196,372.00	6,120.00
TOTAL REVENUE	190,252.00	196,372.00	6,120.00
PERSONNEL COSTS	88,438.00	85,068.00	(3,370.00)
UTILITIES	15,011.00	15,252.00	241.00
CONTRACTED SERVICES	10,000.00	12,000.00	2,000.00
INSURANCE	5,000.00	5,150.00	150.00
VEHICLE & EQUIPMENT	500.00	500.00	0.00
MATERIALS & SUPPLIES	7,016.00	7,016.00	0.00
MAINTENANCE & REPAIR	4,000.00	5,500.00	1,500.00
DREDGING	90,000.00	90,000.00	0.00
ADMINISTRATIVE OTHER	1,126.00	1,126.00	0.00
TOTAL EXPENSES	221,091.00	221,612.00	521.00
SUBTOTAL	30,839.00	25,240.00	(5,599.00)
<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	103,830.00	105,340.00	1,510.00
TOTAL RECREATION & CULTURAL	2,451,662.00	2,550,717.00	99,055.00

2019 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, all of which is handled by the Community Services and the Clerks Department. 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.

The planner is a County of Lambton employee; however, is assigned to perform the planning services for Lambton Shores.

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

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

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

In 2019, it is anticipated that work will commence on updating the Zoning By-Law for the Municipality of Lambton Shores once a decision is rendered on the current appeal to the Official Plan.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
PLANNING & DEVELOPMENT			
<u>PLANNING AND ZONING</u>			
USER FEES	67,950.00	68,000.00	50.00
TOTAL REVENUE	67,950.00	68,000.00	50.00
CONTRACTED SERVICES	6,517.00	6,500.00	(17.00)
MATERIALS & SUPPLIES	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	17,934.00	16,614.00	(1,320.00)
TOTAL EXPENSES	25,451.00	24,114.00	(1,337.00)
SUBTOTAL	(42,499.00)	(43,886.00)	(1,387.00)

2019 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 2015, and in support of the EDAP, Council developed a more specific action plan with a focus on branding and tourism marketing. Three of these action plan items relate directly to the identified strategy.

1. Branding - Lambton Shores will adopt and consistently utilize a unified Lambton Shores brand.
2. Tourism Marketing - Lambton Shores will enhance the quality and quantity of Lambton Shores marketing effort to attract visitors
3. Population Growth - Lambton Shores will take action to attract young families to come to/stay in Lambton Shores

Through Council supported policy/funding and Rural Economic Development (RED) funding from the province, these initiatives have been significantly advanced. Website enhancements, wayfinding signage, branding and print material has all been developed over the past two years. Most notably, the municipality's social media presence has grown exponentially due to the dedication of a communications and event promotion resource funded through this business unit. These initiatives coupled with increased support from TSL and our Regional Tourism Office are leveraging the promotion of Lambton Shores.

A new RED funding grant has been applied for to help offset the cost of a Business Retention and Expansion plan. The allocation of \$37,500 has been included to help offset the cost of \$75,000.

The 2019 budget includes a third phase of funding for Council's endorsed wayfinding signage program with the 2019 focus on community and gateway signage.

Since 2011, the Grand Bend and Area Chamber of Commerce has received payments of between \$13,000 and \$21,000 to put toward additional visitor services efforts. Council has approved increasing the 2019 allocation to the requested \$24,000

Additionally, in 2018 Council allocated up to \$15,000 to the Forest Museum for the establishment of a downtown visitor information centre. The museum has requested a reduced amount of \$7,000 for 2019 in order to continue this service. Additionally, the municipality continues to budget \$7,000 for direct promotion/advertising through trade shows, print media and partnership support.

SUMMARY OF OPERATING BUDGET CHANGES

Explanation of Significant Changes included in Budget

The 2018 grant revenue of \$71,050 has been spent on identified RED initiatives and pending the successful approval of a subsequent intake this amount has been removed from the budget. User fees reflect continued rental of vacant industrial park lands. The \$81,000 in reserve transfers have now likewise been spent to match the RED grant funding with a balance of \$10,000 remaining to support 2019 initiatives.

A new RED funding grant revenue of \$37,500 has been included to help offset the cost of a Business Retention and Expansion plan cost of \$75,000.

The 2019 budget has been adjusted to better reflect areas of expenditure. An additional \$20,000 has been allocated to increase the 2/3 FTE communication and promotion resource up to full time responsibilities. \$15,000 in contracted services related to the certified site program will not be necessary in 2019.

The Donation/Grant area of the budget is being used to reflect the grants totalling \$31,000 provided to the Grand Bend Chamber and Forest Museum for information services.

\$27,000 will be retained to support the municipality's facility branding initiative and promotion/advertising costs. \$125,000 will be retained to fund the 3rd phase of the wayfinding initiative.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>ECONOMIC DEVELOPMENT</u>			
GRANTS	71,050.00	37,500.00	(33,550.00)
USER FEES	30,000.00	30,000.00	0.00
TRANSFER FROM RESERVE FUND	81,000.00	10,000.00	(71,000.00)
TOTAL REVENUE	182,050.00	77,500.00	(104,550.00)
PERSONNEL COSTS	40,000.00	60,000.00	20,000.00
CONTRACTED SERVICES	15,000.00	75,000.00	60,000.00
DONATION / GRANT	32,000.00	31,000.00	(1,000.00)
ADMINISTRATIVE OTHER	74,100.00	27,000.00	(47,100.00)
TRANSFER TO RESERVE FUND	125,000.00	125,000.00	0.00
TOTAL EXPENSES	286,100.00	318,000.00	31,900.00
SUBTOTAL	104,050.00	240,500.00	136,450.00

2019 OPERATING BUDGET OVERVIEW

Business Plan: Drainage

PRIMARY RESPONSIBILITIES

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

The Municipality has a Drainage Superintendent on staff that is responsible for monitoring of drains and liaising with the affected property owners on any issues that may arise. The Drainage Superintendent develops an annual plan for capital and maintenance of the system and engages engineering services as necessary. The Drainage Superintendent also determines what maintenance work may need to be carried out and either engages contractors to perform this work or schedules Community Services staff to carry out this work.

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

Two major drain construction projects are planned for 2019.

Cliff Road Drain continues to be budgeted for in 2019. This drainage project is required to repair a lakeshore ravine that has experienced dramatic erosions to the point of impacting adjacent structures. The project was initiated through a drainage petition from the affected landowners on each side of the ravine. The process under the Drainage Act was completed in 2018; however, some of the assessed landowners appealed the

assessments to the Drainage Tribunal and the project was delayed. The appeal was withdrawn in January 2019.

The Lake Smith No. 1 pump repair is a project that received approval in late 2018 and construction is presently underway. The project generally involves the replacement of the existing pump house, new pump, and associated electrical equipment. Some ditching and maintenance work to the drain channel is included in the project.

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

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
<u>DRAINAGE</u>			
<u>MUNICIPAL DRAINAGE OPERATIONS</u>			
GRANTS	10,000.00	10,000.00	0.00
TOTAL REVENUE	10,000.00	10,000.00	0.00
PERSONNEL COSTS	35,921.00	36,057.00	136.00
UTILITIES	788.00	788.00	0.00
VEHICLE & EQUIPMENT	3,270.00	3,335.00	65.00
MATERIALS & SUPPLIES	225.00	225.00	0.00
TOTAL EXPENSES	40,204.00	40,405.00	201.00
SUBTOTAL	30,204.00	30,405.00	201.00
<u>MUNICIPAL DRAIN MAINTENANCE</u>			
GRANTS	45,000.00	45,000.00	0.00
USER FEES	120,000.00	120,000.00	0.00
OTHER REVENUE	10,000.00	10,000.00	0.00
TOTAL REVENUE	175,000.00	175,000.00	0.00
PERSONNEL COSTS	750.00	764.00	14.00
UTILITIES	65,000.00	55,000.00	(10,000.00)
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
INSURANCE	0.00	1,902.00	1,902.00
ADMINISTRATIVE OTHER	9,250.00	17,334.00	8,084.00
TOTAL EXPENSES	175,000.00	175,000.00	0.00
SUBTOTAL			
<u>MUNICIPAL DRAIN CONSTRUCTION</u>			
GRANTS	60,500.00	506,877.00	446,377.00
USER FEES	500,000.00	684,888.00	184,888.00
OTHER REVENUE	20,000.00	0.00	(20,000.00)
TOTAL REVENUE	580,500.00	1,191,765.00	611,265.00
CONTRACTED SERVICES	500,000.00	936,042.00	436,042.00
ADMINISTRATIVE OTHER	80,500.00	255,723.00	175,223.00
TOTAL EXPENSES	580,500.00	1,191,765.00	611,265.00
SUBTOTAL			
<u>TILE DRAINAGE</u>			
USER FEES	13,831.00	11,957.00	(1,874.00)
TOTAL REVENUE	13,831.00	11,957.00	(1,874.00)
PRINCIPAL & INTEREST	13,831.00	11,957.00	(1,874.00)
TOTAL EXPENSES	13,831.00	11,957.00	(1,874.00)
SUBTOTAL			
SUBTOTAL DRAINAGE	30,204.00	30,405.00	201.00
TOTAL PLANNING & DEVELOPMENT	91,755.00	227,019.00	135,264.00

2019 OPERATING BUDGET OVERVIEW

Business Plan: Water

PRIMARY RESPONSIBILITIES

Lambton Shores serves 6,840 water customers through its water distribution infrastructure. 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 current agreement began January 1, 2015 and runs until December 31, 2019. 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.

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. Currently the Municipality is progressing through a meter replacement program in the Grand Bend area.

SUMMARY OF OPERATING BUDGET CHANGES

Water revenue is projected to increase by \$382,000, based on additional growth related to housing development, some new commercial activities and approved rate changes.

An administration allocation is charged to both the Water and Wastewater Department to cover expenses incurred by other departments in order to deliver the required services. These expenses include staff time, materials, computer allocation, etc. that are provided by other tax supported departments. In the 2019 budget, the administration allocation to the Water and Wastewater Departments has been adjusted to reflect the proportionate amount of revenue each department collects. In the case of the Water Department this resulted in an increase of \$36,000 with a corresponding decrease in administration charges to the Wastewater Department.

The contract with Jacobs has been adjusted as per the agreed contract and results in a 1.3% increase in fees.

The 2019 Water budget does not contemplate any other significant changes.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
WATER			
USER FEES	4,272,984.00	4,655,583.00	382,599.00
TOTAL REVENUE	4,272,984.00	4,655,583.00	382,599.00
PERSONNEL COSTS	10,864.00	11,081.00	217.00
UTILITIES	57,520.00	56,520.00	(1,000.00)
PRINCIPAL & INTEREST	741,154.00	741,154.00	0.00
OMI - CONTRACTED SERVICES	630,799.00	638,987.00	8,188.00
LAWSS - CONTRACTED SERVICES	108,886.00	112,935.00	4,049.00
NORTH MIDDLESEX CONTRACTED SERVICES	9,447.00	9,636.00	189.00
CONTRACTED SERVICES	155,322.00	152,772.00	(2,550.00)
INSURANCE	25,000.00	29,467.00	4,467.00
VEHICLE & EQUIPMENT	23,151.00	23,308.00	157.00
WATER PURCHASE	612,000.00	647,708.00	35,708.00
MATERIALS & SUPPLIES	95,421.00	97,029.00	1,608.00
MAINTENANCE & REPAIR	15,300.00	15,606.00	306.00
ADMINISTRATIVE OTHER	327,752.00	363,787.00	36,035.00
TRANSFER TO RESERVE FUND	1,460,368.00	1,755,593.00	295,225.00
TOTAL EXPENSES	4,272,984.00	4,655,583.00	382,599.00
TOTAL WATER			

2019 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 current contract began January 1, 2015 and runs until December 31, 2019. Jacobs is responsible for the operation of the treatment facilities in accordance with Provincial certificates of approval and regulations as well as monitoring and maintenance of the collection system as required.

Lambton Shores serves 2,850 wastewater accounts.

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 2019 Wastewater Budget does not contemplate any significant budget changes. Revenue has been adjusted up by \$148,000 to represent increased billings generated by additional connections to the system, interest charges and the approved rate changes.

An administration allocation is charged to both the Water and Wastewater Department to cover expenses incurred by other departments in order to deliver the required services. These expenses include staff time, materials, computer allocation, etc. that are provided by other departments. In the 2019 budget, the administration allocation to the Water and Wastewater Departments has been adjusted to reflect the proportionate amount of revenue each department collects. In the case of the Wastewater Department this resulted in a decrease of \$36,000.00 with a corresponding increase in administration allocation to the Water Department.

The contract with Jacobs has been adjusted as per the agreed contract and results in a 2.4% increase in fees.

There has been an increase to the Development Charges revenue of \$30,000 to assist with paying down the debt associated with projects identified in the DC study.

Municipality of Lambton Shores

2019 Budget

	2018 BUDGET	2019 BUDGET	AMOUNT CHANGED
WASTEWATER			
<u>SANITARY SEWER SYSTEMS</u>			
USER FEES	1,773,662.00	1,891,941.00	118,279.00
TRANSFER FROM R / RF	20,000.00	50,000.00	30,000.00
TOTAL REVENUE	<u>1,793,662.00</u>	<u>1,941,941.00</u>	<u>148,279.00</u>
PERSONNEL COSTS	2,891.00	2,949.00	58.00
UTILITIES	192,780.00	191,399.00	(1,381.00)
PRINCIPAL & INTEREST	113,615.00	110,955.00	(2,660.00)
OMI - CONTRACTED SERVICES	570,635.00	584,344.00	13,709.00
CONTRACTED SERVICES	46,000.00	46,920.00	920.00
INSURANCE	33,500.00	34,170.00	670.00
VEHICLE & EQUIPMENT	6,063.00	6,184.00	121.00
GB - STP LAGOON	448,167.00	456,331.00	8,164.00
MAINTENANCE & REPAIR	58,656.00	75,000.00	16,344.00
ADMINISTRATIVE OTHER	321,314.00	283,029.00	(38,285.00)
TRANSFER TO RESERVE FUND	41.00	150,660.00	150,619.00
TOTAL EXPENSES	<u>1,793,662.00</u>	<u>1,941,941.00</u>	<u>148,279.00</u>
TOTAL WASTEWATER	<u><u>1,793,662.00</u></u>	<u><u>1,941,941.00</u></u>	<u><u>148,279.00</u></u>

2019 CAPITAL BUDGET OVERVIEW

Lambton Shores has an extensive capital program for 2019. 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 approved by Council in 2014 with modifications necessary to accommodate known changes since that time.

The tax supported capital forecast does not include projects that would represent new construction, increased level of service or an addition of a new asset to the Municipality as these "new" projects should be funded from other sources than the lifecycle reserves.

Any "new" projects were separated into a list for Council to consider and prioritize. This listing includes items from the Council Action Plan, Ipperwash and Port Franks Design plans, the Recreation Master Plan and the Development Charges study.

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.

Cemeteries

Council approved the construction of two new Columbarium in 2018; however, the projects were not able to be completed and they have been re-budgeted in 2019. The new units are to be at the Arkona and Beechwood Cemetery.

Information Technology

This section of the capital program funds technology related items purchased to assist with the day to day operations such as computers, software, printers, and network devices. We rely extensively on the technology in place and it is in our best interest to continue to support it. In addition to the annual allocation for replacing equipment, staff are recommending the purchase of a specialized budget software and implemented

over the next two years. These capital purchases are funded from the IT capital reserve fund.

Emergency Services

Fire Departments

2017 and 2018 budgets incorporated the replacement of 3 vehicles bringing the department up to standard and therefore the 2019 budget only includes the replacement of bunker gear and racks for storage. All expenditures are funded from the Fire Vehicle and Equipment Reserve Fund.

Transportation

Road Reconstruction and Resurfacing, Bridge and Culvert, Sidewalk and Walkways and Streetlight projects are funded from the Transportation Reserve. Lambton Shores also incorporates the Gas Tax Funding we receive in to the Roads program. The 2019 Gas Tax funding allocation of \$556,113 is being used to fund a portion of the road and storm reconstruction associated with the Municipalities portion of the Main Street Connecting Link project in Forest and the replacement of the #1015 Jericho Road Culvert.

The 2018 allocation of the Ontario Community Infrastructure Fund (OCIF) in the amount of \$919,279 is being used to fund a portion of our road resurfacing program along with the reconstruction of Nelson, Sherrard, and Dumbfries Streets in Thedford. The total resurfacing budget for 2019 is \$493,000 plus an additional \$1,095,348 in road reconstruction.

Road Reconstruction and Surface Treatment

This section of the capital plan funds the rehabilitation of the Lambton Shores' road network. Council has enacted policy # 73 "Capital Roads Repair and Rehabilitation Process" which, with Council's mandate for improving safety, guides the development of the capital program for this area. Lambton Shores completes a "Roads Needs Study" on an every-sixth year basis with the latest being completed in early 2018. The study documents the current condition of municipal roadways and presents a priority listing of road rehabilitation needs.

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.

This approach was completed when developing the 2019 capital plan. In developing a plan for 2019, projects were also geographically grouped together in an attempt to create efficiencies and create cost savings.

Reconstruction projects for 2019 include Main Street South in Forest (Connecting Link) and Nelson, Sherrard, and Dumbfries Streets in Thedford. The estimate costs of these projects is \$2,182,417 and \$635,000 respectively.

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 2019 budget includes what is termed a minor update of the OSIM reports. Structural integrity of bridges is a critical safety consideration, and the recommendations of the bridge inspection report have been incorporated directly into the capital program. The 2019 capital includes replacement of Jericho Road Culvert #1015 at a cost of \$288,000. Engineering for this project was completed in 2018.

The Environmental Assessment for the Ontario Street Bridge project was completed in 2018. Detail engineering design has been awarded under the 2018 budget and will proceed through 2019. The Municipality will continue to seek funding for the completion of the Ontario Street Bridge and Ontario Street North Reconstruction estimated at \$7,000,000.

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 complete a springtime inspection of all sidewalk areas to prioritize replacement areas based on the standards established in the Community Services "Sidewalk Inspection, Repair, and Replacement Policy". The 2018 budget includes \$ 84,897 to support this program.

Streetlights

This section of the capital program funds maintenance upgrades to existing streetlights and traffic lights, as well as the installation of lights at new locations for safety. Projects in this area are considered on an "as-required" basis with consideration given to field inspections completed by the municipality's lighting contractors. The 2019 budget included \$100,000 for LED retrofitting of existing decorative lights. The total estimate to retrofit all the decorative lights in Lambton Shores is approximately \$625,000.

Vehicle and Equipment

This section of the capital program funds the replacement and purchase of fleet vehicles and equipment. Replacement is planned around the normal life expectancy of a particular piece of equipment, and the annual plan is adjusted based on field inspections of equipment to determine actual need for replacement. The intent of the replacement program is to ensure that equipment is safe for use by municipal staff, and to replace equipment before annual maintenance costs become extreme. Items are funded from the Community Service Vehicle and Equipment Reserve Fund. This year a total of \$270,945 has been budgeted for Vehicle and Equipment replacement. The

biggest expenditures include the replacement of an existing one ton truck. New to the fleet is the addition of a slide in water tank for a tandem truck. This tank will replace an existing steel tank that as corroded past the point of repair. All the equipment being proposed to be replaced is considered as a life cycle replacement.

Recreation and Leisure

This section of the capital program funds capital maintenance and lifecycle projects for the Lambton Shores' inventory of recreation related facilities including: arenas, harbours, community centres, libraries, and parks, as well as all associated apparatus. Projects are considered and prioritized based on the results of various inspections that are completed by staff throughout the calendar year (playground, facilities, etc.) to ensure the safe use of Lambton Shores' assets by the public. All planned expenses are funded from the Recreation Reserve Fund. Some of the major capital work planned for 2019 includes the following:

- Upgrade of existing ice surface lights to LED at the Legacy Recreation Facility
- New floor scrubber at the Shores Recreation Centre
- Continuation of dock replacement program in Grand Bend and Port Franks
- Replacement of roof on Port Frank Community Centre
- Washroom upgrade at Coultis Park
- Replacement of skate board park surface at Port Frank Youth Centre.
- Continuation of Wayfinding Signage program.

User Rate Supported Projects

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

Water

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

- Leak Detection Program
- Upgrades to the Thedford Booster Station
- General Tower\reservoir Maintenance
- SCADA Upgrades

Watermain replacement is included in the Forest Main Street South Reconstruction project being completed through the Connecting Link Program as well as a number of smaller road related water projects.

Wastewater

This section of the capital program funds replacement and upgrade investments to sanitary servicing related infrastructure. The majority of “horizontal” infrastructure in Lambton Shores, such as gravity sewers and forcemains, is not yet old enough to require replacement. As such, most horizontal sanitary infrastructure capital work is completed on an as-needed basis in the form of repairs during road and watermain reconstruction projects. “Vertical” infrastructure, such as pump stations and wastewater treatment plants, is assessed on a regular basis and replacements/improvements are made on aged and/or obsolete equipment. Projects included in this year’s budget as follows:

- Sewer system upgrades associated with Forest Main Street South Reconstruction project being completed through the Connecting Link Program
- Thedford Lagoon Reconstruction – this project was tendered in 2018, however it was over budget, as such has been re-budgeted for 2019.
- Final restoration of Mollard Line associated with the forcemain replacement.

MUNICIPALITY OF LAMBTON SHORES

2019 CAPITAL BUDGET SUMMARY

DESCRIPTION	EXPENSE	FINANCED FROM			Balance
		General Levy	Reserve - Reserve Fund	Finance / Funding / Other	
<u>General Government</u>					
Beechwood Columbarium	\$ 30,000.00			\$ 30,000.00	-
Arkona Columbarium	\$ 55,000.00		\$ 55,000.00		-
IT Equipment	\$ 60,600.00		\$ 60,600.00		-
Sub Total General	\$ 145,600.00	\$ -	\$ 115,600.00	\$ 30,000.00	\$ -
<u>Protection to Persons</u>					
Fire Departments					
- Bunker Gear	\$ 60,500.00		\$ 60,500.00		
- Bunker Gear Read Racks	\$ 16,000.00		\$ 16,000.00		
- Breathing Gear	\$ 8,000.00		\$ 8,000.00		
Sub total PPP	\$ 84,500.00	\$ -	\$ 84,500.00	\$ -	\$ -
<u>Community Services</u>					
Road Program					
- Re-Construction	\$ 2,917,417.00		\$ 292,235.00	\$ 2,625,182.00	-
- Re-surface	\$ 493,000.00		\$ 208,721.00	\$ 284,279.00	-
- Sidewalk / Walkway	\$ 84,897.00		\$ 84,897.00		-
- Bridge & Culvert	\$ 526,000.00		\$ 238,000.00	\$ 288,000.00	-
- Streetlights	\$ 138,101.00		\$ 138,101.00		-
Vehicle & Equipment	\$ 263,737.00		\$ 263,737.00		-
Recreation & Leisure	\$ 923,806.00		\$ 871,361.00	\$ 52,445.00	-
Sub total CS	\$ 5,346,958.00	\$ -	\$ 2,097,052.00	\$ 3,249,906.00	\$ -
<u>Water</u>					
General	\$ 86,700.00		\$ 86,700.00		-
Water Mains	\$ 557,495.00		\$ 557,495.00		-
Miscellaneous	\$ 355,000.00		\$ 355,000.00		-
LAWSS	\$ 48,131.00		\$ 48,131.00		-
Sub Total Water	\$ 1,047,326.00	\$ -	\$ 1,047,326.00	\$ -	\$ -
<u>Wastewater</u>					
Collection System	\$ 33,000.00		\$ 33,000.00		
Miscellaneous	\$ 440,000.00		\$ 440,000.00		-
Sub Total Wastewater	\$ 473,000.00	\$ -	\$ 473,000.00	\$ -	\$ -
2019 TOTAL	\$ 7,097,384.00	\$ -	\$ 3,817,478.00	\$ 3,279,906.00	\$ -
2018 Capital	\$ 7,012,757.00	\$ -	\$ 5,401,355.00	\$ 1,611,402.00	\$ -

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost				Funding Source			
Department	Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>GENERAL</u>							
<u>Offices and Cemeteries</u>							
2-500-510-5876	Beechwood Columbarium	Carry Forward	30,000			30,000	
2-500-511-5876	Arkona Columbarium	Carry Forward	55,000	55,000			
		Subtotal	\$ 85,000	\$ 55,000	\$ -	\$ 30,000	\$ -
<u>Information Technology</u>							
2-110-110-5876	IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 60,600	\$ 60,600			
		Subtotal	\$ 60,600	\$ 60,600	\$ -	\$ -	\$ -
<u>EMERGENCY SERVICES</u>							
<u>Fire Departments</u>							
2-210-211-5875	AK - Bunker Gear	Pooled asset lifecycle replacement	\$ 22,000	\$ 22,000			
2-210-211-5880	AK - Bunker Gear Readl Racks	Storage and Drying Racks	\$ 8,000	\$ 8,000			
2-210-212-5875	NV - Bunker Gear	Pooled asset lifecycle replacement	\$ 4,500	\$ 4,500			
2-210-213-5875	FO - Bunker Gear	Pooled asset lifecycle replacement	\$ 6,000	\$ 6,000			
2-210-213-5875	FO - Breathing Gear	Pooled asset lifecycle replacement	\$ 8,000	\$ 8,000			
2-210-214-5875	GB - Bunker Gear	Pooled asset lifecycle replacement	\$ 18,500	\$ 18,500			
2-210-215-5875	TH - Bunker Gear	Pooled asset lifecycle replacement	\$ 9,500	\$ 9,500			
2-210-215-5875	TH - Bunker Gear Readl Racks	Storage and Drying Racks	\$ 8,000	\$ 8,000			
		Subtotal	\$ 84,500	\$ 84,500	\$ -	\$ -	\$ -
<u>TRANSPORTATION SERVICES</u>							
<u>Road Re-Construction</u>							
2-300-300-5104	GB - River Rd	Priority Rating : N/A Finalization of detail design for road reconstruction	\$ 50,000	\$ 50,000			
2-300-300-5197	FO - Bradley Ave & Prince to Townsend	Priority Rating : N/A Top coat of asphalt from capital road reconstruction in 2018	\$ 50,000	\$ 50,000			
2-300-300-5215	TH - Nelson, Sherrard, Dumbfries	Priority Rating : N/A Lifecycle replacement includes road surface, watermain and stormwater infrastructure improvements	\$ 635,000			\$ 635,000	
2-300-300-5158	FO - Main St South, Connecting Link	Priority Rating : N/A Lifecycle replacement includes road surface, watermain and stormwater infrastructure improvements	\$ 2,182,417	\$ 192,235		\$ 1,990,182	
		Subtotal	\$ 2,917,417	\$ 292,235	\$ -	\$ 2,625,182	\$ -
<u>Re-Surface Treatment</u>							
2-300-300-5216	BOS - Edmonds Blvd - Pinedale to Lakeview	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Double lift LCB	\$ 45,000	\$ 10,721		\$ 34,279	
2-300-300-5217	BOS - Riverside Dr - Lakeview to Oakburn	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 10,000	\$ 10,000			
2-300-300-5218	BOS - Brookbank Ct - Riverside to West End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
2-300-300-5219	BOS - Havenpark Ct - Parkside to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			
2-300-300-5220	BOS - Judith St - Edmonds to John	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000	\$ 5,000			

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost					Funding Source			
Department	Project Name	Project Description	Budget		Reserve Fund	Development Charges	Grant / Donation / Other	Financing
2-300-300-5221	BOS - Oakburn Ct - Riverside to North End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 5,000		\$ 5,000			
2-300-300-5222	BOS - Wood Park Ct - Parkside to South End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000		\$ 8,000			
2-300-300-5223	BOS - Parkside Cr - Lakeview to Lakeview	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 13,000		\$ 13,000			
2-300-300-5224	BOS - John St - Lakeview to Pinedale	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 16,000		\$ 16,000			
2-300-300-5225	BOS - Pinedale Rd - Ontario St S to John St	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000		\$ 6,000			
2-300-300-5226	BOS - Princess St - Riverside to Pines	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000		\$ 6,000			
2-300-300-5227	BOS - Pines Pkwy - Lake to Christie	Priority Rating : 200-499 Lifecycle road resurfacing as recommend in the RNS	\$ 32,000		\$ 32,000			
2-300-300-5228	FO - Union St - Queen to Townsend	Priority Rating : 1000-1999 Lifecycle road resurfacing as recommend in the RNS	\$ 100,000				\$ 100,000	
2-300-300-5229	BOS - Huron View Ave - Pioneer to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 20,000		\$ 20,000			
2-300-300-5230	BOS - Lake Valley Grove Rd - Pioneer to East End	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 25,000		\$ 25,000			
2-300-300-5231	BOS - Pioneer Dr - Proof Line to LVG	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 12,000		\$ 12,000			
2-300-300-5232	BOS - Proof Line - Pioneer to Broadview	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 30,000		\$ 30,000			
2-300-300-5233	BOS - Fuller Rd - Townsend to Proof	Priority Rating : 500-999* Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 150,000				\$ 150,000	
Subtotal			\$ 493,000		\$ 208,721	\$ -	\$ 284,279	\$ -
Sidewalks / Walkways								
2-310-175-5109	Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 84,897		\$ 84,897			
Subtotal			\$ 84,897		\$ 84,897	\$ -	\$ -	\$ -
Bridge / Culvert								
2-310-301-5113	Jericho Rd	Priority Rating : 6-10 years Replacement of existing culvert	\$ 288,000				\$ 288,000	
2-310-301-5122	Farmers Line	Priority Rating : 1-5 years Carry over from 2018. Place grout beneath culvert ends, and place rip rap.	\$ 28,000		\$ 28,000			
2-310-301-5123	Ravenswood Line	Priority Rating : 1-5 years Carry over from 2018. Replace tapers with full arch sections.	\$ 35,000		\$ 35,000			
2-310-301-5124	Johnstone Development Bridge	Fund portion of the pedestrian foot bridge over the Walker Drain in the Johnstone Development in Grand Bend.	\$ 75,000		\$ 75,000			

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost				Funding Source			
Department	Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
	2-310-301-5125 Harbourside Drainage	Priority Rating : N/A Repair and reconstruction of existing Storm Water Management Pond in Harbour Side Village	\$ 100,000	\$ 100,000			
		Subtotal	\$ 526,000	\$ 238,000	\$ -	\$ 288,000	\$ -
<u>Street Light</u>							
	2-340-340-5875 Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 17,293	\$ 17,293			
	2-340-340-5890 Decorative Streetlights	Upgrade lights to LED	100,000	\$ 100,000			
	2-340-340-5889 Misc - Intersection Lighting	Intersection lighting improvements.	\$ 20,808	\$ 20,808			
		Subtotal	\$ 138,101	\$ 138,101	\$ -	\$ -	\$ -
<u>Vehicle & Equipment Replacement Program</u>							
<u>General</u>							
	2-900-175-5142 Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
	2-900-175-5146 Tandem Trailer	Lifecycle replacement of existing unit	\$ 44,000	\$ 44,000			
	2-900-175-5150 Water Tank	New Water tank to replace existing steel tank for back of tandem	\$ 35,000	\$ 35,000			
<u>One Ton</u>							
	2-900-907-5136 One Ton	Lifecycle replacement of existing unit	\$ 101,355	\$ 101,355			
<u>Tractors</u>							
	2-900-904-5141 Tractor with Grader	Lifecycle replacement of existing unit	\$ 28,618	\$ 28,618			
	2-900-904-5142 Tractor - 55hp - Kubota (Shores)	Lifecycle replacement of existing unit	\$ 22,382	\$ 22,382			
	2-900-904-5143 Tractor - 55hp - Kubota (Legacy)	Lifecycle replacement of existing unit	\$ 22,382	\$ 22,382			
		Subtotal	\$ 263,737	\$ 263,737	\$ -	\$ -	\$ -
<u>RECREATION & CULTURAL SERVICES</u>							
<u>LEGACY RECREATION CENTRE</u>							
<u>Legacy Ice Surface</u>							
	2-720-720-5100 Lights	Replace light surface lights with LED high efficiency.	\$ 25,000	\$ 25,000			
<u>SHORES RECREATION CENTRE</u>							
<u>Shores Facility Centre</u>							
	2-721-721-5100 Floor Scrubber	Lifecycle replacement of existing unit.	\$ 17,830	\$ 17,830			
<u>Shores Ice Surface</u>							
	2-721-721-5101 Chiller	Replacement	\$ 30,000	\$ 30,000			
<u>Shores Fitness & Gym</u>							
	2-721-726-5850 Fitness Equipment Replacement	Replace existing cardio equipment	\$ 7,000	\$ 7,000			
<u>COMMUNITY CENTERS AND LIBRARIES</u>							
<u>Port Franks Community Centre</u>							
	2-730-732-5882 Port Franks Community Centre	Roof replacement (E Section, Main Building)	\$ 35,000	\$ 35,000			
	2-730-732-5877 Dishes	Replacement of dishes	\$ 1,500	\$ 1,500			
<u>Port Franks Youth Centre</u>							
	2-730-732-5887 Skateboard Park	Asphalt resurface needed	\$ 35,000	\$ 35,000			

**Municipality of Lambton Shores
2019 Capital Program**

Capital Project Description and Cost					Funding Source			
Department	Project Name	Project Description	Budget		Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>HARBOURS</u>								
<u>GB Harbour</u>								
2-350-350-5100	Boat Launch Ramp	Replace middle dock at launch ramp	\$ 7,000		\$ 7,000			
2-350-350-5877	Light Poles	Replacement of light poles at north wall docks.	\$ 50,000		\$ 50,000			
<u>PF Harbour</u>								
2-350-351-5883	Docks	Lifecycle replacement of finger docks. Allowance to complete 5 per year	\$ 16,391		\$ 16,391			
<u>PARKS/BEACH</u>								
<u>Grand Bend Beach House</u>								
2-710-716-5876	Concession	Replacement of range hood	\$ 10,000		\$ 10,000			
<u>Grand Bend Beach</u>								
2-710-715-5110	Beach Cleaner	Lifecycle replacement of existing unit	\$ 100,000		\$ 100,000			
2-710-715-5108	Accessibility Improvements	Beach access, beach chairs & mats and storage.	\$ 65,300		\$ 22,855		\$ 42,445	
<u>Grand Bend Lions Park</u>								
2-710-710-5877	Bleachers	New bleachers	\$ 5,500		\$ 5,500			
<u>Coultis Park</u>								
2-710-710-5894	Play Structure	Replacement of play structure	\$ 50,000		\$ 50,000			
2-710-710-5885	Washroom	Carry over from 2018. Washroom refurbishment	\$ 120,000		\$ 120,000			
2-710-710-5895	Diamond Drag	To be used at all diamonds	\$ 10,000		\$ 10,000			
<u>Other Bosanquet Parks</u>								
2-710-710-5896	LVG Play Structure	New Asset	\$ 25,000		\$ 25,000			
<u>Community Signs</u>								
2-700-110-5119	GB Communication Sign	Replacement of Grand Bend communication sign	\$ 30,000		\$ 30,000			
2-700-110-5113	Wayfinding Signs	Council Action Plan - Phase 3	\$ 125,000		\$ 125,000			
<u>Other</u>								
2-700-110-5120	Trails - Benches	Pooled asset - (12) benches	\$ 12,000		\$ 12,000			
2-700-110-5112	Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000		\$ 10,000		\$ 10,000	
2-700-110-5115	Port Franks Historical Plaques	Purchase and installation of plaques	\$ 6,400		\$ 6,400			
2-700-110-5116	West Parkway / Ipperwash Road Street Scape	Beautification	\$ 40,000		\$ 40,000			
2-700-110-5117	West Ipperwash Arbor Acres Street Scape	Beautification	\$ 5,000		\$ 5,000			
2-700-110-5118	West Parkway / West Ipperwash Street Scape	Beautification	\$ 2,000		\$ 2,000			
2-820-175-5100	Main St Revitalization	Installation of (3) kiosks, Arkona Main St intersection improvements, installation of street furniture in Grand Bend and Thedford	\$ 42,885		\$ 42,885			
2-700-110-5120	Rotary Trail Extension	Pre-liminary Design	\$ 30,000		\$ 30,000			
			Subtotal	\$ 923,806	\$ 871,361	\$ -	\$ 52,445	\$ -
			Total Tax Supported	\$ 5,577,058	\$ 2,297,152	\$ -	\$ 3,279,906	\$ -

**Municipality of Lambton Shores
2019 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 SYSTEM</u>							
<u>Water System General</u>							
2-430-110-5112	North Area Meter Changeout	Annual water meter replacement program.	\$ 86,700	\$ 86,700			
<u>Water Mains</u>							
2-430-110-5173	FO - Main St S	Watermain replacement associated with Main Street Reconstruction in Forest (Connecting Link)	\$ 377,195	\$ 377,195			
2-430-110-5120	Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 180,300	\$ 180,300			
<u>Miscellaneous</u>							
2-430-110-5105	LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 48,131	\$ 48,131			
2-430-110-5153	Leak Detection Study	Carry over from 2018. Area metering to locate potential watermain leaks.	\$ 40,000	\$ 40,000			
2-430-110-5116	Thedford Booster Station Upgrades	Carry over from 2018. Replace existing pumps and pressure tank, general repairs to building including soffit, foundation and front entrance.	\$ 75,000	\$ 75,000			
2-430-110-5163	Tower/reservoir maintenance	Carry over from 2018. Undertake spot coating repairs to towers and reservoirs, hatch upgrades etc. based on inspection preformed under operating budget.	\$ 100,000	\$ 100,000			
2-430-110-5875	Water SCADA upgrades	Upgrade SCADA and communications	\$ 75,000	\$ 75,000			
2-430-110-5196	Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 65,000	\$ 65,000			
Subtotal			<u>\$ 1,047,326</u>	<u>\$ 1,047,326</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>WASTEWATER SYSTEM</u>							
<u>Collection Systems</u>							
2-410-175-5100	Road Related Replacements	Repairs to collection system in footprint of road related capital works.	\$ 33,000	\$ 33,000			
<u>Miscellaneous Items</u>							
2-410-175-5194	FO - Main St S	Sewer system upgrades associated with Main Street Reconstruction Forest (Connecting Link)	\$ 150,000	\$ 150,000			
2-410-175-5882	Thedford Lagoon reconstruction	Carry over from 2018. Remove sludge as required, rebuild existing berms with clay and regard area.	\$ 250,000	\$ 250,000			
2-410-175-5118	Mollard Line Forcemain	Lambton Shores portion of road restoration.	\$ 40,000	\$ 40,000			
Subtotal			<u>\$ 473,000</u>	<u>\$ 473,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total User Rate Supported			<u>\$ 1,520,326</u>	<u>\$ 1,520,326</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
2019 Total Capital				\$ 3,817,478	\$ -	\$ 3,279,906	\$ -

Municipality of Lambton Shores - Capital Program
Offices and Cemeteries

Description	Year Acq'd	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<u>Beechwood Cemetery - 43 Beechwood</u>												
Columbarium	New		30,000									
<u>Arkona Cemetery - 8628 Townsend Line</u>												
Columbarium	New		55,000									
TOTAL CAPITAL REQUIREMENTS		2,054,657	85,000	-	-	-	-	-	-	-		-
			-	-	-	-	-	-	-	-		-
M-Fund			55,000									
Other			30,000									
Balance			-	-	-	-	-	-	-	-		-
Reserve / Reserve Fund Activity	Est. 2018 Y/E	645,354.31										
R/RF -contribution			29,948	30,547	31,158	31,781	32,417	33,065	33,726	34,401	35,089	35,791
R/RF -withdrawal			-	-	-	-	-	-	-	-		-
Total - R/RF			675,302	705,849	737,007	768,788	801,205	834,270	867,996	902,397	937,486	973,277

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 Information Technology													
Description	TOTAL NUMBER	Year Acq'd	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Workstations	68		74,911										
Laptop / PC				25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	30,475
Network Servers													
Servers						5,000			5,000			5,000	
Small Equipment													
Various Printers	12		19,873	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Smart Screens / TV Displays		2006-2012	12,030	5,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
LAN / WAN Devices			30,914	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800	3,900	4,000
Software													
Budget Software				25,000	25,000								
TOTAL COST				60,600	57,210	37,830	33,461	34,102	39,754	35,417	36,091	41,777	37,475
Funding of above projects													
IT R/RF				60,600	57,210	37,830	33,461	34,102	39,754	35,417	36,091	41,777	37,475
Balance				-	-	-	-	-	-	-	-	-	-
Reserve / Reserve Fund Activity	Est. 2018 Y/E	106,509											
IT - R/RF -contribution				42,057	42,898	43,756	44,631	45,524	46,434	47,363	48,310	49,276	50,262
IT - R/RF -withdrawal				60,600	57,210	37,830	33,461	34,102	39,754	35,417	36,091	41,777	37,475
Total - IT R/RF				87,966	73,654	79,580	90,751	102,172	108,853	120,799	133,017	140,517	145,805

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
Fire Departments

Description	Year Acq'd	Year Repl.	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
ARKONA													
Equipment													
Extrication Equipment	2005	2025	21,638							24,855			
Infrared Camara	2011	2021	17,448			18,516							
Generator - backup power	2006	2021	26,196			27,799							
Personal Protective Equipment													
Bunker Gear (Boots, Jackets, Pants, Helmet)				22,000	8,500								
Bunker Gear Readl Racks			New	8,000									
GRAND BEND													
Equipment													
Infrared Camara	2006	2020	16,525		17,209								
Generator - Fire Hall	2008	2023	24,895					27,486					
Personal Protective Equipment													
Bunker Gear (Boots, Jackets, Pants, Helmet)				18,500	7,000	7,000		10,500	7,557				
NORTHVILLE													
Fire Hall	1994		297,038										
Classroom / Washroom upgrade			New		30,000								
Vehicles													
Pumper - Replacement	1999	2021	600,000			500,000							
Equipment													
Infrared Camara	2009	2019	16,772		17,450								
Personal Protective Equipment													
Bunker Gear (Boots, Jackets, Pants, Helmet)				4,500		7,000			7,500				
Bunker gear Readl Rack			New		8,000								

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Fire Departments

Description	Year Acq'd	Year Repl.	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
FOREST													
Vehicles													
Pumper	2003	2023	600,000					702,996					
Quad Cab Truck	2013	2025	53,708							61,694			
Equipment													
Night Scan Scene Light - Pumber #7	2013	2024	11,635						13,103				
Night Scan Scene Light - Pumber #8	2013	2024	10,781						12,141				
Thermal Camera	2018	2028	18,000										22,723
Generator	2011	2023	12,672					16,770					
Air Compressor	2007	2027	37,804									45,179	
Personal Protective Equipment													
Bunker Gear (Boots, Jackets, Pants, Helmet)				6,000									
Breathing Gear (Back Packs, Fiber Bottles, Masks)				8,000	15,000	15,000	15,000	10,000	10,000	10,000	10,000	130,000	90,000
THEDFORD													
Vehicles													
Tanker	2001	2027	116,140									138,798	
Rescue	2003	2028	188,225										229,445
Equipment													
Extrication	1999	2026	15,387								18,028		
Infrared Camara	2010	2020	16,347		17,536								
Generator	1998	2023	18,179					20,071					
Cascade System	2001	2021	31,868			33,819							
Personal Protective Equipment													
Bunker Gear (Boots, Jackets, Pants, Helmet)				9,500			24,500			17,500			
Bunker Gear Read Rack			New	8,000									

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Fire Departments

Description	Year Acq'd	Year Repl.	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
CHIEF													
Radios & Pagers (Global as required)	2015		33,164			8,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Capital Requirements				84,500	120,695	617,134	44,500	792,823	55,301	119,049	33,028	318,977	347,168
Vehicle & Equipment R/RF				84,500	120,695	617,134	44,500	792,823	55,301	119,049	33,028	318,977	347,168
Balance				-	-	-	-	-	-	-	-	-	-
Reserve / Reserve Fund Activity													
	Est. 2018 Y/E		(87,367)										
V & E - R/RF -contribution				471,224	480,648	490,261	500,066	510,068	520,269	530,674	541,288	552,113	563,156
V & E - R/RF -withdrawal				84,500	120,695	617,134	44,500	792,823	55,301	119,049	33,028	318,977	347,168
Total - FD V&E R/RF													
				299,357	659,310	532,437	988,003	705,248	1,170,216	1,581,842	2,090,101	2,323,237	2,539,224

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

Description	Priority	Road Type	IMP TYPE	Year	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
as per 2011 RNS															
GB - Ontario St South of Main - Widening			WM/SW/ST								3,500,000				
GB - Ontario St North of Main - Widening			WM/SW/ST				1,250,000								
GB - Main St East - Widening			SW							2,000,000					
GB - River Rd			RECON/SW/SAN			50,000			950,000						
TH - Nelson, Sherrard, Dumbfries		HCB	Storm/WM			635,000									
FO - Bradley Ave & Prince St (top coat)						50,000									
FO - MacHenry St - Broadway to Morris (445m)	6-10 YR	HCB	6-10 YR					100,000							
FO - Townsend - Union to Coultis Drain (130m)	55%		Storm								30,000	278,000			
FO - Townsend - Main to Union (312m)	70%		Storm								283,000				
FO - Townsend - Albert to Main (241m)	80%		Storm								158,000				
FO - Main St South Connecting Link			R1			2,182,417									
FO - Broadway St			WM/STM/ SW					1,258,000							
FO - Arthur St (Close Loop)			WM				257,500								
FO - York St			WM				150,000								
Total Road Infrastructure				various	63,187,288										
Total Asphalt Road Maintenance / Construction						2,917,417	1,657,500	1,358,000	950,000	2,000,000	3,971,000	278,000	-	-	-
Transportation Summary						2,917,417	1,657,500	1,358,000	950,000	2,000,000	3,971,000	278,000	-	-	-
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	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027
North Area													
<u>Grand Bend</u>													
Oak St - Ontario to Huron - single lift HCB	200-499	ASP				80,000							
Woodward Ave - Centre to Walker - HCB resurface	0-49	ASP				42,000							
Dietrich Cr - Eilber to Dietrich - HCB resurface	0-49	ASP				32,000							
Beach St - Huron to Beach - HCB resurface	0-49	ASP				18,000							
Walker St - Huron to Warwick - HCB resurface	0-49	ASP				115,000							
Huron St - Centre to Walker - HCB resurface	50-199*	ASP				42,000							
Huron Ave - Main to Centre - HCB resurface	50-199	ASP				28,000							
King St - Huron to North End - HCB resurface	0-49	ASP										22,000	
<u>Southcott Pines</u>													
Edmonds Blvd - Pinedale to Lakeview - double lift LCB	0-49	LCB			45,000								
Riverside Dr - Lakeview to Oakburn - single lift LCB	0-49	LCB			10,000								
Brookbank Ct - Riverside to West End - single lift LCB	0-49	LCB			5,000								
Havenpark Ct - Parkside to South End - single lift LCB	0-49	LCB			5,000								
Judith St - Edmonds to John - single lift LCB	0-49	LCB			5,000								
Oakburn Ct - Riverside to North End - single lift LCB	0-49	LCB			5,000								
Wood park Ct - Parkside to South End - single lift LCB	0-49	LCB	LCB to FM		8,000								
Parkside Cr - Lakeview to Lakeview - single lift LCB	0-49	LCB			13,000								
John St - Lakeview to Pinedale - single lift LCB	0-49	LCB			16,000								
Pinedale Rd - Ontario St S to John St - single lift LCB	50-199*	LCB			6,000								
Princess St - Riverside to Pines - single lift LCB	0-49	LCB			6,000								
Pines Pwy - Lake to Christie	200-499	ASP	ASP to FM**		32,000								
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		

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Re - Surface Treatment

Description		Priority	Road Type	IMP Type	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027
South Area														
<u>Forest</u>														
Union St - Queen to Townsend - HCB resurface		1000-1999	ASP			100,000								
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>														
Huron View Ave - Pioneer to East End - single lift LCB		0-49	LCB			20,000								
Lake Valley Grove Rd - Pioneer to East End - single lift LCB		0-49	LCB			25,000								
Pioneer Dr - Proof to LVG - single lift LCB		0-49	LCB			12,000								
Proof Line - Pioneer to Broadview - single lift LCB		0-49	LCB	ASP to FM		30,000								
Fuller Rd - Townsend to Proof - single lift LCB		500-999*	LCB			150,000								
Lakeview Haven Dr - Lakeshore to St Anthony - single lift LCB		0-49	LCB					60,000						
St Anthony Cr - LVH to LVH - single lift LCB		0-49	LCB					17,000						
Ravine Rd - Freeman to West End - single lift LCB		0-49	LCB						6,000					
Cliff Rd - Freeman to South end - single lift LCB		0-49	LCB						8,000					
Freeman St - Ravine to Cliff - single lift LCB		0-49	LCB						9,000					
Vance Dr - Lakeshore to Ravine - single lift LCB		0-49	LCB						40,000					
Franklin St - Oak to LVG Rd - single lift LCB		0-49	LCB						7,000					
Park St - Oak to LVG Rd - single lift LCB		0-49	LCB						7,000					
Oak Av - Proof to Park - single lift LCB		0-49	LCB						14,000					
Marilyn St - Cedarview to South End - single lift LCB		0-49	LCB						7,000					
Beach St - Birch to East End - single lift LCB		0-49	LCB						12,000					
Cedarview Dr - Cedar Point to West End - single lift LCB		0-49	LCB						15,000					
Glendale Dr - Lakeshore to South End - single lift LCB		0-49	LCB						80,000					
Cole Crescent - Glendale to Glendale - single lift LCB		0-49	LCB						8,000					
Keith St - Cedarview to South End - single lift LCB		0-49	LCB						6,000					
Cedar Point Li - Lakeshore to Cedarview - single lift LCB		0-49	LCB						45,000					
Broadview Av - Proof to South End - single lift LCB		0-49	LCB						18,000					
Birch St - LVG Road to Beach -single lift LCB		0-49	LCB						7,000					
Port Franks Rd - Northville to Lakeshore - HCB resurface		500-999	ASP								315,000			
Indian Hills Tr - Lakeshore to South End - HCB resurface		50-199	ASP									245,000		

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Re - Surface Treatment

Description	Priority	Road Type	IMP Type	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027
<u>East Bosanquet</u>													
Gordon Rd - Kennedy to Bog - Pulv & double lift LCB	0-49	LCB					165,000						
Arkona Rd - Main to Bog - single lift LCB	200-499	LCB							200,000				
Gordon Rd - Townsend to Decker - P & double LCB	200-499	ASP	ASP to LCB										980,000
<u>Lazy Acres</u>													
Arkona Rd - Bog Line to Lazy Lane - single lift LCB	50-199	LCB							30,000				
Lazy Lane - Arkona Rd to West End - single lift LCB	0-49	LCB							17,000				
<u>Ipperwash</u>													
Peter Cres - London to London - single lift LCB	0-49	LCB				10,000							
Cedar Drive - London to East End - single lift LCB	0-49	LCB				3,000							
Spruce St - West to East Ends - single lift LCB	0-49	LCB				7,000							
Wakefield St - London to William - single lift LCB	0-49	LCB				5,000							
Victoria Ave - West Ipperwash to East End - single lift LCB	0-49	LCB				14,000							
Mary St - Victoria to Robert - single lift LCB	0-49	LCB				8,000							
Tanner Rd - West Ipperwash to East End - single lift LCB	0-49	LCB				12,000							
Ruth Pl - William to North End - single lift LCB	0-49	LCB				3,000							
Juniper Ln - London to East End - double lift LCB	0-49	GRA	Gravel to LCB			22,000							
Jane St - London to Tobias - single lift LCB	0-49	LCB				8,000							
Margaret Pl - William to North End - single lift LCB	0-49	LCB				4,000							
Robert Av - West End to Mary - single lift LCB	0-49	LCB				4,000							
Agnes Pl - William to North End - single lift LCB	0-49	LCB				4,000							
William St - West Ipperwash to Wakefield - single lift LCB	0-49	LCB				18,000							
Robert Ave - Mary to East End - single lift LCB	0-49	LCB				4,000							
Beachway Dr - West Parkway to South End - single lift LCB	0-49	LCB				20,000							
Sunset Ave - Ipperwash to Beachway - single lift LCB	0-49	LCB				15,000							
Foster Cr - Ipperwash to North End - single lift LCB	0-49	LCB				13,000							
Evergreen Ave - Beachway to Sunset - single lift LCB	0-49	LCB				13,000							
Richardson Dr - East Parkway to South End - single lift LCB	0-49	LCB				18,000							
Pine Trail Ave - Beachway to Sunset - single lift LCB	0-49	LCB				13,000							
Maylard Ave - Gratton to Clemens - single lift LCB	0-49	LCB				15,000							
Gratton Dr - Army Camp to Maylard - single lift LCB	0-49	LCB				6,000							
Bradley St - Maylard to James - single lift LCB	0-49	LCB							8,000				
Clemens Line - Army Camp to West End - single lift LCB	0-49	LCB							16,000				
Barbara St - James to West End - single lift LCB	0-49	LCB							4,000				
James Ave - Bradley to Clemens - single lift LCB	0-49	LCB							6,000				
Ipperwash Rd - Lakeshore to 400m south - CIP HCB resurface	1000-1999	ASP										95,000	

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Re - Surface Treatment

Description		Priority	Road Type	IMP Type	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027
<u>Port Franks</u>														
Erin St - Cornell to East End - single lift LCB		0-49	LCB					4,000						
McCordic Lane - Outer to North End - single lift LCB		0-49	LCB					10,000						
Erin St - Riverside to Cornell - single lift LCB		0-49	LCB					5,000						
Creek Trail - Outer to West End - single lift LCB		0-49	LCB					7,000						
Cornell Trail - Erie to East End - single lift LCB		0-49	LCB					5,000						
Chester Trail - Superior to East End - single lift LCB		0-49	LCB					6,000						
Edward St - Outer to Mud Creek - single Lift LCB		50-199*	LCB					17,000						
Huron St - Riverside to South End - double lift LCB		0-49	LCB					6,000						
Powell Rd - Port Franks Est to Victoria - single lift LCB		0-49	ASP	ASP to LCB				5,000						
Ontario St - Port Franks Est to Riverside - single lift LCB		50-199	LCB					25,000						
Dolway Dr - Edward to Outer - single lift LCB		0-49	LCB					20,000						
Raeburn Rd - Dolway to Mud Creek - single lift LCB		0-49	LCB					7,000						
Ann Cr - Dolway to Edward - single lift LCB		0-49	LCB					14,000						
Herbert St - Katharine to South End - single lift LCB		0-49	LCB					3,000						
Gillespie St - Nipigon to Superior - single lift LCB		50-199	LCB							25,000				
Katherine Cr - Port Franks Est to Herbert - single lift LCB		0-49	LCB							20,000				
Ransfor St - Superior to Ontario - single lift LCB		50-199	LCB							9,000				
Herbert St - Patrick to Katherine - single lift LCB		0-49	LCB							18,000				
Mud Creek Tr - Raeburn to East End - single lift LCB		0-49	LCB							10,000				
Outer Dr - Edward to Poplar - HCB resurface		50-199	ASP								235,000			
Whatman St - Port Franks to Nipigon - HSB resurface		50-199	ASP								45,000			
Clayton St - Nipigon to Port Franks Est - single lift LCB		0-49	LCB										6,000	
Port Franks Est Dr - Alfred to Powell - single lift LCB		0-49	LCB	ASP to LCB									35,000	
Powell Rd - Victoria to Andrea - single lift LCB		0-49	LCB	ASP to LCB									6,000	
Victoria St - Powell to Alfred - single lift LCB		0-49	LCB	ASP to LCB									16,000	
Andrea St - Powell to North End - single lift LCB		0-49	LCB										8,000	
<u>Thedford</u>														
Decker Rd - Arkona to Northville - single lift LCB		200-499*	LCB					80,000						
Ravenswood Line - Gordon to Elizabeth - HCB resurface		200-499	ASP					34,000						
Ravenswood Line - Elizabeth to .5 East - double lift LCB		50-199	ASP	ASP to LCB				35,000						
Sarah St - King to Elizabeth - HCB resurface		50-199	ASP									230,000		
Ravenswood Line			ASP					550,000	550,000					
<u>Arkona</u>														
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		
Total Re-Surface Infrastructure					133,675,901									

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Re - Surface Treatment

Description		Priority	Road Type	IMP Type	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Surface Treatment Road Maintenance	-				493,000	596,000	1,075,000	1,079,000	657,000	595,000	635,000	188,000	980,000
	Transportation Summary					493,000	596,000	1,075,000	1,079,000	657,000	595,000	635,000	188,000	980,000
	Balance					-	-	-	-	-	-	-	-	

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

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Sidewalks, Walkways & Trails

			2019										
	Description	Year	Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sidewalks													
	Annual sidewalk replacement program			84,897	86,595	88,327	90,093	91,895	93,733	95,608	97,520	99,470	101,460
	Trails/Sidewalk/Walkway Infrastructures		5,772,034										
	Total Sidewalk / Walkway			84,897	86,595	88,327	90,093	91,895	93,733	95,608	97,520	99,470	101,460
	Transportation Summary			84,897	86,595	88,327	90,093	91,895	93,733	95,608	97,520	99,470	101,460
	Balance			-	-	-	-	-	-	-	-	-	-

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

	Description	Priority	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Johnstone Development Agreement -portion of bridge			75,000									
	#1015 Jericho Rd	1-5 YR		288,000									
	#1020 Farmers Ln	1-5 YR		28,000									
	#1023 Ravenswood Ln	1-5 YR		35,000									
	#1045 Ontario Street Bridge and Connecting Link	NOW			1,000,000	2,500,000	1,500,000						
	#1022 Decker Rd				30,000								
	Harbourside Drainage			100,000									
	Total Bridge & Culvert Infrastructure		18,009,923										
	Total Bridge & Culvert Repair or Replacement			526,000	1,030,000	2,500,000	1,500,000	-	-	-	-	-	-
	Transportation Summary			526,000	1,030,000	2,500,000	1,500,000	-	-	-	-	-	-
	Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Street Lights & Traffic Lights

Description	Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Streetlights												
- Misc intersection lighting improvements			20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380	24,867
- Decorative Street Light LED upgrade			100,000	100,000	100,000	100,000	100,000	100,000				
Intersection / safety			17,293	17,812	18,346	18,897	19,463	20,047	20,649	21,268	21,906	22,563
Total Street Light and Traffic Control		1,422,221										
Total Street Light Capital			138,101	139,036	139,995	140,978	141,987	143,021	44,082	45,170	46,286	47,431
Transportation Summary			138,101	139,036	139,995	140,978	141,987	143,021	44,082	45,170	46,286	47,431
Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 5 Year Projection Transportation Infrastructure Summary						
		2019	2020	2021	2022	2023
	Transportation Reserve / Reserve Fund Balance	\$ 1,823,357	\$ 2,323,093	\$ 2,630,882	\$ 1,827,467	\$ 1,455,716
	Reserve Fund Contribution	\$ 1,461,690	\$ 1,490,924	\$ 1,520,742	\$ 1,551,157	\$ 1,582,180
	Gas Tax Reserve Fund	\$ 233,608				
	Gas Tax Contribution	\$ 322,505	\$ 322,505	\$ 337,164	\$ 337,164	\$ 351,823
	Total Funds Available	\$ 3,841,159	\$ 4,136,521	\$ 4,488,788	\$ 3,715,788	\$ 3,389,720
	Project Cost Summary					
	Transportation Depots & Land	\$ -	\$ -	\$ -	\$ -	\$ -
	Re-Construction	\$ 2,917,417	\$ 1,657,500	\$ 1,358,000	\$ 950,000	\$ 2,000,000
	Re-Surface Treatment	\$ 493,000	\$ 596,000	\$ 1,075,000	\$ 1,079,000	\$ 657,000
	Bridge & Culvert	\$ 526,000	\$ 1,030,000	\$ 2,500,000	\$ 1,500,000	\$ -
	Sidewalks/Walkways/Trails	\$ 84,897	\$ 86,595	\$ 88,327	\$ 90,093	\$ 91,895
	Street Lights	\$ 138,101	\$ 139,036	\$ 139,995	\$ 140,978	\$ 141,987
	Subtotal	\$ 4,159,415	\$ 3,509,131	\$ 5,161,322	\$ 3,760,072	\$ 2,890,882
	OCIF Annual Contribution (TH - Nelson, Sherrard, Dumfries & Union St & Edmonds Blvd & Fuller Rd)	\$ 919,279	\$ 1,003,492			
	FO Connecting Link Funding	\$ 1,722,069				
	GB Connecting Link Funding		\$ 900,000	\$ 2,250,000	\$ 1,350,000	
	DC (Roads and Related) - GB Connecting Link		\$ 100,000	\$ 250,000	\$ 150,000	
	Gas Tax Funds for 2019 (Jericho Rd & FO Main St S)	\$ 556,113	\$ 322,505	\$ 337,164	\$ 337,164	\$ 351,823
	Balance From Transportation Reserve Fund	\$ 961,954	\$ 1,183,134	\$ 2,324,158	\$ 1,922,908	\$ 2,539,059
	Transportation Reserve Fund Balance	\$ 2,323,093	\$ 2,630,882	\$ 1,827,467	\$ 1,455,716	\$ 498,838

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

CS Vehicle and Equipment

Description	Year Acq'd	Year Repl.	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PU - 2012 Dodge 1500 RAM	2012	2024	30,000						37,301				
PU - 4x4 Quad Cab - Dodge Ram 1500 - North	2014	2026	29,102								34,098		
PU - 4x4 Quad Cab - Dodge Ram 1500 - North	2014	2026	29,982								35,129		
PU - Dodge Ram Quad Cab - White - South	2016	2028	33,338										40,639
PU - 4 x4 - Dodge Ram 1500 ST Quad Cab	2013	2025	29,842							35,344			
PU - Current Construction Inspector - move to CS 2012	2008	2020	30,000		34,461								
1 Ton - Dodge 4x4 4500HD w/Plow & Sander-S.Area	2011	2021	90,000			105,449							
1 Ton - 4x4 (Ford 450) w/Plow - S. Area	2009	2019	90,000	101,355									
1 Ton - 4x4 - N. Area	2018	2028	99,367										121,128
1 Ton - 4x4 - 4500 - Dodge - North	2014	2024	75,175						84,659				
1 Ton - 4 x4 Dodge Ram	2016	2026	83,479								97,809		
5 Ton - Single Axle - Int - w/plow & wing - N.Area	2008	2020	228,500		262,475								
5 Ton - Tandem - Int(2010) w/plow & wing -S.Area	2009	2021	228,500			267,724							
5 Ton - Tandem - Int(2011) w/plow & wing -N.Area	2011	2023	228,500					278,540					
5 Ton - Single Axle - S. Area	2015	2027	191,960									229,410	
5 Ton - Tandem Truck with Snow Plow Package	2016	2028	295,952										367,979
Skyjack Vertical Lift	2015	2027	14,382									17,188	
Sweeper - Cubex	2016	2026	263,375								308,586		
Grader Volvo G970 - N. Area	2008	2023	325,000					396,173					
Tractor with Grader - Gehl - S. Area	1992	2019	28,057	28,618									
John Deere 772G Grader	2015	2025	402,714							462,592			
Windrow eliminator attachment -N. Area	2013	2023	27,949					30,838					
Backhoe	2018	2028	133,593										146,700
Backhoe - 310SK Backhoe Loader	2013	2023	133,893					147,829					
Wheel Loader	2017	2027	214,111									255,882	
Articulated Tractor - (currently Trackless)	2009	2021	140,000			164,032							
Articulating Tractor - Trackless (Yellow)	2013	2025	137,643							158,109			

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
CS Vehicle and Equipment													
Description	Year Acq'd	Year Repl.	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Tractor - Beach Cleaning M9540 95 HP (North)	2011	2021	74,820			79,400							
Tractor - 55 hp - Kubota - S. Area (Shores)	2001	2019	21,943	22,382									
Tractor - 55 hp - Kubota- (Legacy)	2001	2019	21,943	22,382									
Tractor Mower (Ford) 27 HP - S. Area	2002	2020	18,494		19,241								
JD - Skidsteer 313- N. Area	2009	2022	50,389				54,543						
Lawn Tractor - South Area	2014	2024	2,968						3,343				
Riding Lawn Mower - JD Zero Turn Z915B 54"	2014	2024	8,578						9,660				
Riding Lawn Mower - Zero Turn Ferris IS2000 ZB2	2015	2025	7,495							8,609			
Riding Lawn Mower - JD Zero Turn Z915B 54"	2015	2025	8,103							9,308			
Riding Mower - Kubota 20 hp - S. Area	2011	2021	10,223			10,849							
Riding Mower	2018	2028	8,350										10,442
Flail mower - trackless	2012	2022	10,111				13,341						
Boom flail mower	2012	2022	26,994				35,618						
Riding Mower - Zero Turn (PF Marina)	2017	2027	8,556									10,237	
Roadside Disk Mower	2017	2027	10,419									12,452	
(Markham) Model #102 - Tandem Trailer -Equipment - Yellow	1992	2019	47,000	44,000									
Tandem Trailer - Covered - S. Area PL#E7666R	2008	2028	6,446										7,858
Radios													
FO - Base Unit Adapter - Radio	2009	2019	2,675					2,729					
Display and Sync for GPS	2009	2019	1,621					1,653					
Traffic Control Sign (2)	2007	2022	7,208				7,208						
Small Equipment				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Line Painter - North	2015	2025	4,456							5,119			
Compost Turning Equipment	2008	2028	18,024										22,411
GPS Equipment and Software	2011	2021	26,356			27,969							
Speedcheck Message Display Sign	2013	2023	8,000					8,832					
Portable Message Display Sign	New						20,000						
Water Tank			NEW	35,000									

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
CS Vehicle and Equipment													
Description	Year Acq'd	Year Repl.	2019 Replacement Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Protective Inspections and Control													
Jeep Patriot - White -Building Dept Vehicle	2015	2027	24,109									28,812	
Jeep Patriot - White - Bylaw Vehicle	2016	2028	27,467										33,482
TOTAL CAPITAL REQUIREMENTS				263,737	326,176	665,423	140,710	876,594	144,963	689,080	485,621	563,982	760,638
Vehicle & Equipment R/RF				263,737	326,176	665,423	140,710	876,594	144,963	689,080	485,621	563,982	760,638
Protective Inspection and Control RF													
Balance				-	-	-	-	-	-	-	-	-	-
Reserve / Reserve Fund Activity	Est. 2018 Y/E		779,812										
V & E - R/RF -contribution				343,092	349,954	356,953	364,092	371,374	378,801	386,377	394,105	401,987	401,987
V & E - R/RF -withdrawal				263,737	326,176	665,423	140,710	876,594	144,963	689,080	485,621	563,982	760,638
Total - V & E R/RF				859,167	882,944	574,474	797,856	292,636	526,473	223,771	132,254	(29,740)	(226,397)
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
Recreation and Leisure Facilities & Fixtures

			2019										
Description	Year	Rep Year	Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
LEGACY RECREATION CENTRE													
<u>Legacy Facility Centre - 16 Allen St</u>													
Concession Table/Chairs	2012	2027	4,829									5,771	
<u>Legacy Ice Surface - 16 Allen St</u>													
Skate Sharpener	2002	2021	13,899			15,000							
Zamboni	2010	2022	91,983				99,565						
Lights - replace light surface lights with LED high eff.			New	25,000									
<u>Legacy Thomas Hall -16 Allen St</u>													
Floor Scrubber	2014	2024	13,795						15,535				
Hall Accessories / Tables etc	2011	2026	43,610								51,096		
Sound System	2016	2027	17,250									20,615	
<u>Small World Nursery School - 16 Allen St</u>													
Fencing	2012	2027	4,368									5,220	
Playground Equipment	2012	2027	26,734									31,950	
SHORES RECREATION CENTRE													
<u>Shores Facility Centre - 7883 Amtelecom Pkwy</u>													
Floor Scrubber	2007	2019	17,138	17,830									
Parking Lot - Asphalt	2007	2027	674,033									805,532	
<u>Shores Ice Surface - 7883 Amtelecom Pkwy</u>													
Electric Ice Edger	2015	2025	4,995							6,089			
Chiller			New	30,000									
Lights - replace ice surface lights with LED high eff.					25,000								
<u>Shores Fitness & Gym - 7883 Amtelecom Pkwy</u>													
Fitness Equipment	2007		319,161	7,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Gym Floor Resurfacing (every 5 Years)							6,500					6,500	
<u>Forest Arena - 6276 Townsend Line</u>													
Pavilion	1992		33,346				10,000						
Boiler Replacement						35,000							
<u>Kimball Hall - 6276 Townsend Line</u>													
Facility (roof replacement)	1964		570,921			30,000							

Municipality of Lambton Shores - Capital Program - 10 Year Projection Recreation and Leisure Facilities & Fixtures													
Description	Year	Rep Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
COMMUNITY CENTRES													
<u>Arkona CC & Library - 16 Smith St</u>													
Washroom upgrades (Flooring and Fixtures)					30,000								
<u>Port Franks CC - 9997 Port Franks Rd</u>													
Roof Replacement (E Section, Main Building)				35,000									
- Dishes	2012	2028	1,134	1,500									1,382
Sound System	2013	2024	9,463						10,657				
Mobile Emergency Generator	1999	2021	40,226			50,000							
Generator Trailer	2001	2021	4,176			4,432							
Floor Scrubber at P.F.	2009	2025	6,789							6,925			
Play Structure	2006	2021	89,060			94,511							
<u>PF Youth Centre - 9997 Port Franks Rd</u>													
Skateboard Park (resurface only in 2019)	1998	2023	94,283	35,000				104,096					
<u>Thedford Village Complex - 109 Pearl St</u>													
Washroom Upgrades							15,000						
Furniture	2011	2026	9,563								11,205		
Emergency Generator	2013	2028	42,342										51,615
HARBOURS													
<u>GB Harbour - 91 River Rd (not LS)</u>													
Polar Kraft Boat	2005	2020	2,389		2,486								
Electrical Upgrade - South Basin	2001	2026	62,394								73,105		
Retaining Wall - River Rd	1988	2028	483,173										588,985
Retaining Wall - Eilber St	1988	2028	1,065,286										1,298,578
Retaining Wall - Morenz Lane	1988	2028	690,997										842,321
Boat Launch Ramp	1980/2015		71,120	7,000									
Replacement of Light Poles - North Wall Docks				50,000									
<u>PF Harbour - 7574 Biddulph St</u>													
Swing Set	2007	2022	4,645				5,847						
Dock Hydro Service	2002	2027	43,468									53,563	
Docks	1988	2028	1,078,773	16,391	16,883	17,389	17,911	18,448	19,002	19,572	20,159	20,764	21,387
Boat Launch	1987	2022	33,602				36,372						
Tugboat (Northside)	1990		246,000		25,000				25,000				

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Recreation and Leisure Facilities & Fixtures

Description	Year	Rep Year	2019	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
			Rep. Value										
PARKS / BEACH													
<u>Grand Bend Beach House- 90 Main St</u>													
Concession (Hood)	2009		13,707	10,000									
<u>Grand Bend Beach</u>													
Lighting	2009	2024	285,687						248,529				
Playground	2009	2024	191,764						215,957				
Shelters	2009	2024	203,006						228,618				
Beach Cleaner -Cherrington	2003	2019	86,377	100,000									
Boardwalks, Walkways	2009	2029	3,436,525		TBD								
Mobi Mat	2017	2027	5,158									6,164	
Mobi Mat	2018	2028	5,158										6,288
Accessibility Improvements				65,300									
<u>Grand Bend Lions Park - Municipal Dr</u>													
Playground Equipment	2012	2027	35,386									42,290	
Scoreboard	1992	2020	4,475		4,656								
Fence - Chain Link - Perimeter	2012	2027	34,664									41,427	
Pavilion	1992		148,375		15,000								
Bleachers	2017	2032	5,246	5,500	5,500								
<u>GB Skateboard Park</u>													
Fence - Perimeter	2006	2021	6,186			6,768							
Fence - Storage Compound	2006	2021	2,469			2,702							
Swing Set	2007	2022	5,192				5,794						
<u>Optimist Park - 81 Kings Hwy</u>													
Gazebo	2012	2027	15,029									17,961	
Fence - Chain Link Fence	1980	2023	5,000					4,629					
<u>Klondyke Park - 9989 Klondyke Rd</u>													
Alhambra Play Structure	2001	2020	46,845		48,738								
<u>Other Bosanquet Parks</u>													
LVG Play Structure			New	25,000									
<u>Utter Ball Diamond - 7268 Arkona Rd</u>													
Playground Equipment	2007	2022	65,000				70,358						
<u>McRae - 6284 Townsend Line</u>													
Ball Diamond and backstop	1993	2021	107,719			80,180							

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Recreation and Leisure Facilities & Fixtures

Description	Year	Rep Year	2019	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
			Rep. Value										
<u>Coultis - 6276 Townsend Line</u>													
Lights	1997	2022	19,755				21,383						
Forest Ball Diamond Fencing	1986	2027	39,030									46,644	
Play Structure (play set, slide, swing set)	1950/2015	2019	33,926	50,000									
Ball Diamond - Dug Outs	1996	2021	19,480			20,672							
Washroom Replacement				120,000									
Diamond Drag (to float to all diamonds)				10,000									
<u>Whyte Park - 30 Washington St</u>													
Tennis Court / Fence	1963		68,568		30,000								
<u>Pleasure Park - 45 Jefferson St</u>													
Playground Equipment	2013	2028	30,590										37,289
<u>Thedford Village Green - 109 Pearl St</u>													
Playground Structure	2010	2025	65,353							75,070			
Play Equipment	2012	2027	3,812									4,556	
Gazebo	2010	2025	45,320							52,058			
<u>Thedford Ball Diamond Park -16 Allen St</u>													
Playground Equipment	2012	2027	8,298									9,917	
PARKING LOTS													
<u>GB Main Street</u>													
Parking Meters (8)	2010	2020	92,864		96,616								
<u>GB Beach Parking Lot</u>													
Parking Meters (2)	2016	2026	20,368								23,864		
<u>North Beach Parking Lot</u>													
Parking Meter (3)	2016	2026	30,552								35,797		
<u>Mid Town Parking Lot - Eilber St</u>													
Parking Meter	2017	2027	10,482									12,527	
Bill Changer	2011	2021	3,633			3,855							
<u>Ontario St. Parking Lot</u>													
Fence - Wood	2006	2021	2,942			3,122							
<u>Thedford - Main St</u>													
Garbage Cans	2012	2027	2,102									2,512	

Municipality of Lambton Shores - Capital Program - 10 Year Projection Recreation and Leisure Facilities & Fixtures													
Description	Year	Rep Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<u>Community Signs</u>													
GB Communication Sign	2008	2028	39,755	30,000									48,461
Entrance Sign Grand Bend	2000	2020	12,556		13,469								
Entrance Sign Forest	2004	2024	13,607						15,800				
Entrance Sign Arkona	2005	2025	14,374							16,511			
Wayfinding Signs (Ec Dev)	On going			125,000	125,000	125,000							
Entrance Sign Thedford	2006	2026	4,076								4,776		
CIB - Garbage and Cigarette disposal units	2012	2027	5,574									6,661	
Trails - Benches	2012	2027	2,456	12,000								3,027	
Chirstmas Lights / Decorations	various		44,140	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Port Franks Historical Plaques				6,400									
West Parkway - Ipperwash Road Street Scape				40,000									
West Ipperwash Arbor Acres Street Scape				5,000									
West Parkway - West Ipperwash Street Scape				2,000									
Main St Revitalization				42,885									
Rotary Trail Extension - pre-liminary design				30,000									
TOTAL CAPITAL REQUIREMENTS				923,806	463,346	513,632	313,731	152,174	804,099	201,225	245,001	1,168,601	2,921,306
<u>Funding of above projects</u>													
Community Group				5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Forest BIA				5,000									
Vibrancy Fund				42,445									
Opportunities and Contingency RF				53,400									
AMO (Main St Revitalization) WF- RF				42,885									
Rec R/RF				775,076	453,346	503,632	303,731	142,174	794,099	191,225	235,001	1,158,601	2,911,306
Balance				-	-	-	-	-	-	-	-	-	-
Reserve / Reserve Fund Activity	Est. 2018 Y/E		817,807										
R/RF -contribution -(includes 2019 Ec Dev for signs)				516,783	516,783	524,619	407,611	415,763	424,078	432,560	441,211	450,035	459,036
R/RF -withdrawal				775,076	453,346	503,632	303,731	142,174	794,099	191,225	235,001	1,158,601	2,911,306
Total - R/RF				559,514	622,951	643,939	747,819	1,021,408	651,388	892,723	1,098,934	390,368	(1,353,336)

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												
Water System												
Description	Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Water System General												
Meter Changeout			86,700									
Meter Changeout Program				88,500	90,000	92,000	94,000	96,000	98,000	100,000	102,000	105,000
Water Mains												
GB - Ontario Street North WM Replacement				400,000								
FO - Retirement Loop					261,718							
FO - Main Street South - King to Philroden (3709,3711,3712)			377,195									
FO - East Lane (3668)												100,000
FO - Broadway					500,000							
FO - Athur					125,000							
FO - York					100,000							
Infrastructure Balance	various	352,619,266										
Road Related Replacements			180,300	185,709	191,280	197,019	202,929	209,017	215,288	221,746	228,399	235,251
Miscellaneous Items												
LAWSS System Capital			48,131	49,575	51,062	52,594	54,172	55,797	57,471	59,195	60,971	62,800
Infrastructure Renewal			65,000	165,000	65,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Leak Detection Study			40,000									
Thedford Booster Station Upgrades			75,000									
Thedford Reservoir Maintenance					250,000							
NV & Arkona Tower/Reservoir Maintenece			100,000									
Northville Tower maintenance											150,000	
Arkona Tower Maintenance								150,000				
Water SCADA upgrades			75,000									
Water Hydrants	various	4,385,252										
Water Network Structures	various	6,401,929										
Total Capital Requirements			1,047,326	888,784	1,634,061	506,613	516,101	675,814	535,759	545,941	706,370	668,051
Funding of above projects												
Lifecycle R/RF			644,195	674,209	1,267,998	289,019	296,929	305,017	313,288	321,746	330,399	440,251
Water R/RF			403,131	214,575	366,062	217,594	219,172	370,797	222,471	224,195	375,971	227,800
Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Water System

Description	Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Reserve / Reserve Fund Activity												
2018 Estimate - Lifecycle	6,932,144											
2018 Estimate - R & RF Water	2,018,407											
Lifecycle - R/RF - contribution			1,404,474	1,432,564	1,461,215	1,490,439	1,520,248	1,550,653	1,581,666	1,613,300	1,645,566	1,678,477
Lifecycle - R/RF - withdrawal			644,195	674,209	1,267,998	289,019	296,929	305,017	313,288	321,746	330,399	440,251
Water - R/RF -contribution			351,119	358,141	365,304	372,610	380,062	387,663	395,417	403,325	411,391	419,619
Water - R/RF -withdrawal			403,131	214,575	366,062	217,594	219,172	370,797	222,471	224,195	375,971	227,800
Lifecycle - R/RF - Balance at Year End			7,692,423	8,450,778	8,643,995	9,845,415	11,068,734	12,314,371	13,582,749	14,874,303	16,189,470	17,427,696
Water - R/RF - Balance at Year End			1,966,394	2,109,960	2,109,202	2,264,218	2,425,108	2,441,974	2,614,920	2,794,049	2,829,470	3,021,289
Total - Water R/RF			9,658,817	10,560,738	10,753,197	12,109,633	13,493,842	14,756,345	16,197,669	17,668,352	19,018,939	20,448,985

Municipality of Lambton Shores - Capital Program - 10 Year Projection												
Waste Water System Infrastructure												
Description	Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<u>Collection Systems</u>												
Road Related Replacements			33,000	33,990	35,010	36,060	37,142	38,256	39,404	40,586	41,804	43,058
<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						
FO - Main St S - CL			150,000									
FO - Main Lift PS Rehab							200,000					
Forest STP - Rehab												1,750,000
Arkona STP - Rehab										650,000		
Indian Hills STP - Rehab									200,000			
Indian Hills PS - Electrical Panel, Upgrades				75,000								
Mollard Line - Road Restoration			40,000									
Thedford Lagoons			250,000									
Infrastructure Balance - Sanitary Network Structures	various	26,146,501										
Forcemain	various	5,554,513										
South Bosanquet Master Servicing Plan												
Trunk Sewer Construction (Engineering)				227,000								
Trunk Sewer (Lakeshore Road to STF)				1,936,000								
Trunk Sewer Construction (Lakeshore Rd)					1,089,000							
Collection Systems (Engineering)					304,350	316,575	329,175	342,375				
Collection Systems Construction (Phase 1)					4,058,000							
Collection Systems Construction (Phase 2)						4,221,000						
Collection Systems Construction (Phase 3)							4,389,000					
Collection Systems Construction (Phase 4)								4,565,000				
Total Infrastructure		102,083,482										
Total Capital Requirements			473,000	2,531,990	5,486,360	4,943,635	5,205,317	5,195,631	239,404	690,586	41,804	1,793,058

Municipality of Lambton Shores - Capital Program - 10 Year Projection												
Waste Water System Infrastructure												
Description	Year	2019 Rep. Value	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Funding of above projects												
Lifecycle R/RF			440,000	250,000	-	270,000	450,000	250,000	200,000	650,000	-	1,750,000
Sewer R/RF			33,000	118,990	35,010	136,060	37,142	38,256	39,404	40,586	41,804	43,058
DC - Wastewater			-	-								
Property Owner / Developer / DC			-	2,163,000	5,451,350	4,537,575	4,718,175	4,907,375				
Balance			-	-	-	-	-	-	(0)	0	-	0
Reserve / Reserve Fund Activity												
2018 Estimate - Lifecycle	0											
2018 Estimate RF - Sewer	(0)											
Lifecycle - R/RF - contribution			117,660	120,013	122,413	124,862	127,359	129,906	132,504	135,154	137,857	140,615
Lifecycle - R/RF - withdrawal			440,000	250,000	-	270,000	450,000	250,000	200,000	650,000	-	1,750,000
Sewer - R/RF -contribution			33,000	33,660	34,333	35,020	35,720	36,435	37,163	37,907	38,665	39,438
Sewer - R/RF -withdrawal			33,000	118,990	35,010	136,060	37,142	38,256	39,404	40,586	41,804	43,058
Lifecycle - R/RF - Balance at Year End			(322,340)	(452,326)	(329,913)	(475,051)	(797,692)	(917,786)	(985,282)	(1,500,128)	(1,362,270)	(2,971,655)
Sewer - R/RF - Balance at Year End			(0)	(85,330)	(86,007)	(187,047)	(188,469)	(190,290)	(192,531)	(195,210)	(198,349)	(201,969)
Total - Sewer R/RF			(322,340)	(537,657)	(415,920)	(662,098)	(986,161)	(1,108,077)	(1,177,813)	(1,695,338)	(1,560,619)	(3,173,625)

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



2019 OPERATING BUDGET OVERVIEW

Estimated Tax Rate Impact

At the time the 2019 Budget was approved, the Lambton County tax policies had not yet been approved and therefore tax rates cannot be calculated. For illustration purposes, the tax policy for 2018 has been used to calculate the estimated tax rate for 2019.

The 2019 Lambton Shores Operating Budget reflects an estimated tax rate for 2019 to remain the same as the 2018 tax rate.

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

Tax Rate Impacts for the 2019 Budget

Per \$100,000 of Assess	2018	2019	Annual Change	Installment	Month	Day
Assessment	\$100,000.00	\$ 100,000.00	0.00000000			
Tax Rate	0.00503115	0.00503128	0.00000013			
Taxes	\$ 503.12	\$ 503.13	\$0.01	\$0.00	\$0.00	\$0.00
Percent			0.00%			

Assessment Change	2018	2019	Annual Change	Installment	Month	Day
Average Assessed Home						
Assessment	\$ 269,595.00	\$ 280,378.80	\$ 10,783.80			
Tax Rate	0.00503115	0.00503128	0.00000013			
Taxes	\$ 1,356.37	\$ 1,410.66	\$54.29	\$13.57	\$4.52	\$0.15
Percent			4.00%			



2019 OPERATING BUDGET OVERVIEW

Debt Repayments in the 2019 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 \$5,365,929.00. The current annual repayment costs are \$1,674,826.94 which equates to 8% 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.

					2018		
Description		Term	Expiry	Int Rate	Year End PRI	Annual Pmt	Funded by
Wastewater							
LS - Forcemain	CIBC	15	Oct, 2025	pr -.15%	653,333.44	113,614.92	Rates, DC and connection fees
GB STF & PS2	Intern	14	Dec, 2030	pr -1.45%	528,940.68	47,940.00	Rates, DC and connection fees
					1,182,274.12	161,554.92	
Water							
Water Trunk Main	IO	15	Feb, 2021	2.37%	960,672.68	398,037.14	Rates and DC
Phase III Waterline	IO	15	Oct, 2023	4.75%	1,292,946.02	293,555.58	Benefitting property owners, DC and rates
Phase IV Waterline	IO	15	Oct, 2027	3.17%	385,432.71	49,561.30	Benefitting property owners, DC and rates
					2,639,051.41	741,154.02	
Recreation							
Shores Rec Centre	IO	25	Sept, 2033	5.22%	2,208,747.99	214,165.22	User Fees and Taxation
Beach P.Lot	CIBC	20	Sept, 2026	3.04%	889,391.97	129,242.88	Parking / concession revenues
Beach Enhancement	IO	10	Jun, 2020	3.97%	264,247.69	183,204.68	Parking / concession revenues
Legacy Rec Centre	FCM	20	Nov, 2034	2.00%	728,004.88	53,391.26	User Fees and Taxation
Legacy Rec Centre	IO	25	Dec, 2039	3.49%	2,842,843.36	192,113.96	User Fees and Taxation
					6,933,235.89	772,118.00	
				TOTAL	10,754,561.42	1,674,826.94	
Does not include Tile Loan Debiture							

Does not include Tile Loan Debenture

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

When debt retires it provides an opportunity to either undertake a newly debentured project or allocate an amount equal to the debt repayment to the capital infrastructure replacement reserve fund. Increasing the contribution to the reserve funds enables the funding of future capital replacements without incurring new debt. There is no debt retiring until June of 2020 and therefore the budget does not incorporate any change.



2019 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 2019 budget reflects a 2% increased allocation to reserve funds over the 2018 level.

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

2019 Estimated Budget Impacts					
DESCRIPTION	2018 R / RF Est Year End (Draft)	2019 Capital Expense	2019 Operating Expense	2019 Operating Contribution	2019 R / RF Est Year End (Estimate)
Working Funds	707,082.69		10,000.00		697,082.69
Working Funds - Main St Revitalization	42,884.57	42,884.57			-
Equipment Replacement - Fire	(87,367.18)	84,500.00		471,224.00	299,356.82
Transportation Services	2,008,356.62	961,954.00	185,000.00	1,461,690.00	2,323,092.62
Opportunities and Contingency	163,880.19	53,400.00		114,458.00	224,938.19
Tax Rate Stabilization	425.00				425.00
Acquisition of Capital Assets - Vehicle & Equipment	779,811.76	263,737.00		368,635.00	884,709.76
Acquisition of Capital Assets - Real Property	645,354.31			29,948.00	675,302.31
Water - Lifecycle	6,932,143.50	644,195.00		1,404,474.00	7,692,422.50
Water	2,018,406.81	403,131.00		351,119.00	1,966,394.81
Sewer - Lifecycle	-	440,000.00		117,660.00	(322,340.00)
Sewer	(0.00)	33,000.00		33,000.00	-
Cemetery Memorial Fund	57,468.24	55,000.00			2,468.24
Beach Enhancement Capital	16,963.59				16,963.59
PPP	288,248.40				288,248.40
Conservation Authority	20,000.00		20,000.00		-
Policing	59,000.00				59,000.00
IT	106,509.16	60,600.00		42,057.00	87,966.16
Road Name Change	18,725.32				18,725.32
Erosion Control	7,029.44				7,029.44
Accessibility	9,173.82				9,173.82
Parking	211,786.37				211,786.37
Harbour Related Expenses	214,409.39				214,409.39
Recreation Facility & Equipment	817,807.21	775,076.00		516,783.00	559,514.21
Protective Inspection & Control - V & E	50,541.22			10,290.00	60,831.22
Building Dept - Surplus	987,889.07		63,865.00		924,024.07
Election	18,656.47			11,263.00	29,919.47
OMPF	268,391.07				268,391.07
Urban Forest	2,832.18				2,832.18
Bridge & Road Inspection	265,176.63			98,150.00	363,326.63
Subtotal Reserve/Reserve Fund	\$ 16,631,585.85	\$ 3,817,477.57	\$ 278,865.00	\$ 5,030,751.00	\$ 17,565,994.28
Deferred Revenue					
Recreational Land (Parkland)	185,457.67				185,457.67
CIL of Parking	62,282.03				62,282.03
Gas Tax	233,608.15	556,113.15		322,505.00	-
Community Improvements	78,312.72				78,312.72
Vibrancy Fund	1,240,249.86		136,567.00		1,103,682.86
OCIF - Formula Base	-	919,279.00		919,279.00	-
Subtotal Deferred Revenue	\$ 1,799,910.43	\$ 1,475,392.15	\$ 136,567.00	\$ 1,241,784.00	\$ 1,429,735.28
Total	\$ 18,431,496.28	\$ 5,292,869.72	\$ 415,432.00	\$ 6,272,535.00	\$ 18,995,729.56

Development Charges				
	2018 Year End Draft	2019 Operating Expense	2019 Operating Contribution	2019 Year End (Estimate)
Water	\$ 941,325.86		\$ 50,624.30	\$ 991,950.16
Waste Water	\$ 276,023.43	\$ 50,000.00	\$ 20,413.50	\$ 246,436.93
Municipal Wide Breakdown				
Public Works Facilities	\$ 9,779.70			\$ 9,779.70
Transportation	\$ 882,514.63		\$ 24,238.60	\$ 906,753.23
Outdoor Recreation Services	\$ 274,336.79		\$ 14,200.00	\$ 288,536.79
Indoor Recreation Services	\$ 47,079.23	\$ 18,000.00	\$ 4,111.70	\$ 33,190.93
Library Services	\$ 57,325.66			\$ 57,325.66
Parking	\$ 63,047.24			\$ 63,047.24
Administration / Consulting	\$ 50,418.90		\$ 901.30	\$ 51,320.20
Fire	\$ 10,913.20			\$ 10,913.20
Fire Protection Services	\$ 4,411.98			\$ 4,411.98
Balance	\$ 2,595,350.23	\$ 68,000.00	\$ 114,489.40	\$ 2,641,839.63