



THE MUNICIPALITY OF

LAMBTON SHORES

2022 Operating & Capital Budget

THE CORPORATION OF THE MUNICIPALITY OF LAMBTON SHORES

BY-LAW 10 OF 2022

BEING A BY-LAW TO ADOPT THE 2022 BUDGET

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

AND WHEREAS in accordance with Section 290 of the *Municipal Act, S.O. 2001, c. 25*, as amended, Council has considered the sums required during the year for municipal purposes and is prepared to pass a budget for the year 2022;

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

1. THAT the attached Schedule "A", being the 2022 Operating Budget Summary Comparison for the Municipality of Lambton Shores, be adopted.
2. THAT the attached Schedule "B", being the 2022 Capital Program and Budget, be adopted.
3. THAT this by-law shall come into force and effect as of the date of the final passing.

READ A FIRST, SECOND AND THIRD TIME, AND FINALLY PASSED this 22nd day of February, 2022.



Mayor



Clerk

Municipality of Lambton Shores
2022 Operating Budget Summary Comparison

	2021 BUDGET	2022 BUDGET	Amount Changed
Tax Supported Component			
TAXATION LEVY	\$13,024,632.00	\$13,242,050.00	\$ 217,418.00
GENERAL GOVERNMENT			
<i>Revenue</i>			
General	\$3,330,363.00	\$3,127,663.00	-\$202,700.00
<i>Expense</i>			
General	\$2,509,579.00	\$2,513,093.00	\$3,514.00
TOTAL GENERAL GOVERNMENT	(820,784.00)	(614,570.00)	206,214.00
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$145,950.00	\$126,300.00	-\$19,650.00
Policing	\$79,713.00	\$79,713.00	\$0.00
Conservation Authority	\$0.00	\$0.00	\$0.00
Protective Inspection & Control	\$100,753.00	\$147,753.00	\$47,000.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$301,700.00	\$346,700.00	\$45,000.00
Emergency Response		\$120,000.00	\$120,000.00
Sub Total	\$628,116.00	\$820,466.00	\$192,350.00
<i>Expense</i>			
Fire Services	\$1,468,116.00	\$1,589,460.00	\$121,344.00
Policing	\$2,690,224.00	\$2,692,640.00	\$2,416.00
Conservation Authority	\$332,952.00	\$330,255.00	-\$2,697.00
Protective Inspection & Control	\$241,653.00	\$273,289.00	\$31,636.00
Crossing Guards	\$38,185.00	\$38,821.00	\$636.00
Building & Assessment	\$301,700.00	\$346,700.00	\$45,000.00
Emergency Response		\$120,000.00	\$120,000.00
Sub Total	\$5,072,830.00	\$5,391,165.00	\$318,335.00
TOTAL PROTECTION SERVICES	4,444,714.00	4,570,699.00	125,985.00
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$16,500.00	\$86,500.00	\$70,000.00
Transit	\$762,486.00	\$566,000.00	-\$196,486.00
Sub Total	\$782,136.00	\$655,650.00	-\$126,486.00
<i>Expense</i>			
Community Services Administration	\$965,965.00	\$822,182.00	-\$143,783.00
Transfer to Reserve Fund	\$1,877,850.00	\$1,915,500.00	\$37,650.00
Roadways	\$2,546,443.00	\$2,903,195.00	\$356,752.00
Winter Control	\$475,205.00	\$460,056.00	-\$15,149.00
Street Lighting	\$112,018.00	\$125,590.00	\$13,572.00
Transit	\$762,486.00	\$566,000.00	-\$196,486.00
Sub Total	\$6,739,967.00	\$6,792,523.00	\$52,556.00
TOTAL TRANSPORTATION SERVICES	\$5,957,831.00	\$6,136,873.00	\$179,042.00
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$545,000.00	\$690,000.00	\$145,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	\$548,184.00	\$693,184.00	\$145,000.00
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$412,735.00	\$444,626.00	\$31,891.00
Recycling	\$525,550.00	\$535,690.00	\$10,140.00
Compost Site / Leaf Pickup	\$104,696.00	\$85,735.00	-\$18,961.00
Sub Total	\$1,042,981.00	\$1,066,051.00	\$23,070.00
TOTAL ENVIRONMENTAL SERVICES	\$494,797.00	\$372,867.00	-\$121,930.00

Municipality of Lambton Shores
2022 Operating Budget Summary Comparison

	2021 BUDGET	2022 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$47,885.00	\$45,495.00	-\$2,390.00
Sub Total	\$47,885.00	\$45,495.00	-\$2,390.00
<i>Expense</i>			
Cemeteries	\$77,946.00	\$66,344.00	-\$11,602.00
Sub Total	\$77,946.00	\$66,344.00	-\$11,602.00
TOTAL CEMETERIES	\$30,061.00	\$20,849.00	-\$9,212.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$69,787.00	\$119,207.00	\$49,420.00
Parks	\$48,690.00	\$48,690.00	\$0.00
Beach	\$656,900.00	\$958,400.00	\$301,500.00
Legacy Recreation Centre	\$233,310.00	\$277,410.00	\$44,100.00
Shores Recreation Centre	\$286,900.00	\$308,912.00	\$22,012.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$100,530.00	\$114,480.00	\$13,950.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$689,415.00	\$783,070.00	\$93,655.00
Sub Total	\$2,086,432.00	\$2,611,069.00	\$524,637.00
<i>Expense</i>			
General Administration	\$773,221.00	\$984,017.00	\$210,796.00
Parks	\$533,077.00	\$557,637.00	\$24,560.00
Beach	\$705,666.00	\$773,240.00	\$67,574.00
Legacy Recreation Centre	\$723,803.00	\$750,227.00	\$26,424.00
Shores Recreation Centre	\$921,324.00	\$851,482.00	-\$69,842.00
Old Forest Arena	\$67,500.00	\$28,513.00	-\$38,987.00
Community Centres	\$191,697.00	\$197,006.00	\$5,309.00
Libraries	\$18,862.00	\$19,665.00	\$803.00
Harbour	\$828,934.00	\$884,712.00	\$55,778.00
Sub Total	\$4,764,084.00	\$5,046,499.00	\$282,415.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,677,652.00	\$2,435,430.00	(\$242,222.00)
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$74,000.00	\$83,000.00	\$9,000.00
Economic Development	\$70,000.00	\$70,000.00	\$0.00
Drainage	\$1,401,324.00	\$509,559.00	-\$891,765.00
Sub Total	\$1,545,324.00	\$662,559.00	-\$882,765.00
<i>Expense</i>			
Planning	\$24,114.00	\$49,114.00	\$25,000.00
Economic Development	\$281,621.00	\$292,113.00	\$10,492.00
Drainage	\$1,479,950.00	\$641,234.00	-\$838,716.00
Sub Total	\$1,785,685.00	\$982,461.00	-\$803,224.00
TOTAL PLANNING & DEVELOPMENT	\$240,361.00	\$319,902.00	\$79,541.00
Total Tax Supported Revenue	\$8,968,440.00	\$8,616,086.00	(\$352,354.00)
Taxation	\$13,024,632.00	\$13,242,050.00	\$217,418.00
Total Tax Supported Expense	\$21,993,072.00	\$21,858,136.00	(\$134,936.00)

Municipality of Lambton Shores
2022 Operating Budget Summary Comparison

	2021 BUDGET	2022 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$5,221,640.00	\$5,505,150.00	\$283,510.00
<i>Expense</i>			
Water	\$5,221,640.00	\$5,505,150.00	\$283,510.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$2,160,085.00	\$2,316,500.00	\$156,415.00
<i>Expense</i>			
Wastewater	\$2,160,085.00	\$2,316,500.00	\$156,415.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$7,381,725.00	\$7,821,650.00	\$439,925.00
User Rate Supported Expense	\$7,381,725.00	\$7,821,650.00	\$439,925.00
Tax and User Rate Revenue Total	\$29,374,797.00	\$29,679,786.00	\$304,989.00
Tax and User Rate Expense Total	\$29,374,797.00	\$29,679,786.00	\$304,989.00

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>ROLLING STOCK</u>						
<u>Fire</u>						
Arkona Squad Truck	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
Northville Pumper	Change to pumper/tanker/rescue as per FMP	\$ 700,000	\$ 700,000			
Command Vehicle	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
District Command Vehicle	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
District Command Vehicle	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
	Subtotal	\$ 980,000	\$ 980,000	\$ -	\$ -	\$ -
<u>Transportation</u>						
Drainage Superintendent Vehicle	Fleet addition for new position	\$ 60,000	\$ 60,000			
Bucket Truck	Change back from Lift to Bucket Truck	\$ 180,000	\$ 180,000			
2 Utility Trailers	Lifecycle replacement of existing unit	\$ 11,000	\$ 11,000			
Skidsteer	Lifecycle replacement of existing unit	\$ 80,000	\$ 80,000			
<u>Recreation & Leisure Services</u>						
Legacy Ice Resurfacing Unit	Lifecycle replacement of existing unit	\$ 125,000	\$ 125,000			
	Subtotal	\$ 456,000	\$ 456,000	\$ -	\$ -	\$ -
	Total Rolling Stock	\$ 1,436,000	\$ 1,436,000	\$ -	\$ -	\$ -
<u>EQUIPMENT</u>						
<u>Information Technology</u>						
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 34,461	\$ 34,461			
	Subtotal	\$ 34,461	\$ 34,461	\$ -	\$ -	\$ -
<u>Fire</u>						
Bunker Gear	Pooled asset lifecycle replacement	\$ 35,000	\$ 35,000			
Breathing Gear	Pooled asset lifecycle replacement	\$ 1,000	\$ 1,000			
Radios & Pagers	Pooled asset lifecycle replacement	\$ 13,200	\$ 13,200			
Infrared Camera	Lifecycle replacement	\$ 13,000	\$ 13,000			
NV - Small Equipment & Nozzel(s)	Lifecycle replacement	\$ 21,000	\$ 21,000			
FO - Extrication Equipment	Lifecycle replacement	\$ 42,000	\$ 42,000			
	Subtotal	\$ 125,200	\$ 125,200	\$ -	\$ -	\$ -
<u>Transportation</u>						
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
Boom Flail Mower	Lifecycle replacement	\$ 28,646	\$ 28,646			
	Subtotal	\$ 38,646	\$ 38,646	\$ -	\$ -	\$ -
<u>Recreation & Leisure Services</u>						
GB Beach PA System	Lifecycle replacement	\$ 25,000	\$ 25,000			
Shores - Ice Edger	Lifecycle replacement	\$ 6,000	\$ 6,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000	\$ 10,000		\$ 10,000	
	Subtotal	\$ 51,000	\$ 41,000	\$ -	\$ 10,000	\$ -
	Total Equipment	\$ 249,307	\$ 239,307	\$ -	\$ 10,000	\$ -
<u>LAND IMPROVEMENTS</u>						
<u>Recreation & Leisure Services</u>						
GB - Beach walkway stone replacement	Lifecycle replacement	\$ 25,000	\$ 25,000			
GB - Basketball - pickleball surface	Enhance surface for additional use	\$ 20,000	\$ 15,000		\$ 5,000	

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
AR - Com Centre - Park Improvements	Enhance outdoor facility, sunshades and pickleball - pending grant approval	\$ 165,000	\$ 41,250		\$ 123,750	
PF - Marina - dock replacement	Lifecycle replacement	\$ 20,600	\$ 20,600			
PF - Marina - play structure replacement	Lifecycle replacement	\$ 4,929	\$ 4,929			
Total Land Improvements		\$ 235,529	\$ 106,779	\$ -	\$ 128,750	\$ -
FACILITIES						
Fire						
GB - Driveway Repairs	Lifecycle replacement	\$ 18,000	\$ 18,000			
FO - Driveway Repairs	Lifecycle replacement	\$ 22,000	\$ 22,000			
Recreation & Leisure Services						
Shores - LED upgrade in gym & lobby	Lifecycle replacement	\$ 30,000	\$ 30,000			
AR - Com Centre - window & door replacement	Lifecycle replacement	\$ 50,000	\$ 50,000			
Total Facilities		\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -
TRANSPORTATION INFRASTRUCTURE						
Road Re-Construction						
Ravenswood Line	Priority Rating : 1-5 Years Full Reconstruction. Funded by OCIF	\$ 2,600,000	\$ 591,190		\$ 2,008,810	
Subtotal		\$ 2,600,000	\$ 591,190	\$ -	\$ 2,008,810	\$ -
Re-Surface Treatment						
Klondyke Rd - Lakeshore to Greenway	Priority Rating : 500-999 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 240,000	\$ 240,000			
Lakeview Haven Dr - Lakeshore to St Anthony - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 60,000	\$ 60,000			
St Anthony Cr - LVH to LVH - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 17,000	\$ 17,000			
Ravine Rd - Freeman to West End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 6,000	\$ 6,000			
Cliff Rd - Freeman to South end - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 8,000	\$ 8,000			
Freeman St - Ravine to Cliff - single lift LCB	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 9,000	\$ 9,000			
Vance Dr - Lakeshore to Ravine - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 40,000	\$ 40,000			
Marilyn St - Cedarview to South End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 7,000	\$ 7,000			
Beach St - Birch to East End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 12,000	\$ 12,000			
Cedarview Dr - Cedar Point to West End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 15,000	\$ 15,000			

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
Glendale Dr - Lakeshore to South End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 80,000	\$ 80,000			
Cole Crescent - Glendale to Glendale - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
Keith St - Cedarview to South End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000	\$ 6,000			
Cedar Point Li - Lakeshore to Cedarview - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 45,000	\$ 45,000			
	Subtotal	\$ 553,000	\$ 553,000	\$ -	\$ -	\$ -
Sidewalks / Walkways						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 100,000	\$ 100,000			
Ipperwash Trail System	Centre Ipperwash Roadside trail	\$ 95,000	\$ 66,500	\$ 28,500		
	Subtotal	\$ 195,000	\$ 166,500	\$ 28,500	\$ -	\$ -
Bridge / Culvert						
Ontario St Bridge and Connecting Link year 1 of 3	Replacement and Widening of existing bridge	\$ 1,266,173	\$ 18,751	\$ 107,866	\$ 1,139,556	
	Subtotal	\$ 1,266,173	\$ 18,751	\$ 107,866	\$ 1,139,556	\$ -
Street Light						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 22,081	\$ 22,081			
Decorative Streetlights	Upgrade lights to LED	\$ 100,000	\$ 100,000			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 18,896	\$ 18,896			
FO - Traffic Light Controller	King & Townsend - replacement	\$ 40,000	\$ 40,000			
	Subtotal	\$ 180,977	\$ 180,977	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 4,795,150	\$ 1,510,418	\$ 136,366	\$ 3,148,366	\$ -
	Total Tax Supported	\$ 6,835,986	\$ 3,412,504	\$ 136,366	\$ 3,287,116	\$ -

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>WATER INFRASTRUCTURE</u>						
<u>Water Mains</u>						
Meter Change out program	Lifecycle Replacement	\$ 200,000	\$ 200,000			
Bulk Water Station repair & upgrade	Lifecycle Replacement	\$ 150,000	\$ 150,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 197,018	\$ 197,018			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 96,383	\$ 96,383			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
Arkona Tower Maintenance	Required Repairs	\$ 250,000	\$ 250,000			
	Subtotal	\$ 1,058,401	\$ 1,058,401	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 1,058,401	\$ 1,058,401	\$ -	\$ -	\$ -
<u>WASTEWATER INFRASTRUCTURE</u>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 36,060	\$ 36,060			
<u>Miscellaneous Items</u>						
ARK - STP Sand Filtration System	Engineering for work in 2023	\$ 50,000	\$ 50,000			
FO - STP Process Equipment	Engineering for work in 2023	\$ 50,000	\$ 50,000			
GB - Ontario St Bridge	Required as part of bridge replacement	\$ 148,600			\$ 148,600	
Indian Hills PS - Electrical Panel	Upgrades	\$ 75,000	\$ 75,000			
	Subtotal	\$ 359,660	\$ 211,060	\$ -	\$ 148,600	\$ -
	Total Wastewater Infrastructure	\$ 359,660	\$ 211,060	\$ -	\$ 148,600	\$ -
	Total User Rate Supported	\$ 1,418,061	\$ 1,269,461	\$ -	\$ 148,600	\$ -
2022 Total Capital			\$ 8,254,047	\$ 4,681,965	\$ 136,366	\$ 3,435,716
						\$ -

2022 OPERATING BUDGET OVERVIEW

The Lambton Shores 2022 Draft Budget is presented with established Business Units funded by both tax and user rate support. The tax supported component reflects a 0.26% tax rate change over the 2021 rate.

The Municipal Property Assessment Corporation (MPAC); as directed by the Province, will not be implementing a new reassessment in 2022 or 2023 to allow some relief from the COVID-19 impacts property owners may have. This was a continuation on from 2021. Lambton Shores was fortunate to have approximately 1.57% in new residential assessment growth throughout the year and this increase is reflected on the 2022 tax roll.

Detailed information on significant changes to the Business Units is outlined on the description pages provided in the budget binder. The budget was prepared using the 2021 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 2021 allocation to account for inflationary pressure. As noted in the Capital Budget Overview, the capital projects are funded from the established infrastructure replacement reserve funds or grants where possible. Maintaining the contributions to reserve funds is essential for planning future asset replacements and is supported by the Asset Management Plan.

Notable Revenue Increases

2022 is a Municipal Election year and therefore the budget reflects the 4 year cycle for funds from the Reserve Fund to cover election costs.

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

An amount has been budgeted for the COVID-19 response showing the funding to offset expenditures arising from the implementation of safety and Provincial regulations.

Under Transportation Services, the revenue for the aggregate grant has been increased to reflect actuals.

Revenue for garbage and recycle bins has been increased to reflect growth and the new fees from 2021.

Revenue from paid parking has been increased to reflect a 3 year average and the increase in rates that took place in 2021.

The water and wastewater revenues have been increased to reflect the rate increase for 2022.

Notable Revenue Decreases

The unconditional grant program Ontario Municipal Partnership Fund (OMPF) has decreased by \$34,700.00 over the 2021 allocation.

Penalty and Interest revenue for property tax accounts in arrears has been reduced. This is primarily due to many accounts being cleared up in 2021. This decrease is partially offset by increasing the revenue for carrying costs of local improvements to a 3 year average.

Drain maintenance and construction accounts have been adjusted to reflect actuals and the proposed drain billings. Although this doesn't affect taxation, it does show as a large shift.

Notable Expenditure Increases

The Draft 2022 Budget reflects the approved cost of living adjustment for wages of 1.88%.

The Finance contracted services have been increased to include an allocation to complete a Development Charges (DC) study as the current by-law expires at the end of 2022. This cost is offset by a transfer from the DC reserve fund.

The Fire financial transactions have now been consolidated in to one section, rather than having small budgets allocated to each fire station. Also, expenses have been included to do general facility maintenance such as painting.

Fire Services expenses have been increased to reflect changes as a result of implementing the Fire Master Plan recommendations.

The Policing costs for 2022 combined with the reconciliation of the 2019 billing reflect a minimal increase of \$2,416.00.

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

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

Insurance rates will increase 15% in 2022 and although it sounds high, it is much lower than what most municipalities will receive at 20% – 30%.

Notable Expenditure Decreases

The transit program continues to grow and change. The 2022 budget has been updated to better reflect the actuals in 2021. There is no impact to the bottom line, as this program is currently fully funded by a Provincial grant.

A onetime cost addition of contracted services under the Compost Site in 2021 has been removed.

The arena canteen operations have been adjusted to reflect limited openings in response to safe re-openings and COVID-19.

The old Forest arena repair costs from 2021 have been removed. As per Council direction, staff will work with current user groups to determine the requirements for the facility and report to Council at a future meeting.

Summary

The Draft Operating Budget is estimated to result in a 0.26% change to the Municipal tax rate over the 2021 rate.

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

Levy Change	Amount	2022 Draft Levy
		13,242,050.00
0.50%	66,210.25	13,308,260.25
1.00%	132,420.50	13,374,470.50
1.50%	198,630.75	13,440,680.75
2.00%	264,841.00	13,506,891.00
2.50%	331,051.25	13,573,101.25
3.00%	397,261.50	13,639,311.50

Municipality of Lambton Shores
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<i>Revenue</i>			
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<i>Expense</i>			
General	\$2,509,579.00	\$2,513,093.00	\$3,514.00
TOTAL GENERAL GOVERNMENT	(820,784.00)	(614,570.00)	206,214.00
PROTECTION SERVICES			
<i>Revenue</i>			
Fire Services	\$145,950.00	\$126,300.00	-\$19,650.00
Policing	\$79,713.00	\$79,713.00	\$0.00
Conservation Authority	\$0.00	\$0.00	\$0.00
Protective Inspection & Control	\$100,753.00	\$147,753.00	\$47,000.00
Crossing Guards	\$0.00	\$0.00	\$0.00
Building & Assessment	\$301,700.00	\$346,700.00	\$45,000.00
Emergency Response		\$120,000.00	\$120,000.00
Sub Total	\$628,116.00	\$820,466.00	\$192,350.00
<i>Expense</i>			
Fire Services	\$1,468,116.00	\$1,589,460.00	\$121,344.00
Policing	\$2,690,224.00	\$2,692,640.00	\$2,416.00
Conservation Authority	\$332,952.00	\$330,255.00	-\$2,697.00
Protective Inspection & Control	\$241,653.00	\$273,289.00	\$31,636.00
Crossing Guards	\$38,185.00	\$38,821.00	\$636.00
Building & Assessment	\$301,700.00	\$346,700.00	\$45,000.00
Emergency Response		\$120,000.00	\$120,000.00
Sub Total	\$5,072,830.00	\$5,391,165.00	\$318,335.00
TOTAL PROTECTION SERVICES	4,444,714.00	4,570,699.00	125,985.00
TRANSPORTATION SERVICES			
<i>Revenue</i>			
Community Services Administration	\$3,150.00	\$3,150.00	\$0.00
Roadways	\$16,500.00	\$86,500.00	\$70,000.00
Transit	\$762,486.00	\$566,000.00	-\$196,486.00
Sub Total	\$782,136.00	\$655,650.00	-\$126,486.00
<i>Expense</i>			
Community Services Administration	\$965,965.00	\$822,182.00	-\$143,783.00
Transfer to Reserve Fund	\$1,877,850.00	\$1,915,500.00	\$37,650.00
Roadways	\$2,546,443.00	\$2,903,195.00	\$356,752.00
Winter Control	\$475,205.00	\$460,056.00	-\$15,149.00
Street Lighting	\$112,018.00	\$125,590.00	\$13,572.00
Transit	\$762,486.00	\$566,000.00	-\$196,486.00
Sub Total	\$6,739,967.00	\$6,792,523.00	\$52,556.00
TOTAL TRANSPORTATION SERVICES	\$5,957,831.00	\$6,136,873.00	\$179,042.00
ENVIRONMENTAL SERVICES			
<i>Revenue</i>			
Garbage Collection / Debris / Litter	\$545,000.00	\$690,000.00	\$145,000.00
Recycling	\$3,184.00	\$3,184.00	\$0.00
Sub Total	\$548,184.00	\$693,184.00	\$145,000.00
<i>Expense</i>			
Garbage Collection / Debris / Litter	\$412,735.00	\$444,626.00	\$31,891.00
Recycling	\$525,550.00	\$535,690.00	\$10,140.00
Compost Site / Leaf Pickup	\$104,696.00	\$85,735.00	-\$18,961.00
Sub Total	\$1,042,981.00	\$1,066,051.00	\$23,070.00
TOTAL ENVIRONMENTAL SERVICES	\$494,797.00	\$372,867.00	-\$121,930.00

Municipality of Lambton Shores
2022 Operating Budget Summary Comparison

	2021 BUDGET	2022 BUDGET	Amount Changed
CEMETERIES			
<i>Revenue</i>			
Cemeteries	\$47,885.00	\$45,495.00	-\$2,390.00
Sub Total	\$47,885.00	\$45,495.00	-\$2,390.00
<i>Expense</i>			
Cemeteries	\$77,946.00	\$66,344.00	-\$11,602.00
Sub Total	\$77,946.00	\$66,344.00	-\$11,602.00
TOTAL CEMETERIES	\$30,061.00	\$20,849.00	-\$9,212.00
RECREATION AND CULTURAL SERVICES			
<i>Revenue</i>			
General Administration	\$69,787.00	\$119,207.00	\$49,420.00
Parks	\$48,690.00	\$48,690.00	\$0.00
Beach	\$656,900.00	\$958,400.00	\$301,500.00
Legacy Recreation Centre	\$233,310.00	\$277,410.00	\$44,100.00
Shores Recreation Centre	\$286,900.00	\$308,912.00	\$22,012.00
Old Forest Arena	\$900.00	\$900.00	\$0.00
Community Centres	\$100,530.00	\$114,480.00	\$13,950.00
Libraries	\$0.00	\$0.00	\$0.00
Harbour	\$689,415.00	\$783,070.00	\$93,655.00
Sub Total	\$2,086,432.00	\$2,611,069.00	\$524,637.00
<i>Expense</i>			
General Administration	\$773,221.00	\$984,017.00	\$210,796.00
Parks	\$533,077.00	\$557,637.00	\$24,560.00
Beach	\$705,666.00	\$773,240.00	\$67,574.00
Legacy Recreation Centre	\$723,803.00	\$750,227.00	\$26,424.00
Shores Recreation Centre	\$921,324.00	\$851,482.00	-\$69,842.00
Old Forest Arena	\$67,500.00	\$28,513.00	-\$38,987.00
Community Centres	\$191,697.00	\$197,006.00	\$5,309.00
Libraries	\$18,862.00	\$19,665.00	\$803.00
Harbour	\$828,934.00	\$884,712.00	\$55,778.00
Sub Total	\$4,764,084.00	\$5,046,499.00	\$282,415.00
TOTAL RECREATION AND CULTURAL SERVICES	\$2,677,652.00	\$2,435,430.00	(\$242,222.00)
PLANNING & DEVELOPMENT			
<i>Revenue</i>			
Planning	\$74,000.00	\$83,000.00	\$9,000.00
Economic Development	\$70,000.00	\$70,000.00	\$0.00
Drainage	\$1,401,324.00	\$509,559.00	-\$891,765.00
Sub Total	\$1,545,324.00	\$662,559.00	-\$882,765.00
<i>Expense</i>			
Planning	\$24,114.00	\$49,114.00	\$25,000.00
Economic Development	\$281,621.00	\$292,113.00	\$10,492.00
Drainage	\$1,479,950.00	\$641,234.00	-\$838,716.00
Sub Total	\$1,785,685.00	\$982,461.00	-\$803,224.00
TOTAL PLANNING & DEVELOPMENT	\$240,361.00	\$319,902.00	\$79,541.00
Total Tax Supported Revenue	\$8,968,440.00	\$8,616,086.00	(\$352,354.00)
Taxation	\$13,024,632.00	\$13,242,050.00	\$217,418.00
Total Tax Supported Expense	\$21,993,072.00	\$21,858,136.00	(\$134,936.00)

Municipality of Lambton Shores
2022 Operating Budget Summary Comparison

	2021 BUDGET	2022 BUDGET	Amount Changed
User Rate Supported Component			
WATER			
<i>Revenue</i>			
Water	\$5,221,640.00	\$5,505,150.00	\$283,510.00
<i>Expense</i>			
Water	\$5,221,640.00	\$5,505,150.00	\$283,510.00
TOTAL WATER	0.00	0.00	0.00
WASTEWATER			
<i>Revenue</i>			
Wastewater	\$2,160,085.00	\$2,316,500.00	\$156,415.00
<i>Expense</i>			
Wastewater	\$2,160,085.00	\$2,316,500.00	\$156,415.00
TOTAL WASTEWATER	0.00	0.00	0.00
User Rate Supported Revenue	\$7,381,725.00	\$7,821,650.00	\$439,925.00
User Rate Supported Expense	\$7,381,725.00	\$7,821,650.00	\$439,925.00
Tax and User Rate Revenue Total	\$29,374,797.00	\$29,679,786.00	\$304,989.00
Tax and User Rate Expense Total	\$29,374,797.00	\$29,679,786.00	\$304,989.00



THE MUNICIPALITY OF

LAMBTON SHORES

2022 OPERATING BUDGET OVERVIEW

General Government Administration Overview

PRIMARY RESPONSIBILITIES

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

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

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

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

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

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

The Public Works Department, operating out of the Northville Office, is responsible for development and engineering services, roads, operations, utilities (water, 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 Public

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

The OMPF is a decrease of \$34,700 over the 2021 allocation.

2022 is the 4th year of a 4 year Council term. Expenses for the 2022 Municipal Election are included here together with a transfer from the Reserve Fund to offset those costs.

There are additional funds included to increase the capacity of the Records Management Program by adding retention and audit trail modules to continue the efficiency of our program.

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

The current Development Charges (DC) By-Law 1 of 2018 expires at the end of 2022. A new DC study is required to create a new DC by-law which allows the municipality to continue to collect DC charges to support capital asset costs as a result of growth. This study is funded from DC charges and therefore no impact to the operating budget.

Municipality of Lambton Shores

2022 Budget

	2021 BUDGET	2022 BUDGET	Amount Changed
GENERAL GOVERNMENT			
<u>COUNCIL</u>			
PERSONNEL COSTS	\$224,154.00	\$231,368.00	\$7,214.00
CONTRACTED SERVICES	5,000.00	5,000.00	0.00
MATERIALS & SUPPLIES	873.00	873.00	0.00
ADMINISTRATIVE OTHER	11,570.00	11,570.00	0.00
TOTAL EXPENSES	241,597.00	248,811.00	7,214.00
SUBTOTAL	241,597.00	248,811.00	7,214.00
<u>CAO / CORPORATE</u>			
PERSONNEL COSTS	327,958.00	311,101.00	(16,857.00)
SPECIAL PROJECTS & CONSULTING	95,000.00	95,000.00	0.00
LEGAL	50,000.00	50,000.00	0.00
CORPORATE PROP & LIA. INSURANCE	123,000.00	142,004.00	19,004.00
ADMINISTRATIVE OTHER	9,000.00	9,000.00	0.00
TOTAL EXPENSES	604,958.00	607,105.00	2,147.00
SUBTOTAL	604,958.00	607,105.00	2,147.00
<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	319,843.00	334,468.00	14,625.00
UTILITIES	5,014.00	5,014.00	0.00
CONTRACTED SERVICES	26,330.00	43,830.00	17,500.00
MATERIALS & SUPPLIES	16,247.00	16,247.00	0.00
ADMINISTRATIVE OTHER	7,796.00	7,796.00	0.00
TOTAL EXPENSES	375,230.00	407,355.00	32,125.00
SUBTOTAL	359,230.00	391,355.00	32,125.00
<u>ELECTION</u>			
TRANSFER FROM RESERVE FUND	0.00	40,000.00	40,000.00
TOTAL REVENUE	0.00	40,000.00	40,000.00
CONTRACTED SERVICES	0.00	38,500.00	38,500.00
MATERIALS & SUPPLIES	0.00	500.00	500.00
ADMINISTRATIVE OTHER	0.00	1,000.00	1,000.00
TRANSFER TO RESERVE FUND	11,750.00	12,000.00	250.00
TOTAL EXPENSES	11,750.00	52,000.00	40,250.00
SUBTOTAL	11,750.00	12,000.00	250.00
<u>MUNICIPAL TAXATION</u>			
MUNICIPAL TAXATION	13,024,632.00	13,242,050.00	217,418.00
MUNICIPAL P.I.L	451,013.00	451,013.00	0.00
MUNICIPAL SUPPLEMENTARY	160,000.00	160,000.00	0.00
MUNICIPAL WRITE OFF	160,000.00	160,000.00	0.00
SUBTOTAL	13,475,645.00	13,693,063.00	217,418.00

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	<u>Amount Changed</u>
	<u>BUDGET</u>	<u>BUDGET</u>	
<u>FINANCE</u>			
GRANTS	1,682,000.00	1,647,300.00	(34,700.00)
USER FEES	262,000.00	216,000.00	(46,000.00)
OTHER REVENUE	42,000.00	60,000.00	18,000.00
TRANSFER FROM RESERVE FUND	70,000.00	50,000.00	(20,000.00)
TOTAL REVENUE	<u>2,056,000.00</u>	<u>1,973,300.00</u>	<u>(82,700.00)</u>
PERSONNEL COSTS	683,468.00	702,127.00	18,659.00
UTILITIES	18,426.00	18,595.00	169.00
CONTRACTED SERVICES	61,000.00	111,200.00	50,200.00
MATERIALS & SUPPLIES	72,000.00	75,000.00	3,000.00
MAINTENANCE & REPAIR	7,000.00	7,000.00	0.00
ADMINISTRATIVE OTHER	17,100.00	17,100.00	0.00
TRANSFER TO RESERVE FUND	31,650.00	32,300.00	650.00
TOTAL EXPENSES	<u>890,644.00</u>	<u>963,322.00</u>	<u>72,678.00</u>
SUBTOTAL	<u>(1,165,356.00)</u>	<u>(1,009,978.00)</u>	<u>155,378.00</u>
<u>INFORMATION TECHNOLOGY</u>			
CONTRACTED SERVICES	175,000.00	183,200.00	8,200.00
VEHICLE OR EQUIPMENT	6,500.00	6,500.00	0.00
TRANSFER TO RESERVE FUND	43,900.00	44,800.00	900.00
TOTAL EXPENSES	<u>225,400.00</u>	<u>234,500.00</u>	<u>9,100.00</u>
SUBTOTAL	<u>225,400.00</u>	<u>234,500.00</u>	<u>9,100.00</u>
<u>ADMINISTRATION RECOVERY</u>			
OTHER REVENUE	647,350.00	647,350.00	0.00
SUBTOTAL	<u>647,350.00</u>	<u>647,350.00</u>	<u>0.00</u>
TOTAL GENERAL GOVERNMENT	<u>(13,845,416.00)</u>	<u>(13,856,620.00)</u>	<u>(11,204.00)</u>
TAX LEVY INCLUDED ABOVE	<u>13,024,632.00</u>	<u>13,242,050.00</u>	<u>217,418.00</u>
TOTAL GENERAL GOV'T LESS TAX LEVY	<u>(820,784.00)</u>	<u>(614,570.00)</u>	<u>206,214.00</u>



THE MUNICIPALITY OF

LAMBTON SHORES

2022 OPERATING BUDGET OVERVIEW

Business Plan: Fire Services

PRIMARY RESPONSIBILITIES

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

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

Currently the department has 5 main business lines:

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

Late in 2021, a strategic Master Fire Plan was presented to Council that identified strategies and recommendations to address both short-term and long-term planning horizons for the municipality. The 2022 operational budget commences to specifically address some of the results of the Master Fire Plan.

SUMMARY OF OPERATING BUDGET CHANGES

Commencing to address the recommendations of the Fire master Plan and continuation to standardization of service delivery across the fire service continues to be a priority in the year 2022. Notable changes include:

- Increase in personnel cost associated with the organizational change previously presented to Council.
- Decrease in contracted services resulting from the organizational change.
- Decrease and consolidation of vehicle or equipment, material & supplies and administrative other, from the previous individual station budgets.
- Increase in maintenance and repair in support of fire station repairs.
- Increase in transfer to capital reserve funds

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
PROTECTION SERVICES			
<u>FIRE SERVICES</u>			
GRANTS	106,650.00	112,000.00	5,350.00
USER FEES	29,300.00	9,300.00	(20,000.00)
OTHER REVENUE	10,000.00	5,000.00	(5,000.00)
TOTAL REVENUE	145,950.00	126,300.00	(19,650.00)
PERSONNEL COSTS	679,916.00	765,462.00	85,546.00
UTILITIES	35,520.00	36,050.00	530.00
CONTRACTED SERVICES	76,900.00	68,000.00	(8,900.00)
INSURANCE	55,000.00	63,498.00	8,498.00
VEHICLE OR EQUIPMENT	86,480.00	81,500.00	(4,980.00)
MATERIALS & SUPPLIES	21,400.00	15,700.00	(5,700.00)
MAINTENANCE & REPAIR	4,500.00	10,500.00	6,000.00
ADMINISTRATIVE OTHER	17,750.00	13,250.00	(4,500.00)
TRANSFER TO RESERVE FUND	490,650.00	535,500.00	44,850.00
TOTAL EXPENSES	1,468,116.00	1,589,460.00	121,344.00
SUBTOTAL	1,322,166.00	1,463,160.00	140,994.00

2022 OPERATING BUDGET OVERVIEW

Business Plan: Policing and Conservation Authority

PRIMARY RESPONSIBILITIES

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

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

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

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

The Policing cost for 2022 is \$2,622,813 ; which is a decrease over the 2021 amount, and has been incorporated in the draft budget. The 2022 budget also includes the 2020 reconciliation which was an increase of \$69,828 over the 2020 billed amount. This is a net increase of \$2,416.00 over the 2021 budget.

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

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

ABCA 2022 Budget

	2021	2021	Change	Change %
General Levy	\$ 186,928.00	\$ 189,566.00	\$ 2,638.00	1.41%
Project Levy	\$ 38,187.00	\$ 42,276.00	\$ 4,089.00	10.71%
Sub Total	\$ 225,115.00	\$ 231,842.00	\$ 6,727.00	2.99%

Special Benefitting - Maintenance

Flood Control	\$ 15,896.00	\$ 15,983.00	\$ 87.00	0.55%
Ice Monitoring	\$ 2,698.00	\$ 2,721.00	\$ 23.00	0.85%
Erosion Control	\$ 7,261.00	\$ 7,457.00	\$ 196.00	2.70%
AW - Bendway Weirs	\$ 9,642.00	\$ 9,670.00	\$ 28.00	0.29%
Sub Total	\$ 35,497.00	\$ 35,831.00	\$ 334.00	0.94%

Total	\$ 260,612.00	\$ 267,673.00	\$ 7,061.00	2.71%
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Special Benefitting - Projects

Walker Drain Repairs	\$ 21,867.00	\$ 1,864.00	\$ (20,003.00)
Total Special Benefitting -Projects	\$ 21,867.00	\$ 1,864.00	\$ -

Total General, Mtc and Project Levy	\$ 282,479.00	\$ 269,537.00		
Less AW - Bendway Weir	\$ 9,642.00	\$ 9,670.00		
Total 2021 Operating Budget	\$ 272,837.00	\$ 259,867.00	\$ (12,970.00)	-4.75%

St. Clair 2022 Budget				
	2021	2022	Change	Change %
General Levy	\$ 56,387.00	\$ 69,138.00	\$ 12,751.00	22.61%
General - Highland Glen	\$ 2,478.00		-\$ 2,478.00	-100.00%
Special Levies				
Eslie Dodge	\$ 1,250.00	\$ 1,250.00	\$ -	
Sub Total	\$ 1,250.00	\$ 1,250.00	\$ -	
Total	\$ 60,115.00	\$ 70,388.00	\$ 10,273.00	17.09%

SUMMARY OF OPERATING BUDGET CHANGES

The Policing costs are a \$2,416.00 increase over the 2021 budget due to the 2020 reconciliation being completed.

There has been no resolution to the additional funds requested for the St. Clair detachment by the Lambton Group Police Services Board pending the ongoing discussion with the Lambton Mayors and Provincial representatives.

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>POLICING</u>			
GRANTS	78,713.00	78,713.00	0.00
USER FEES	1,000.00	1,000.00	0.00
TOTAL REVENUE	<u>79,713.00</u>	<u>79,713.00</u>	<u>0.00</u>
CONTRACTED SERVICES	2,690,224.00	2,692,640.00	2,416.00
TOTAL EXPENSES	<u>2,690,224.00</u>	<u>2,692,640.00</u>	<u>2,416.00</u>
SUBTOTAL	<u>2,610,511.00</u>	<u>2,612,927.00</u>	<u>2,416.00</u>
<u>CONSERVATION AUTHORITY</u>			
CONTRACTED SERVICES	332,952.00	330,255.00	(2,697.00)
TOTAL EXPENSES	<u>332,952.00</u>	<u>330,255.00</u>	<u>(2,697.00)</u>
SUBTOTAL	<u>332,952.00</u>	<u>330,255.00</u>	<u>(2,697.00)</u>

2022 OPERATING BUDGET OVERVIEW

Business Plan: Protection to Person & Property By-law

PRIMARY RESPONSIBILITIES

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

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

- The revenue (fines) has been adjusted to a 3 year average.
- Additional funds for part time staffing to meet the greater seasonal demands.
- Additional funds for materials and supplies for the ongoing cost of the new parking enforcement program

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
<u>PROTECTIVE INSPECTION & CONTROL</u>			
GRANTS	9,535.00	9,535.00	0.00
USER FEES	91,218.00	138,218.00	47,000.00
TOTAL REVENUE	100,753.00	147,753.00	47,000.00
PERSONNEL COSTS	199,253.00	221,239.00	21,986.00
UTILITIES	2,700.00	2,700.00	0.00
CONTRACTED SERVICES	3,000.00	3,500.00	500.00
VEHICLE & EQUIPMENT	16,000.00	16,000.00	0.00
MATERIALS & SUPPLIES	12,100.00	21,100.00	9,000.00
ADMINISTRATIVE OTHER	3,500.00	3,500.00	0.00
TRANSFER TO RESERVE FUND	5,100.00	5,250.00	150.00
TOTAL EXPENSES	241,653.00	273,289.00	31,636.00
SUBTOTAL	140,900.00	125,536.00	(15,364.00)
<u>CROSSING GUARDS</u>			
PERSONNEL COSTS	37,103.00	37,739.00	636.00
CONTRACTED SERVICES	1,082.00	1,082.00	0.00
SUBTOTAL	38,185.00	38,821.00	636.00

2022 OPERATING BUDGET OVERVIEW

Business Plan: Building & Assessment

PRIMARY RESPONSIBILITIES

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

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

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

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

As of December 20, 2021, a total of 395 permits have been issued, of which 117 are single family residential units, up from 101 in 2020. 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 2022 budget projects a surplus of \$46,000.

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 2022 budget has been based on growth in the Municipality. The 2021 actual revenue generated is higher than the budgeted amount, as such the 2022 Revenue has been adjusted upward by \$40,000 to better reflect the actual revenue generated through building permits. In addition, the Contracted Services has been increased from \$25,000 to \$30,000 to account for coverage provided by Lambton County.

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
<u>BUILDING & ASSESSMENT</u>			
USER FEES	296,700.00	341,700.00	45,000.00
OTHER REVENUE	5,000.00	5,000.00	0.00
TOTAL REVENUE	301,700.00	346,700.00	45,000.00
PERSONNEL COSTS	232,405.00	237,299.00	4,894.00
UTILITIES	1,045.00	1,045.00	0.00
VEHICLE & EQUIPMENT	4,505.00	4,505.00	0.00
CONTRACTED SERVICES	25,000.00	30,000.00	5,000.00
MATERIALS & SUPPLIES	2,500.00	2,500.00	0.00
ADMINISTRATIVE OTHER	25,350.00	25,350.00	0.00
TRANSFER TO RESERVE FUND	10,895.00	46,001.00	35,106.00
TOTAL EXPENSES	301,700.00	346,700.00	45,000.00
<u>EMERGENCY MANAGEMENT - RESPONSE</u>			
TRF FROM RF	0.00	120,000.00	120,000.00
TOTAL REVENUE	0.00	120,000.00	120,000.00
PERSONNEL COSTS	0.00	20,000.00	20,000.00
CONTRACTED SERVICES	0.00	20,000.00	20,000.00
MATERIALS & SUPPLIES	0.00	80,000.00	80,000.00
TOTAL EXPENSES	0.00	120,000.00	120,000.00
TOTAL PROTECTION SERVICES	4,444,714.00	4,570,699.00	125,985.00

2022 OPERATING BUDGET OVERVIEW

Business Plan: Transportation Services

PRIMARY RESPONSIBILITIES

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

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

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

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

The Municipality operates and maintains a significant infrastructure of municipally owned sidewalks and walking trails 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. The Department is working through replacing the balance of its streetlight inventory to LED lights.

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

SUMMARY OF OPERATING BUDGET CHANGES

The following summarizes notable changes to the Transportation Budget proposed for 2022:

Under Roadways General Operations wages includes the addition of one full time position.

Two overhead doors are being replaced at the Northville Building as a one time expense of \$20,000.

A Road Needs Study update is being proposed for \$50,000 which will update road replacement strategies in future capital budgets. This expense is offset by an transfer from the Reserve Fund.

Additional funds are proposed in Hard Top maintenance for small scale asphalt repairs and improvements throughout Lambton Shores

Street light maintenance money has been increased to reflect growing demand for that service and improve response of Maintenance requirements

Municipality of Lambton Shores

2022 Budget

	2021 BUDGET	2022 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	731,294.00	571,470.00	(159,824.00)
UTILITIES	72,471.00	73,512.00	1,041.00
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
MATERIALS & SUPPLIES	23,384.00	18,384.00	(5,000.00)
MAINTENANCE & REPAIR	25,000.00	45,000.00	20,000.00
ADMINISTRATIVE OTHER	13,816.00	13,816.00	0.00
TOTAL EXPENSES	965,965.00	822,182.00	(143,783.00)
SUBTOTAL	962,815.00	819,032.00	(143,783.00)
<u>CAPITAL RESERVE FUND ALLOCATIONS</u>			
TRANSFER TO RESERVE FUND	1,877,850.00	1,915,500.00	37,650.00
SUBTOTAL	1,877,850.00	1,915,500.00	37,650.00
<u>ROADWAYS</u>			
<u>GENERAL OPERATIONS</u>			
GRANTS	10,500.00	30,500.00	20,000.00
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	50,000.00	50,000.00
TOTAL REVENUE	16,500.00	86,500.00	70,000.00
PERSONNEL COSTS	277,748.00	449,150.00	171,402.00
CONTRACTED SERVICES	144,000.00	224,000.00	80,000.00
INSURANCE	250,000.00	288,625.00	38,625.00
VEHICLE & EQUIPMENT	35,548.00	35,548.00	0.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
MAINTENANCE & REPAIR	108,099.00	108,099.00	0.00
TOTAL EXPENSES	840,395.00	1,130,422.00	290,027.00
SUBTOTAL	823,895.00	1,043,922.00	220,027.00
<u>SIDEWALK MAINTENANCE</u>			
PERSONNEL COSTS	2,334.00	2,380.00	46.00
CONTRACTED SERVICES	20,000.00	20,000.00	0.00
MATERIALS & SUPPLIES	3,000.00	3,000.00	0.00
MAINTENANCE & REPAIR	10,000.00	10,000.00	0.00
SUBTOTAL	35,334.00	35,380.00	46.00
<u>CATCH BASIN, CURB & GUTTER, SWEEPING</u>			
PERSONNEL COSTS	55,921.00	57,024.00	1,103.00
CONTRACTED SERVICES	3,000.00	33,000.00	30,000.00
VEHICLE & EQUIPMENT	31,300.00	31,300.00	0.00
MATERIALS & SUPPLIES	4,711.00	4,711.00	0.00
SUBTOTAL	94,932.00	126,035.00	31,103.00
<u>HARD TOP MAINTENANCE</u>			
PERSONNEL COSTS	58,556.00	54,607.00	(3,949.00)
CONTRACTED SERVICES	120,000.00	150,000.00	30,000.00
VEHICLE & EQUIPMENT	31,300.00	31,300.00	0.00
MATERIALS & SUPPLIES	15,000.00	15,000.00	0.00
SUBTOTAL	224,856.00	250,907.00	26,051.00

Municipality of Lambton Shores

2022 Budget

	2021 BUDGET	2022 BUDGET	Amount Changed
<u>LINE PAINTING</u>			
PERSONNEL COSTS	11,457.00	11,684.00	227.00
CONTRACTED SERVICES	19,000.00	24,000.00	5,000.00
VEHICLE & EQUIPMENT	1,800.00	1,800.00	0.00
MATERIALS & SUPPLIES	4,500.00	6,500.00	2,000.00
SUBTOTAL	36,757.00	43,984.00	7,227.00
<u>LOOSE TOP MAINTENANCE</u>			
PERSONNEL COSTS	76,273.00	77,798.00	1,525.00
CONTRACTED SERVICES	81,200.00	81,200.00	0.00
VEHICLE & EQUIPMENT	75,500.00	75,500.00	0.00
MATERIALS & SUPPLIES	450,000.00	450,000.00	0.00
TOTAL EXPENSE	682,973.00	684,498.00	1,525.00
SUBTOTAL	682,973.00	684,498.00	1,525.00
<u>BRIDGES AND CULVERTS</u>			
PERSONNEL COSTS	37,786.00	38,521.00	735.00
CONTRACTED SERVICES	40,000.00	10,000.00	(30,000.00)
VEHICLE & EQUIPMENT	39,500.00	39,500.00	0.00
MATERIALS & SUPPLIES	15,000.00	15,000.00	0.00
ADMINISTRATIVE	10,000.00	10,000.00	0.00
TRANSFER TO RESERVE FUND	102,150.00	104,200.00	2,050.00
SUBTOTAL	244,436.00	217,221.00	(27,215.00)
<u>GRASS MOWING</u>			
PERSONNEL COSTS	46,303.00	47,182.00	879.00
VEHICLE & EQUIPMENT	20,000.00	20,000.00	0.00
SUBTOTAL	66,303.00	67,182.00	879.00
<u>BRUSHING/TREE TRIMMING - REMOVAL</u>			
PERSONNEL COSTS	41,243.00	42,064.00	821.00
CONTRACTED SERVICES	95,000.00	75,000.00	(20,000.00)
VEHICLE & EQUIPMENT	20,000.00	20,000.00	0.00
SUBTOTAL	156,243.00	137,064.00	(19,179.00)
<u>SAFETY SIGNS</u>			
PERSONNEL COSTS	57,251.00	53,289.00	(3,962.00)
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	8,500.00	8,500.00	0.00
MATERIALS & SUPPLIES	22,000.00	22,000.00	0.00
SUBTOTAL	102,751.00	98,789.00	(3,962.00)
<u>TRAFFIC SIGNALS</u>			
UTILITIES	9,364.00	9,551.00	187.00
CONTRACTED SERVICES	5,500.00	5,500.00	0.00
VEHICLE & EQUIPMENT	3,500.00	3,500.00	0.00
SUBTOTAL	18,364.00	18,551.00	187.00
<u>STORM SEWER SYSTEMS</u>			
PERSONNEL COSTS	3,099.00	3,162.00	63.00
CONTRACTED SERVICES	10,000.00	60,000.00	50,000.00
VEHICLE & EQUIPMENT	25,000.00	25,000.00	0.00
MATERIALS & SUPPLIES	5,000.00	5,000.00	0.00
SUBTOTAL	43,099.00	93,162.00	50,063.00
SUBTOTAL ROADWAYS	2,529,943.00	2,816,695.00	286,752.00

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
<u>WINTER CONTROL - MAINTENANCE</u>			
PERSONNEL COSTS	119,908.00	114,130.00	(5,778.00)
CONTRACTED SERVICES	62,052.00	62,052.00	0.00
VEHICLE & EQUIPMENT	160,000.00	160,000.00	0.00
MATERIALS & SUPPLIES	91,344.00	91,344.00	0.00
TOTAL EXPENSES	433,304.00	427,526.00	(5,778.00)
SUBTOTAL	433,304.00	427,526.00	(5,778.00)
<u>WINTER PATROL</u>			
PERSONNEL COSTS	41,901.00	32,530.00	(9,371.00)
SUBTOTAL	41,901.00	32,530.00	(9,371.00)
<u>STREET LIGHTING</u>			
PERSONNEL COSTS	284.00	291.00	7.00
UTILITIES	78,234.00	79,799.00	1,565.00
VEHICLE & EQUIPMENT	28,000.00	38,000.00	10,000.00
MATERIALS & SUPPLIES	5,500.00	7,500.00	2,000.00
TOTAL EXPENSES	112,018.00	125,590.00	13,572.00
SUBTOTAL	112,018.00	125,590.00	13,572.00
<u>TRANSIT</u>			
GRANTS	762,486.00	546,000.00	(216,486.00)
OTHER REVENUE	0.00	20,000.00	20,000.00
TOTAL REVENUE	762,486.00	566,000.00	(196,486.00)
PERSONNEL COSTS	92,432.00	47,457.00	(44,975.00)
CONTRACTED SERVICES	594,054.00	490,625.00	(103,429.00)
EQUIPMENT, MATERIALS & SUPPLIES	8,000.00	8,000.00	0.00
MAINTENANCE & REPAIR	34,000.00	0.00	(34,000.00)
ADMINISTRATION OTHER	34,000.00	19,918.00	(14,082.00)
TOTAL EXPENSES	762,486.00	566,000.00	(196,486.00)
TOTAL TRANSPORTATION SERVICES	5,957,831.00	6,136,873.00	179,042.00



2022 OPERATING BUDGET OVERVIEW

Business Plan: Vehicle & Equipment

PRIMARY RESPONSIBILITIES

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Equipment costs have been maintained at previous levels.

The only significant change is for the purchase of a front and rear blade for a tractor to allow for greater use of that equipment.

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
<u>VEHICLE & EQUIPMENT</u>			
<u>GENERAL OPERATIONS</u>			
USER FEES	529,600.00	529,600.00	0.00
TOTAL REVENUE	529,600.00	529,600.00	0.00
PERSONNEL COSTS	58,037.00	59,194.00	1,157.00
MATERIALS & SUPPLIES	25,000.00	25,000.00	0.00
TRANSFER TO RESERVE FUND	19,842.00	3,685.00	(16,157.00)
TOTAL EXPENSES	102,879.00	87,879.00	(15,000.00)
SUBTOTAL	(426,721.00)	(441,721.00)	(15,000.00)
<u>EQUIPMENT OPERATING COSTS</u>			
GRADER	53,502.00	53,502.00	0.00
BACKHOES	24,759.00	24,759.00	0.00
LOADERS	8,828.00	8,828.00	0.00
TRACTORS	46,947.00	61,947.00	15,000.00
PLOW TRUCK	89,458.00	89,458.00	0.00
PICK UP TRUCKS	31,296.00	31,296.00	0.00
ONE TON	59,583.00	59,583.00	0.00
BUCKET TRUCK	2,500.00	2,500.00	0.00
SWEEPER	14,786.00	14,786.00	0.00
CHIPPERS	1,664.00	1,664.00	0.00
BEACH CLEANER	2,000.00	2,000.00	0.00
NORTHSIDE	5,602.00	5,602.00	0.00
ZAMBONI	12,200.00	12,200.00	0.00
SMALL EQUIPMENT	34,596.00	34,596.00	0.00
HYDROVAC	39,000.00	39,000.00	0.00
SUBTOTAL	426,721.00	441,721.00	15,000.00

2022 OPERATING BUDGET OVERVIEW

Business Plan: Environmental Solid Waste Management

PRIMARY RESPONSIBILITIES

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

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Revenues within the 2022 budget for Solid Waste were adjusted to reflect the new bin fees adopted by the 2021 Fees and Charges By-law as well as growth within Lambton Shores.

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

Municipality of Lambton Shores

2022 Budget

	2021 BUDGET	2022 BUDGET	Amount Changed
ENVIRONMENTAL SERVICES			
<u>GARBAGE COLLECT / DEBRIS / LITTER PICKUP</u>			
USER FEES	545,000.00	690,000.00	145,000.00
TOTAL REVENUE	545,000.00	690,000.00	145,000.00
PERSONNEL COSTS	72,105.00	73,484.00	1,379.00
CONTRACTED SERVICES	288,000.00	309,512.00	21,512.00
VEHICLES & EQUIPMENT	5,000.00	5,000.00	0.00
MATERIALS & SUPPLIES	47,630.00	56,630.00	9,000.00
TOTAL EXPENSES	412,735.00	444,626.00	31,891.00
SUBTOTAL	(132,265.00)	(245,374.00)	(113,109.00)
<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	523,000.00	533,140.00	10,140.00
MATERIALS & SUPPLIES	2,550.00	2,550.00	0.00
TOTAL EXPENSES	525,550.00	535,690.00	10,140.00
SUBTOTAL	522,366.00	532,506.00	10,140.00
<u>COMPOST SITE / LEAF PICKUP</u>			
PERSONNEL COSTS	53,592.00	54,631.00	1,039.00
CONTRACTED SERVICES	50,000.00	30,000.00	(20,000.00)
ADMINISTRATIVE OTHER	1,104.00	1,104.00	0.00
SUBTOTAL	104,696.00	85,735.00	(18,961.00)
TOTAL ENVIRONMENTAL SERVICES	494,797.00	372,867.00	(121,930.00)

2022 OPERATING BUDGET OVERVIEW

Business Plan: Cemeteries

PRIMARY RESPONSIBILITIES

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

The Beechwood Cemetery continues to be the most active of the cemeteries. This cemetery has a number of plots available, and based on the average yearly sales; there is a sufficient supply of in ground lots in the Beechwood Cemetery for the foreseeable future. Staff have spent considerable time researching a columbarium and scattering grounds projects for both the Beechwood and Arkona Cemeteries. The projects have not yet moved forward; however, the funds as approved in the budget have been set aside for when the project is ready.

The maintenance of the roadways, grass cutting, tree trimming and brushing in the municipally owned and operated Beechwood Cemetery is arranged through the Community Services staff, and the Department oversees minor maintenance and repair of monuments. The grass and yard work at the Ward and Baptist cemeteries are undertaken by the Community Services department staff. The property maintenance at the Arkona Cemetery is undertaken by a contracted company. Openings are done by either municipal staff, or private contract staff depending on the cemetery and the circumstance.

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Additional funds have been included to continue with a clean-up of the Beechwood cemetery grounds in 2022.

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
CEMETERIES			
<u>FOREST / BEECHWOOD</u>			
USER FEES	33,050.00	33,050.00	0.00
OTHER REVENUE	3,800.00	1,840.00	(1,960.00)
TOTAL REVENUE	<u>36,850.00</u>	<u>34,890.00</u>	<u>(1,960.00)</u>
PERSONNEL COSTS	22,826.00	16,139.00	(6,687.00)
VEHICLE & EQUIPMENT	12,000.00	12,000.00	0.00
MATERIALS & SUPPLIES	3,200.00	3,200.00	0.00
MAINTENANCE & REPAIR	10,000.00	5,000.00	(5,000.00)
ADMINISTRATIVE OTHER	5,000.00	5,000.00	0.00
TOTAL EXPENSES	<u>53,026.00</u>	<u>41,339.00</u>	<u>(11,687.00)</u>
SUBTOTAL	<u>16,176.00</u>	<u>6,449.00</u>	<u>(9,727.00)</u>
<u>ARKONA</u>			
USER FEES	7,040.00	7,040.00	0.00
OTHER REVENUE	2,520.00	2,145.00	(375.00)
TOTAL REVENUE	<u>9,560.00</u>	<u>9,185.00</u>	<u>(375.00)</u>
CONTRACTED SERVICES	15,500.00	15,500.00	0.00
MATERIALS & SUPPLIES	2,000.00	2,000.00	0.00
MAINTENANCE & REPAIR	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	750.00	750.00	0.00
TOTAL EXPENSES	<u>19,250.00</u>	<u>19,250.00</u>	<u>0.00</u>
SUBTOTAL	<u>9,690.00</u>	<u>10,065.00</u>	<u>375.00</u>
<u>PINERY / BAPTIST / WARD/ LVG/PIONEER</u>			
USER FEES	1,300.00	1,300.00	0.00
OTHER REVENUE	175.00	120.00	(55.00)
TOTAL REVENUE	<u>1,475.00</u>	<u>1,420.00</u>	<u>(55.00)</u>
PERSONNEL COSTS	150.00	0.00	(150.00)
INSURANCE	1,520.00	1,755.00	235.00
ADMINISTRATIVE OTHER	4,000.00	4,000.00	0.00
TOTAL EXPENSES	<u>5,670.00</u>	<u>5,755.00</u>	<u>85.00</u>
SUBTOTAL	<u>4,195.00</u>	<u>4,335.00</u>	<u>140.00</u>
TOTAL CEMETERIES	<u>30,061.00</u>	<u>20,849.00</u>	<u>(9,212.00)</u>

2022 OPERATING BUDGET OVERVIEW

Business Plan: Recreation & Cultural Services

PRIMARY RESPONSIBILITIES

Recreation and Cultural Services develops and promotes recreation and wellness and works to maximize utilization of recreational facilities in Lambton Shores. Recreation and Cultural Services is a liaison between the Municipality and various community groups and organizations and makes recommendations to Council. Community groups are assisted by staff with facility rentals, promotion of events, programs and services through the municipal website, weekly email updates, the monthly newsletter and social media.

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

The municipality has developed the Lambton Shores Community Grant and Community Vibrancy Fund program, for which groups and organizations can apply for funding or in kind services from the Municipality. Recreation and Leisure Services is the main contact for the applications, which are due annually in September.

The Business Units of arenas, community centres, and parks include a line item for revenue waived. Each year, the Municipality supports local recreation programs and community groups generously in the form of fee waivers and reductions for the use of municipal facilities. These waivers and reductions ensure that programs are accessible and do not face financial barriers for participation.

Waived revenue amounts are highlighted in each of the relevant business unit descriptions.

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

SUMMARY OF OPERATING BUDGET CHANGES

Community Grants and Vibrancy have increased based on an increase of requests for 2022. Most community groups were able to complete projects in 2021, resulting in an increase of requests for the 2022 funding year.

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
RECREATION AND CULTURAL SERVICES			
<u>GENERAL ADMINISTRATION</u>			
USER FEES	9,000.00	9,000.00	0.00
OTHER REVENUE	411.00	411.00	0.00
TRANSFER FROM RESERVE FUND	60,376.00	109,796.00	49,420.00
TOTAL REVENUE	69,787.00	119,207.00	49,420.00
PERSONNEL COSTS	200,891.00	337,049.00	136,158.00
CONTRACTED SERVICES	10,300.00	10,300.00	0.00
INSURANCE	50,600.00	58,418.00	7,818.00
DONATION / GRANT	85,376.00	143,296.00	57,920.00
COMMUNITIES IN BLOOM	2,500.00	2,500.00	0.00
VOLUNTEER RECOGNITION	8,500.00	8,500.00	0.00
ADMINISTRATIVE OTHER	7,054.00	7,754.00	700.00
TRANSFER TO RESERVE FUND	408,000.00	416,200.00	8,200.00
TOTAL EXPENSES	773,221.00	984,017.00	210,796.00
SUBTOTAL	703,434.00	864,810.00	161,376.00

2022 OPERATING BUDGET OVERVIEW

Business Plan: Recreation Parks

PRIMARY RESPONSIBILITIES

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

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

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

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Revenue waived for parks (baseball diamonds, pavilions, soccer fields) is budgeted to be \$38,490.00, which is the same amount budgeted in 2021.

A notable budget change for the parks business unit is the inclusion of \$10,000 for the rental of an additional vehicle.

An increase for contracted services is required to increase time required for garden maintenance noted above.

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
<u>PARKS</u>			
USER FEES	10,200.00	10,200.00	0.00
REVENUE WAIVED	38,490.00	38,490.00	0.00
TOTAL REVENUE	48,690.00	48,690.00	0.00
PERSONNEL COSTS	294,043.00	299,665.00	5,622.00
UTILITIES	46,888.00	47,826.00	938.00
CONTRACTED SERVICES	27,000.00	37,000.00	10,000.00
VEHICLE & EQUIPMENT	17,000.00	27,000.00	10,000.00
DONATION / GRANT	38,490.00	38,490.00	0.00
PHRAGMITIES PROGRAM	20,000.00	20,000.00	0.00
MATERIALS & SUPPLIES	34,076.00	32,076.00	(2,000.00)
MAINTENANCE & REPAIR	55,580.00	55,580.00	0.00
TOTAL EXPENSES	533,077.00	557,637.00	24,560.00
SUBTOTAL	484,387.00	508,947.00	24,560.00



THE MUNICIPALITY OF

LAMBTON SHORES

2022 OPERATING BUDGET OVERVIEW

Business Plan: Recreation - Beach

PRIMARY RESPONSIBILITIES

Main Beach

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

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

During the summer of 2021, the Municipality opted to close the concession booth at the beach. Instead, the space was used as an information booth that provided support to visitors. Beach equipment lending programs including lifejackets and amphibious wheelchairs was facilitated through the information booth. This approach will be taken again in 2022 with the concession operating exclusively as an information centre.

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

Typically, the beach patrol starts during the third weekend in June (weekends only) with full-time hours beginning around the Canada Day holiday. Beach patrol hours are 12pm – 6pm Monday to Thursday, and 11am – 7pm Friday to Sunday. The beach patrol staff are in place until the Labour Day weekend.

Water quality testing is conducted by Lambton Public Health.

Due to a notable increase in beach use, the Municipality has adjusted some operations of the beach including the facilitation of special events and sports tournaments. Sports tournaments are no longer permitted during July and August due to the significant

portion of the beach required for these events. The Grand Bend Rotary Stage has two regularly occurring concert series throughout the summer months.

The cost of operating the Grand Bend Municipal Beach is offset from the revenues generated by the paid parking lots.

South Beach

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

South Beach is unsupervised.

SUMMARY OF OPERATING BUDGET CHANGES

The concession will remain closed for the 2022 season; however, the space will be again utilized as an information booth to provide support to visitors, communicate bylaws, rules, and other expectations, and facilitate the lifejacket lending and amphibious wheelchair lending programs.

Parking revenues have been increased to reflect historical amounts.

Municipality of Lambton Shores

2022 Budget

	2021	2022	Amount Changed
	BUDGET	BUDGET	
<u>BEACH</u>			
GRANTS	1,000.00	1,000.00	0.00
USER FEES	1,000.00	1,000.00	0.00
REVENUE WAIVED	1,900.00	1,900.00	0.00
TOTAL REVENUE	3,900.00	3,900.00	0.00
PERSONNEL COSTS	141,301.00	164,483.00	23,182.00
UTILITIES	64,880.00	66,142.00	1,262.00
CONTRACTED SERVICES	53,679.00	53,679.00	0.00
VEHICLE & EQUIPMENT	10,000.00	10,000.00	0.00
DONATION / GRANT	1,900.00	1,900.00	0.00
MATERIALS & SUPPLIES	32,000.00	32,000.00	0.00
MAINTENANCE & REPAIR	16,748.00	16,748.00	0.00
ADMINISTRATIVE OTHER	763.00	763.00	0.00
TOTAL EXPENSES	321,271.00	345,715.00	24,444.00
SUBTOTAL	317,371.00	341,815.00	24,444.00
<u>BEACH HOUSE OPERATIONS</u>			
USER FEES	3,000.00	4,500.00	1,500.00
TOTAL REVENUE	3,000.00	4,500.00	1,500.00
PERSONNEL COSTS	39,175.00	45,935.00	6,760.00
MATERIALS & SUPPLIES	3,000.00	3,500.00	500.00
ADMINISTRATIVE OTHER	500.00	500.00	0.00
TOTAL EXPENSES	42,675.00	49,935.00	7,260.00
SUBTOTAL	39,675.00	45,435.00	5,760.00
<u>BEACH PATROL</u>			
PERSONNEL COSTS	124,926.00	137,183.00	12,257.00
UTILITIES	338.00	338.00	0.00
MATERIALS & SUPPLIES	5,000.00	5,000.00	0.00
TOTAL EXPENSES	130,264.00	142,521.00	12,257.00
SUBTOTAL	130,264.00	142,521.00	12,257.00
<u>PARKING</u>			
USER FEES	650,000.00	950,000.00	300,000.00
TOTAL REVENUE	650,000.00	950,000.00	300,000.00
PERSONNEL COSTS	5,638.00	5,035.00	(603.00)
UTILITIES	2,552.00	2,603.00	51.00
CONTRACTED SERVICES	4,500.00	4,500.00	0.00
PRINCIPAL & INTEREST	129,242.00	129,243.00	1.00
INSURANCE	4,300.00	4,964.00	664.00
VEHICLE & EQUIPMENT	10,653.00	10,653.00	0.00
MATERIALS & SUPPLIES	6,100.00	6,100.00	0.00
ADMINISTRATIVE OTHER	48,471.00	71,971.00	23,500.00
TOTAL EXPENSES	211,456.00	235,069.00	23,613.00
SUBTOTAL	(438,544.00)	(714,931.00)	(276,387.00)
SUBTOTAL BEACH	48,766.00	(185,160.00)	(233,926.00)

2022 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, lobbies, 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.

The Shores Recreation Centre also includes a gymnasium and meeting room. These spaces have served as the rural COVID-19 vaccination clinic in 2021 and will continue to serve this purpose on a limited schedule in 2022. Other activities such as pickleball, exercise and basketball have resumed in the gymnasium.

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

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

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

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

The Old Forest Area contains Kimball Hall which is operated under contract with the Optimist Club of Forest. The facility also includes a smaller hall, which is leased to the Contact House. The existing concrete ice surface is used for storage of municipal equipment and materials.

SUMMARY OF OPERATING BUDGET CHANGES

Rental revenues at both the Shores Recreation Centre and the Legacy Recreation Centre have increased with the anticipation that there will be minimal disruption to

facility rentals. As Council is aware, COVID-19 restrictions are unpredictable and may impact the rental revenue at any time throughout the year.

Concessions at both arenas are scheduled to reopen in 2022 after being closed since the beginning of the pandemic. Concession operations will occur based on a limited number of hours and a limited menu. Both concessions are budgeted to operate in a deficit position, which is expected based on previous operations. Concessions in arenas have previously been viewed as a service and not a business venture when operated by the municipality.

YMCA operations are expected to return to pre-COVID-19 levels in 2022, and therefore revenue and contracted services have been budgeted accordingly.

There has been a one-time reversal at the Shores of \$20,000 for replacement of rooftop units that was completed in 2021.

Personnel costs at the Shores have been reduced to reflect historical amounts.

Funds for maintenance and repair of the Old Forest Arena have been eliminated from the 2022 operating budget. As a result of the structural report and facility assessment provided to Council, staff will be consulting with the user groups and reporting back to Council prior to proposing any repairs.

Waived revenue for the Shores and Legacy Recreation Centres is budgeted to be \$56,240.00 for 2022, which is similar to what was budgeted in 2021.

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>THE LEGACY RECREATION CENTRE</u>			
USER FEES	170,210.00	186,210.00	16,000.00
REVENUE WAIVED	33,100.00	33,700.00	600.00
OTHER REVENUE	20,000.00	40,000.00	20,000.00
TOTAL REVENUE	<u>223,310.00</u>	<u>259,910.00</u>	<u>36,600.00</u>
PERSONNEL COSTS	117,083.00	119,350.00	2,267.00
UTILITIES	186,599.00	190,289.00	3,690.00
PRINCIPAL & INTEREST	245,505.00	245,505.00	0.00
CONTRACTED SERVICES	45,000.00	45,000.00	0.00
INSURANCE	42,000.00	48,489.00	6,489.00
VEHICLE & EQUIPMENT	12,304.00	12,304.00	0.00
DONATION / GRANT	33,100.00	33,700.00	600.00
MATERIALS & SUPPLIES	25,275.00	25,275.00	0.00
MAINTENANCE & REPAIR	6,200.00	6,200.00	0.00
TOTAL EXPENSES	<u>713,066.00</u>	<u>726,112.00</u>	<u>13,046.00</u>
SUBTOTAL	<u>489,756.00</u>	<u>466,202.00</u>	<u>(23,554.00)</u>
<u>CANTEEN</u>			
USER FEES	10,000.00	17,500.00	7,500.00
TOTAL REVENUE	<u>10,000.00</u>	<u>17,500.00</u>	<u>7,500.00</u>
PERSONNEL COSTS	5,737.00	13,615.00	7,878.00
MATERIALS & SUPPLIES	5,000.00	10,500.00	5,500.00
TOTAL EXPENSES	<u>10,737.00</u>	<u>24,115.00</u>	<u>13,378.00</u>
SUBTOTAL	<u>737.00</u>	<u>6,615.00</u>	<u>5,878.00</u>
SUBTOTAL LEGACY REC CENTRE	<u>490,493.00</u>	<u>472,817.00</u>	<u>(17,676.00)</u>

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
<u>THE SHORES RECREATION CENTRE</u>			
USER FEES	216,360.00	230,010.00	13,650.00
REVENUE WAIVED	22,540.00	22,540.00	0.00
OTHER REVENUE	18,000.00	18,000.00	0.00
TOTAL REVENUE	256,900.00	270,550.00	13,650.00
PERSONNEL COSTS	213,981.00	162,036.00	(51,945.00)
UTILITIES	190,233.00	194,007.00	3,774.00
CONTRACTED SERVICES	45,000.00	45,000.00	0.00
PRINCIPAL & INTEREST	214,165.00	214,165.00	0.00
INSURANCE	68,000.00	78,506.00	10,506.00
VEHICLE & EQUIPMENT	11,350.00	11,350.00	0.00
DONATION / GRANT	22,540.00	22,540.00	0.00
MATERIALS & SUPPLIES	28,150.00	28,150.00	0.00
MAINTENANCE & REPAIR	43,000.00	23,000.00	(20,000.00)
TOTAL EXPENSES	836,419.00	778,754.00	(57,665.00)
SUBTOTAL	579,519.00	508,204.00	(71,315.00)
<u>CANTEEN</u>			
USER FEES	30,000.00	25,000.00	(5,000.00)
TOTAL REVENUE	30,000.00	25,000.00	(5,000.00)
PERSONNEL COSTS	31,810.00	16,353.00	(15,457.00)
VEHICLE & EQUIPMENT	300.00	300.00	0.00
MATERIALS & SUPPLIES	17,500.00	15,000.00	(2,500.00)
ADMINISTRATIVE OTHER	300.00	300.00	0.00
TOTAL EXPENSES	49,910.00	31,953.00	(17,957.00)
SUBTOTAL	19,910.00	6,953.00	(12,957.00)
<u>FITNESS AREA</u>			
USER FEES	0.00	13,362.00	13,362.00
TOTAL REVENUE	0.00	13,362.00	13,362.00
CONTRACTED SERVICES	26,195.00	32,975.00	6,780.00
MATERIALS & SUPPLIES	8,800.00	7,800.00	(1,000.00)
TOTAL EXPENSES	34,995.00	40,775.00	5,780.00
SUBTOTAL	34,995.00	27,413.00	(7,582.00)
SUBTOTAL SHORES RECREATION CENTRE	634,424.00	542,570.00	(91,854.00)

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	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	<u>900.00</u>	<u>900.00</u>	<u>0.00</u>
UTILITIES	23,562.00	24,034.00	472.00
CONTRACTED SERVICES	338.00	338.00	0.00
INSURANCE	3,500.00	4,041.00	541.00
MATERIALS & SUPPLIES	100.00	100.00	0.00
MAINTENANCE & REPAIR	40,000.00	0.00	(40,000.00)
TOTAL EXPENSES	<u>67,500.00</u>	<u>28,513.00</u>	<u>(38,987.00)</u>
SUBTOTAL	<u>66,600.00</u>	<u>27,613.00</u>	<u>(38,987.00)</u>
SUBTOTAL OLD FOREST ARENA	<u>66,600.00</u>	<u>27,613.00</u>	<u>(38,987.00)</u>



2022 OPERATING BUDGET OVERVIEW

Business Plan: Community Centres & Libraries

PRIMARY RESPONSIBILITIES

Community Centres

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

The various Community Centres are listed below:

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

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

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

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

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

Libraries

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Rental revenue has been budgeted to pre-COVID-19 levels with the understanding that COVID-19 remains unpredictable and could continue to impact facility rentals throughout 2022.

The 2022 budget for waived revenue at Community Centres is \$92,730.00, which is up slightly from 2021. There is no direct financial impact of waived revenue at the Community Centres as it is shown in the budget as revenue offset by the expense.

There is minimal change to the Libraries budget from 2021.

Municipality of Lambton Shores

2022 Budget

	2021 BUDGET	2022 BUDGET	Amount Changed
<u>COMMUNITY CENTRES & LIBRARIES</u>			
<u>ARKONA - COMMUNITY & SENIOR CENTRES</u>			
USER FEES	0.00	200.00	200.00
REVENUE WAIVED	1,530.00	1,530.00	0.00
TOTAL REVENUE	1,530.00	1,730.00	200.00
PERSONNEL COSTS	565.00	577.00	12.00
UTILITIES	4,497.00	4,587.00	90.00
CONTRACTED SERVICES	10,500.00	10,500.00	0.00
INSURANCE	3,000.00	3,464.00	464.00
VEHICLE & EQUIPMENT	304.00	304.00	0.00
DONATION / GRANT	1,530.00	1,530.00	0.00
MATERIALS & SUPPLIES	700.00	700.00	0.00
MAINTENANCE & REPAIR	500.00	500.00	0.00
TOTAL EXPENSES	21,596.00	22,162.00	566.00
SUBTOTAL	20,066.00	20,432.00	366.00
<u>PORT FRANKS</u>			
USER FEES	2,000.00	8,750.00	6,750.00
REVENUE WAIVED	72,000.00	73,500.00	1,500.00
TOTAL REVENUE	74,000.00	82,250.00	8,250.00
PERSONNEL COSTS	5,246.00	5,351.00	105.00
UTILITIES	16,668.00	18,086.00	1,418.00
CONTRACTED SERVICES	15,000.00	15,000.00	0.00
VEHICLE & EQUIPMENT	1,160.00	1,160.00	0.00
DONATION / GRANT	72,000.00	73,500.00	1,500.00
MATERIALS & SUPPLIES	7,500.00	7,500.00	0.00
MAINTENANCE & REPAIR	10,000.00	10,000.00	0.00
TOTAL EXPENSES	127,574.00	130,597.00	3,023.00
SUBTOTAL	53,574.00	48,347.00	(5,227.00)
<u>GRAND BEND</u>			
USER FEES	3,500.00	3,500.00	0.00
REVENUE WAIVED	5,000.00	5,000.00	0.00
TOTAL REVENUE	8,500.00	8,500.00	0.00
CONTRACTED SERVICES	4,000.00	4,000.00	0.00
DONATION / GRANT	3,500.00	5,000.00	1,500.00
MATERIALS & SUPPLIES	350.00	350.00	0.00
TOTAL EXPENSES	7,850.00	9,350.00	1,500.00
SUBTOTAL	(650.00)	850.00	1,500.00
<u>THEDFORD VILLAGE COMPLEX</u>			
USER FEES	4,000.00	9,500.00	5,500.00
REVENUE WAIVED	12,500.00	12,500.00	0.00
TOTAL REVENUE	16,500.00	22,000.00	5,500.00
PERSONNEL COSTS	1,383.00	1,410.00	27.00
UTILITIES	11,224.00	11,417.00	193.00
CONTRACTED SERVICES	2,500.00	2,500.00	0.00
VEHICLE & EQUIPMENT	580.00	580.00	0.00
DONATION / GRANT	12,500.00	12,500.00	0.00
MATERIALS & SUPPLIES	2,490.00	2,490.00	0.00
MAINTENANCE & REPAIR	4,000.00	4,000.00	0.00
TOTAL EXPENSES	34,677.00	34,897.00	220.00
SUBTOTAL	18,177.00	12,897.00	(5,280.00)

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>LIBRARIES</u>			
UTILITIES	11,562.00	11,793.00	231.00
CONTRACTED SERVICES	3,000.00	3,000.00	0.00
INSURANCE	3,700.00	4,272.00	572.00
MAINTENANCE & REPAIR	600.00	600.00	0.00
TOTAL EXPENSES	<u>18,862.00</u>	<u>19,665.00</u>	<u>803.00</u>
SUBTOTAL	<u>18,862.00</u>	<u>19,665.00</u>	<u>803.00</u>
SUBTOTAL COMM CENTRES & LIBRARIES	<u>110,029.00</u>	<u>102,191.00</u>	<u>(7,838.00)</u>

2022 OPERATING BUDGET OVERVIEW

Business Plan: Harbours

PRIMARY RESPONSIBILITIES

The Municipality of Lambton Shores operates and maintains two “Blue Flag Designated” marinas within the municipality; one is located in Grand Bend, the other at Port Franks. Operation of these marinas is coordinated through the Community Services Department.

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

Port Franks Marina provides 90 seasonal slips. This facility was acquired from the Ausable Bayfield Conservation Authority in 2001 and it includes a community park, picnic area, and public boat launch. In 2021, the existing pavilion burnt down and is being rebuilt in 2022. Several slips within the marina are leased by the Municipality to the Port Franks Yacht Club. Similar to the Grand Bend Marina, dredging operations are contracted out to a private operator. As in Grand Bend, the Port Franks Marina is managed by a Marina Manager who coordinates the seasonal staff.

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

SUMMARY OF OPERATING BUDGET CHANGES

Revenue at both marinas have been adjusted based on historical levels.

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

An additional \$40,000 has been included for dredging at the Port Franks Marina. Additional funds are allocated to complete dredging around the boat launch and throughout the marina, but does not include funds for additional dredging of the river mouth. The existing dredging contract includes maintenance of the channel mouth, including prop washing.

As in previous years, the 2022 budget includes \$50,000 for Harbour Maintenance. The extra river dredging required this year will be funded by this Harbour Maintenance budget.

Municipality of Lambton Shores

2022 Budget

	2021 BUDGET	2022 BUDGET	Amount Changed
<u>HARBOURS</u>			
<u>GRAND BEND HARBOUR</u>			
GRANTS	25,000.00	25,000.00	0.00
USER FEES	459,543.00	530,732.00	71,189.00
OTHER REVENUE	500.00	500.00	0.00
TOTAL REVENUE	485,043.00	556,232.00	71,189.00
PERSONNEL COSTS	102,552.00	104,374.00	1,822.00
UTILITIES	31,502.00	32,098.00	596.00
CONTRACTED SERVICES	7,000.00	7,000.00	0.00
INSURANCE	6,500.00	7,504.00	1,004.00
VEHICLE & EQUIPMENT	1,500.00	1,500.00	0.00
MATERIALS & SUPPLIES	241,155.00	268,655.00	27,500.00
MAINTENANCE & REPAIR	88,000.00	70,000.00	(18,000.00)
DREDGING	62,000.00	62,000.00	0.00
ADMINISTRATIVE OTHER	13,480.00	13,480.00	0.00
TOTAL EXPENSES	553,689.00	566,611.00	12,922.00
SUBTOTAL	68,646.00	10,379.00	(58,267.00)
<u>PORT FRANKS HARBOUR</u>			
USER FEES	204,372.00	226,838.00	22,466.00
TOTAL REVENUE	204,372.00	226,838.00	22,466.00
PERSONNEL COSTS	85,134.00	86,671.00	1,537.00
UTILITIES	15,819.00	16,110.00	291.00
CONTRACTED SERVICES	13,500.00	13,500.00	0.00
INSURANCE	6,650.00	7,678.00	1,028.00
VEHICLE & EQUIPMENT	500.00	500.00	0.00
MATERIALS & SUPPLIES	7,016.00	7,016.00	0.00
MAINTENANCE & REPAIR	5,500.00	5,500.00	0.00
DREDGING	90,000.00	130,000.00	40,000.00
ADMINISTRATIVE OTHER	1,126.00	1,126.00	0.00
TOTAL EXPENSES	225,245.00	268,101.00	42,856.00
SUBTOTAL	20,873.00	41,263.00	20,390.00
<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	139,519.00	101,642.00	(37,877.00)
TOTAL RECREATION & CULTURAL	2,677,652.00	2,435,430.00	(242,222.00)

2022 OPERATING BUDGET OVERVIEW

Business Plan: Planning

PRIMARY RESPONSIBILITIES

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

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

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

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

Staff have been working with Lambton County and has secured additional planning resources for 2022. These additional resources will be focus in two areas. The first area being the preparation and adoption of a new comprehensive zoning bylaw. The first phase of this process will include a cursory review of our Official Plan to identify any provincial changes that need to be addressed, followed by the full zoning bylaw preparation process. The second area will be the creation and implementation of community Improvement plans for the urban areas of Forest, Arkona, Thedford, and

Grand Bend. As Council is aware, OMAFRA provided funds for this project through a RED grant that funds 50% of the costs for a project manager. The 2022 budget includes the Lambton Shores share of the project.

SUMMARY OF OPERATING BUDGET CHANGES

Revenues in 2022 were increased to \$83,000, an increase of \$9,000 over 2021. This increase was simply a reflection in the actual revenue that is being generated through planning applications.

Expenses were increased by \$25,000 in order support the work required for the preparation of a new comprehensive zoning bylaw.

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
PLANNING & DEVELOPMENT			
<u>PLANNING AND ZONING</u>			
USER FEES	74,000.00	83,000.00	9,000.00
TOTAL REVENUE	<u>74,000.00</u>	<u>83,000.00</u>	<u>9,000.00</u>
CONTRACTED SERVICES	6,500.00	31,500.00	25,000.00
MATERIALS & SUPPLIES	1,000.00	1,000.00	0.00
ADMINISTRATIVE OTHER	16,614.00	16,614.00	0.00
TOTAL EXPENSES	<u>24,114.00</u>	<u>49,114.00</u>	<u>25,000.00</u>
SUBTOTAL	<u>(49,886.00)</u>	<u>(33,886.00)</u>	<u>16,000.00</u>

2022 OPERATING BUDGET OVERVIEW

Business Plan: Economic Development

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

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

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

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

In 2021, a full-time Communications and Economic Development Coordinator position was created. This role has developed and improved internal and external communications and is responsible for implementing the recommendations of the Business Retention and Expansion Study. In 2022, the staff will act as the municipal liaison for the development of a Community Improvement Plan for Lambton Shores.

Lambton Shores continues to promote its “brand”. Past investment in wayfinding signage is evident across the municipality. Significant Highway #21 connecting link projects are improving traffic flow through Forest and are planned for Grand Bend.

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

Since 2011, the Grand Bend and Area Chamber of Commerce has received payments of between \$13,000 and \$24,000 to allocate toward additional visitor services efforts. This budget has been drafted with the 2022 contribution of \$24,000 included again although there has been no specific discussion on how these funds would be used. Additionally, this budget has been drafted with continued support of \$7,000 to the Forest

Museum for their operation of a downtown visitor information centre. The municipality continues to budget \$7,000 for direct promotion/advertising through trade shows, print media and partnership support.

In 2020, staff were able to complete the process of have the Forest Industrial Lands Certified through the province as marketable industrial lands. This certification allows the property to be listed by the Province for any future development inquiries.

SUMMARY OF OPERATING BUDGET CHANGES

With the exception of personnel cost, the 2022 budget is unchanged from 2021.

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>ECONOMIC DEVELOPMENT</u>			
GRANTS	40,000.00	40,000.00	0.00
USER FEES	30,000.00	30,000.00	0.00
TOTAL REVENUE	<u>70,000.00</u>	<u>70,000.00</u>	<u>0.00</u>
PERSONNEL COSTS	78,621.00	89,113.00	10,492.00
CONTRACTED SERVICES	80,000.00	80,000.00	0.00
DONATION / GRANT	31,000.00	31,000.00	0.00
ADMINISTRATIVE OTHER	42,000.00	42,000.00	0.00
TRANSFER TO RESERVE FUND	50,000.00	50,000.00	0.00
TOTAL EXPENSES	<u>281,621.00</u>	<u>292,113.00</u>	<u>10,492.00</u>
SUBTOTAL	<u>211,621.00</u>	<u>222,113.00</u>	<u>10,492.00</u>

2022 OPERATING BUDGET OVERVIEW

Business Plan: Drainage

PRIMARY RESPONSIBILITIES

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

The Municipality has traditionally combined the Roads Manager and Drainage Superintendent positions. Recently the Drainage Superintendents duties have been removed from the Roads Managers duties and the work has been completed by an outside consultant with the Director of Community Services acting as the named Drainage Superintendent for the Municipality. In late 2021 the Municipality advertised for a full time Drainage Superintendent with a start date in early 2022. The Drainage Superintendent is typically responsible for monitoring of drains and liaising with the affected property owners on any issues that may arise. The cost of capital and maintenance works on Municipal Drains is coordinated by the Drainage Superintendent, and billed to the affected property owners as noted in the drainage assessment.

Lambton Shores has seven drainage pumps which require continual observation. They are in place to aid not only in drainage, but irrigation to crop land as well. Six pumps are placed in the Bog area and one within Ipperwash. Lambton Shores currently has 4 commissioners under by-law to assist the drainage superintendent in the running maintenance and operational procedures of these pumps. Once a new full time drainage superintendent is in place this arrange with commissioners will be reviewed.

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

The Drainage Superintendent was added in the 2021 Budget and is accounted for in the proposed 2022 budget.

An allocation has been included to transfer funds to the Rolling Stock Reserve Fund to cover the cost of a new vehicle for Superintendent position. This is an addition to the existing fleet and not a capital replacement.

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

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
<u>DRAINAGE</u>			
<u>MUNICIPAL DRAINAGE OPERATIONS</u>			
GRANTS	28,500.00	28,500.00	0.00
TOTAL REVENUE	<u>28,500.00</u>	<u>28,500.00</u>	<u>0.00</u>
PERSONNEL COSTS	102,713.00	95,762.00	(6,951.00)
UTILITIES	788.00	788.00	0.00
VEHICLE & EQUIPMENT	3,400.00	3,400.00	0.00
MATERIALS & SUPPLIES	225.00	225.00	0.00
ADMINISTRATIVE OTHER	0.00	60,000.00	60,000.00
TOTAL EXPENSES	<u>107,126.00</u>	<u>160,175.00</u>	<u>53,049.00</u>
SUBTOTAL	<u>78,626.00</u>	<u>131,675.00</u>	<u>53,049.00</u>
<u>MUNICIPAL DRAIN MAINTENANCE</u>			
GRANTS	45,000.00	45,000.00	0.00
USER FEES	120,000.00	120,000.00	0.00
OTHER REVENUE	10,000.00	10,000.00	0.00
TOTAL REVENUE	<u>175,000.00</u>	<u>175,000.00</u>	<u>0.00</u>
PERSONNEL COSTS	1,958.00	1,232.00	(726.00)
UTILITIES	57,222.00	58,366.00	1,144.00
CONTRACTED SERVICES	100,000.00	100,000.00	0.00
INSURANCE	2,000.00	2,309.00	309.00
ADMINISTRATIVE OTHER	13,820.00	13,093.00	(727.00)
TOTAL EXPENSES	<u>175,000.00</u>	<u>175,000.00</u>	<u>0.00</u>
SUBTOTAL			
<u>MUNICIPAL DRAIN CONSTRUCTION</u>			
GRANTS	506,877.00	200,000.00	(306,877.00)
USER FEES	684,888.00	100,000.00	(584,888.00)
TOTAL REVENUE	<u>1,191,765.00</u>	<u>300,000.00</u>	<u>(891,765.00)</u>
CONTRACTED SERVICES	936,042.00	300,000.00	(636,042.00)
ADMINISTRATIVE OTHER	255,723.00	0.00	(255,723.00)
TOTAL EXPENSES	<u>1,191,765.00</u>	<u>300,000.00</u>	<u>(891,765.00)</u>
SUBTOTAL			
<u>TILE DRAINAGE</u>			
USER FEES	6,059.00	6,059.00	0.00
TOTAL REVENUE	<u>6,059.00</u>	<u>6,059.00</u>	<u>0.00</u>
PRINCIPAL & INTEREST	6,059.00	3,791.00	(2,268.00)
ADMINISTRATIVE OTHER	0.00	2,268.00	2,268.00
TOTAL EXPENSES	<u>6,059.00</u>	<u>6,059.00</u>	<u>0.00</u>
SUBTOTAL			
SUBTOTAL DRAINAGE	<u>78,626.00</u>	<u>131,675.00</u>	<u>53,049.00</u>
TOTAL PLANNING & DEVELOPMENT	<u>240,361.00</u>	<u>319,902.00</u>	<u>79,541.00</u>

2022 OPERATING BUDGET OVERVIEW

Business Plan: Water

PRIMARY RESPONSIBILITIES

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

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

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

Jacobs services fees have been adjusted based on the contract. The following summarizes notable changes to the Water budget proposed for 2022:

The revenue has been increased to reflect the new rates for 2022.

An amount of \$25,000 has been added to fund a rate study in 2022.

One of the waterline expansion loans will expire in February 2021 and therefore the principle and interest costs have decreased.

Municipality of Lambton Shores

2022 Budget

	2021	2022	
	BUDGET	BUDGET	Amount Changed
WATER			
USER FEES	5,221,640.00	5,505,150.00	283,510.00
TOTAL REVENUE	5,221,640.00	5,505,150.00	283,510.00
PERSONNEL COSTS	11,058.00	9,133.00	(1,925.00)
UTILITIES	58,691.00	59,864.00	1,173.00
PRINCIPAL & INTEREST	542,136.00	343,117.00	(199,019.00)
OMI - CONTRACTED SERVICES	619,721.00	619,721.00	0.00
LAWSS - CONTRACTED SERVICES	115,194.00	122,666.00	7,472.00
NORTH MIDDLESEX CONTRACTED SERVICES	9,636.00	9,636.00	0.00
CONTRACTED SERVICES	180,827.00	205,827.00	25,000.00
INSURANCE	30,050.00	34,693.00	4,643.00
VEHICLE & EQUIPMENT	25,300.00	25,300.00	0.00
WATER PURCHASE	660,662.00	660,662.00	0.00
MATERIALS & SUPPLIES	108,780.00	108,780.00	0.00
MAINTENANCE & REPAIR	15,814.00	15,814.00	0.00
ADMINISTRATIVE OTHER	325,444.00	326,336.00	892.00
TRANSFER TO RESERVE FUND	2,518,327.00	2,963,601.00	445,274.00
TOTAL EXPENSES	5,221,640.00	5,505,150.00	283,510.00

2022 OPERATING BUDGET OVERVIEW

Business Plan: Wastewater

PRIMARY RESPONSIBILITIES

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

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

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

SUMMARY OF OPERATING BUDGET CHANGES

The 2022 Wastewater budget has been adjusted to account for Jacobs fees as per the services contract. Other proposed changes are summarized:

The revenue has been increased to reflect the new rates for 2022.

The Engineering budget has been reduced to account for the actual historical use of this item.

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

Municipality of Lambton Shores

2022 Budget

	<u>2021</u>	<u>2022</u>	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Amount Changed</u>
WASTEWATER			
<u>SANITARY SEWER SYSTEMS</u>			
USER FEES	2,110,085.00	2,266,500.00	156,415.00
TRANSFER FROM R / RF	50,000.00	50,000.00	0.00
TOTAL REVENUE	<u>2,160,085.00</u>	<u>2,316,500.00</u>	<u>156,415.00</u>
PERSONNEL COSTS	6,954.00	5,052.00	(1,902.00)
UTILITIES	198,924.00	202,694.00	3,770.00
PRINCIPAL & INTEREST	105,635.00	102,975.00	(2,660.00)
OMI - CONTRACTED SERVICES	651,306.00	651,306.00	0.00
CONTRACTED SERVICES	72,858.00	47,858.00	(25,000.00)
INSURANCE	42,500.00	49,066.00	6,566.00
VEHICLE & EQUIPMENT	6,300.00	6,300.00	0.00
GB - STP LAGOON	435,215.00	468,497.00	33,282.00
MAINTENANCE & REPAIR	76,500.00	76,500.00	0.00
ADMINISTRATIVE OTHER	306,815.00	338,815.00	32,000.00
TRANSFER TO RESERVE FUND	257,078.00	367,437.00	110,359.00
TOTAL EXPENSES	<u>2,160,085.00</u>	<u>2,316,500.00</u>	<u>156,415.00</u>

2022 CAPITAL BUDGET OVERVIEW

Lambton Shores has an extensive capital program proposed for 2022. This overview highlights the planned projects and outlines staff's approach to developing the capital program for each respective area.

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

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

Tax Supported Projects

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

Rolling Stock

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

Emergency Services

The capital program includes the implementation of the Fire Master Plan recommendations which results in Arkona acquiring a new squad truck, Northville pumper replacement with a pumper/tanker/rescue and command vehicles for the new positions.

Transportation

Purchase of a new Pickup Truck for the Drainage Superintendent position. As many drains are not accessible by regular travelled roads a suitable vehicle is required for this position to properly perform their job functions

Purchase of a new bucket truck to replace the current lift unit. A bucket truck will provide much better level of service for operations and utilization than the current vertical lift.

Lifecycle replacement of two utility trailers

Lifecycle replacement of existing Skidsteer utilized in Grand Bend for Beach maintenance

Recreation and Leisure Services

Lifecycle replacement of the existing ice resurfer at the Legacy Recreation Centre

Equipment

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

Information Technology

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

Fire Services

Equipment is replaced to ensure safety and efficient and standardization of operations. In 2022 this includes bunker and breathing gear, radios, infrared camera, extrication equipment and small equipment replacements.

Transportation

The budget includes an annual allocation for small equipment purchases and replacement utilized in day to day operations as well as a lifecycle replacement of a boom flail mower.

Recreation

The budget includes \$25,000 to replace the existing PA system at the Grand Bend Beach and extend the system to the North Beach for enhanced communication with beach patrons.

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

Land Improvements

Recreation & Leisure Services

This section of the capital program funds capital maintenance and lifecycle projects for the Lambton Shores' inventory of recreation related facilities including: arenas, harbours, community centres, libraries, and parks, as well as all associated apparatus. Projects are considered and prioritized based on the results of various inspections that are completed by staff throughout the calendar year (playground, facilities, etc.) to

ensure the safe use of Lambton Shores' assets by the public. All planned expenses are funded from Reserve Funds: Facilities or Land Improvements. Some of the major capital work planned for 2022 includes the following:

Grand Bend Beach Walkway Stone Replacement: \$25,000 – this is a lifecycle upgrade to replace existing damaged paver stones with concrete. The project will continue to be budgeted for in small increments until all paver stones have been replaced by concrete.

Arkona Community Centre Park Improvements: \$165,000 offset by a grant application to the Canada Community Revitalization Fund for \$123,750. The improvements include the addition of shade sails and the development of a multi-purpose hard surface court to replace the existing basketball court. The status of the application is still unknown.

Port Franks Marina Dock Replacements: \$20,600 – this is a continuous lifecycle improvement to replace docks as needed.

Facilities

Fire

Both the Grand Bend and Forest fire halls require driveway repairs.

Recreation and Leisure

Funds have been included to complete lifecycle improvements for LED lighting at the Shores Recreation Centre and new windows and doors at the Arkona Community Centre.

Transportation Infrastructure

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

Road Reconstruction and Surface Treatment

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

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

The 2022 budget continues with the surface treatment as per Policy #73. The 2022 operating budget includes a Roads Needs Study update in which road reconstruction methodologies will be reviewed in coordination with prioritization updates for all Municipal roads.

Reconstruction Projects for 2022 include:

- Ravenswood Line (Phase 2 funding – Entire Project tender closes late January 2022)

Resurfacing Projects for 2022 include Klondyke Road and West Bosanquest Subdivisions including Lakeview Haven, Glendale, Vance Drive, and Cedar Cove for a total of \$553,000

Sidewalks and Walkways

This section of the capital program funds maintenance upgrades to existing sidewalks, and funds the construction of new hard surface pathways. An annual allocation is dedicated to replacement of existing sidewalks, and staff completed a springtime inspection of all sidewalk areas to prioritize replacement areas based on the standards established in the Community Services “Sidewalk Inspection, Repair, and Replacement Policy”. The 2022 budget includes \$100,000 to support this program. An expansion of the Ipperwash Trail System to extend Centre Ipperwash roadside paved Shoulder to Highway 21 is also included in 2022 and partially funded from Development Charges.

Bridge and Culvert

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

The 2022 Capital Budget includes funds for the start of the Ontario Street Bridge Widening project which is planned to start construction in the Fall of 2022.

Streetlights

This section of the capital program funds maintenance upgrades to existing streetlights and traffic lights, as well as the installation of lights at new locations for safety purposes. Projects in this area are considered on an “as-required” basis with consideration given to field inspections completed by the municipality’s lighting contractors. The 2022 budget also includes \$100,000 for LED retrofitting of existing decorative lights.

User Rate Supported Projects

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

Water

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

- Water Meter Changeout program
- Bulk Water Stations Rehabilitations (Forest and Northville)
- Arkona Water Tower Maintenance

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:

- Arkona Sewage Treatment Plant Sand Filter Replacements (Engineering)
- Forest Sewage Treatment Plant Process Equipment (Engineering)
- Indian Hills Pump Station Electrical Panel Replacement

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<u>ROLLING STOCK</u>						
<u>Fire</u>						
Arkona Squad Truck	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
Northville Pumper	Change to pumper/tanker/rescue as per FMP	\$ 700,000	\$ 700,000			
Command Vehicle	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
District Command Vehicle	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
District Command Vehicle	New - Recommendation in FMP	\$ 70,000	\$ 70,000			
	Subtotal	\$ 980,000	\$ 980,000	\$ -	\$ -	\$ -
<u>Transportation</u>						
Drainage Superintendent Vehicle	Fleet addition for new position	\$ 60,000	\$ 60,000			
Bucket Truck	Change back from Lift to Bucket Truck	\$ 180,000	\$ 180,000			
2 Utility Trailers	Lifecycle replacement of existing unit	\$ 11,000	\$ 11,000			
Skidsteer	Lifecycle replacement of existing unit	\$ 80,000	\$ 80,000			
<u>Recreation & Leisure Services</u>						
Legacy Ice Resurfacing Unit	Lifecycle replacement of existing unit	\$ 125,000	\$ 125,000			
	Subtotal	\$ 456,000	\$ 456,000	\$ -	\$ -	\$ -
	Total Rolling Stock	\$ 1,436,000	\$ 1,436,000	\$ -	\$ -	\$ -
<u>EQUIPMENT</u>						
<u>Information Technology</u>						
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 34,461	\$ 34,461			
	Subtotal	\$ 34,461	\$ 34,461	\$ -	\$ -	\$ -
<u>Fire</u>						
Bunker Gear	Pooled asset lifecycle replacement	\$ 35,000	\$ 35,000			
Breathing Gear	Pooled asset lifecycle replacement	\$ 1,000	\$ 1,000			
Radios & Pagers	Pooled asset lifecycle replacement	\$ 13,200	\$ 13,200			
Infrared Camera	Lifecycle replacement	\$ 13,000	\$ 13,000			
NV - Small Equipment & Nozzel(s)	Lifecycle replacement	\$ 21,000	\$ 21,000			
FO - Extrication Equipment	Lifecycle replacement	\$ 42,000	\$ 42,000			
	Subtotal	\$ 125,200	\$ 125,200	\$ -	\$ -	\$ -
<u>Transportation</u>						
Equipment	Annual allocation for capital small equipment purchases	\$ 10,000	\$ 10,000			
Boom Flail Mower	Lifecycle replacement	\$ 28,646	\$ 28,646			
	Subtotal	\$ 38,646	\$ 38,646	\$ -	\$ -	\$ -
<u>Recreation & Leisure Services</u>						
GB Beach PA System	Lifecycle replacement	\$ 25,000	\$ 25,000			
Shores - Ice Edger	Lifecycle replacement	\$ 6,000	\$ 6,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 20,000	\$ 10,000		\$ 10,000	
	Subtotal	\$ 51,000	\$ 41,000	\$ -	\$ 10,000	\$ -
	Total Equipment	\$ 249,307	\$ 239,307	\$ -	\$ 10,000	\$ -
<u>LAND IMPROVEMENTS</u>						
<u>Recreation & Leisure Services</u>						
GB - Beach walkway stone replacement	Lifecycle replacement	\$ 25,000	\$ 25,000			
GB - Basketball - pickleball surface	Enhance surface for additional use	\$ 20,000	\$ 15,000		\$ 5,000	

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
AR - Com Centre - Park Improvements	Enhance outdoor facility, sunshades and pickleball - pending grant approval	\$ 165,000	\$ 41,250		\$ 123,750	
PF - Marina - dock replacement	Lifecycle replacement	\$ 20,600	\$ 20,600			
PF - Marina - play structure replacement	Lifecycle replacement	\$ 4,929	\$ 4,929			
Total Land Improvements		\$ 235,529	\$ 106,779	\$ -	\$ 128,750	\$ -
FACILITIES						
Fire						
GB - Driveway Repairs	Lifecycle replacement	\$ 18,000	\$ 18,000			
FO - Driveway Repairs	Lifecycle replacement	\$ 22,000	\$ 22,000			
Recreation & Leisure Services						
Shores - LED upgrade in gym & lobby	Lifecycle replacement	\$ 30,000	\$ 30,000			
AR - Com Centre - window & door replacement	Lifecycle replacement	\$ 50,000	\$ 50,000			
Total Facilities		\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -
TRANSPORTATION INFRASTRUCTURE						
Road Re-Construction						
Ravenswood Line	Priority Rating : 1-5 Years Full Reconstruction. Funded by OCIF	\$ 2,600,000	\$ 591,190		\$ 2,008,810	
Subtotal		\$ 2,600,000	\$ 591,190	\$ -	\$ 2,008,810	\$ -
Re-Surface Treatment						
Klondyke Rd - Lakeshore to Greenway	Priority Rating : 500-999 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 240,000	\$ 240,000			
Lakeview Haven Dr - Lakeshore to St Anthony - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 60,000	\$ 60,000			
St Anthony Cr - LVH to LVH - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 17,000	\$ 17,000			
Ravine Rd - Freeman to West End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 6,000	\$ 6,000			
Cliff Rd - Freeman to South end - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 8,000	\$ 8,000			
Freeman St - Ravine to Cliff - single lift LCB	Priority Rating : 50-199* Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 9,000	\$ 9,000			
Vance Dr - Lakeshore to Ravine - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single Lift LCB	\$ 40,000	\$ 40,000			
Marilyn St - Cedarview to South End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 7,000	\$ 7,000			
Beach St - Birch to East End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 12,000	\$ 12,000			
Cedarview Dr - Cedar Point to West End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 15,000	\$ 15,000			

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
Glendale Dr - Lakeshore to South End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 80,000	\$ 80,000			
Cole Crescent - Glendale to Glendale - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 8,000	\$ 8,000			
Keith St - Cedarview to South End - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 6,000	\$ 6,000			
Cedar Point Li - Lakeshore to Cedarview - single lift LCB	Priority Rating : 0-49 Lifecycle road resurfacing as recommend in the RNS. Single lift LCB	\$ 45,000	\$ 45,000			
	Subtotal	\$ 553,000	\$ 553,000	\$ -	\$ -	\$ -
Sidewalks / Walkways						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 100,000	\$ 100,000			
Ipperwash Trail System	Centre Ipperwash Roadside trail	\$ 95,000	\$ 66,500	\$ 28,500		
	Subtotal	\$ 195,000	\$ 166,500	\$ 28,500	\$ -	\$ -
Bridge / Culvert						
Ontario St Bridge and Connecting Link year 1 of 3	Replacement and Widening of existing bridge	\$ 1,266,173	\$ 18,751	\$ 107,866	\$ 1,139,556	
	Subtotal	\$ 1,266,173	\$ 18,751	\$ 107,866	\$ 1,139,556	\$ -
Street Light						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 22,081	\$ 22,081			
Decorative Streetlights	Upgrade lights to LED	\$ 100,000	\$ 100,000			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 18,896	\$ 18,896			
FO - Traffic Light Controller	King & Townsend - replacement	\$ 40,000	\$ 40,000			
	Subtotal	\$ 180,977	\$ 180,977	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 4,795,150	\$ 1,510,418	\$ 136,366	\$ 3,148,366	\$ -
	Total Tax Supported	\$ 6,835,986	\$ 3,412,504	\$ 136,366	\$ 3,287,116	\$ -

**Municipality of Lambton Shores
2022 Capital Program**

Capital Project Description and Cost			Funding Source			
Department			Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Project Name	Project Description	Budget				
<u>WATER INFRASTRUCTURE</u>						
<u>Water Mains</u>						
Meter Change out program	Lifecycle Replacement	\$ 200,000	\$ 200,000			
Bulk Water Station repair & upgrade	Lifecycle Replacement	\$ 150,000	\$ 150,000			
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 197,018	\$ 197,018			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 96,383	\$ 96,383			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
Arkona Tower Maintenance	Required Repairs	\$ 250,000	\$ 250,000			
	Subtotal	\$ 1,058,401	\$ 1,058,401	\$ -	\$ -	\$ -
	Total Water Infrastructure	\$ 1,058,401	\$ 1,058,401	\$ -	\$ -	\$ -
<u>WASTEWATER INFRASTRUCTURE</u>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 36,060	\$ 36,060			
<u>Miscellaneous Items</u>						
ARK - STP Sand Filtration System	Engineering for work in 2023	\$ 50,000	\$ 50,000			
FO - STP Process Equipment	Engineering for work in 2023	\$ 50,000	\$ 50,000			
GB - Ontario St Bridge	Required as part of bridge replacement	\$ 148,600			\$ 148,600	
Indian Hills PS - Electrical Panel	Upgrades	\$ 75,000	\$ 75,000			
	Subtotal	\$ 359,660	\$ 211,060	\$ -	\$ 148,600	\$ -
	Total Wastewater Infrastructure	\$ 359,660	\$ 211,060	\$ -	\$ 148,600	\$ -
	Total User Rate Supported	\$ 1,418,061	\$ 1,269,461	\$ -	\$ 148,600	\$ -
2022 Total Capital			\$ 8,254,047	\$ 4,681,965	\$ 136,366	\$ 3,435,716
						\$ -

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Rolling Stock													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>ARKONA</u>													
Pumper / Rescue	2019	2039	403,080										
Tanker	2011	2036	246,518										
Rescue	1994		230,975	retire									
Squad Truck			New	70,000									
Parade Vehicle	1948												
<u>GRAND BEND</u>													
Pumper	2014	2034	474,075										
Tanker	2018	2043	279,575										
Rescue	2008	2033	203,664										
Squad Truck	2020	2032	57,947										
<u>NORTHVILLE</u>													
Pumper	1999	2022	700,000	700,000	pumper / tanker / rescue								
Rescue	2005	2030	191,030	retire									
Squad Truck			New				70,000						
<u>FOREST</u>													
Pumper	2003	2023	600,000			retire							
Ladder Truck			New			1,400,000							
Rescue	2013	2038	538,718										
Quad Cab Truck	2013	2033	55,367										
Parade Vehicle	1922												
<u>THEDFORD</u>													
Pumper / Rescue	2018	2038	623,111										
Tanker	2001		416,160										
Rescue	2003		194,037							retire			
Squad Truck			New		70,000								
Parade Vehicle	1942												

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Rolling Stock													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>COMMAND & SUPPORT</u>													
Command			NEW	70,000									
District Command			NEW	70,000									
District Command			NEW	70,000									
<u>PROTECTIVE INSPECTION & CONTROL</u>													
Jeep Patriot - White - Bylaw Vehicle	2016	2028	28,316							32,526			
<u>BUILDING & ASSESSMENT</u>													
Jeep Patriot - White - Building Vehicle	2015	2027	24,854						28,248				
<u>TRANSPORTATION</u>													
<u>GRADERS</u>													
Grader Volvo G970 - N. Area	2008	2023	325,000		475,000								
John Deere 772G Grader	2015	2025	415,150				490,000						
<u>BACKHOES</u>													
Backhoe	2018	2028	138,739							159,368			
Backhoe - 310SK Backhoe Loader	2013	2023	138,028		143,604								
<u>LOADERS</u>													
Wheel Loader	2017	2027	220,723						248,570				
<u>TRACTORS</u>													
Tractor with Grader	2003	2028	28,924							33,225			
Articulating Tractor	2013	2025	150,000				189,919						
Tractor - Massey Ferguson 5711D	2020	2030	87,585									104,672	
Tractor - Beach Cleaning M9540 95 HP (North)	2021	2031	97,441										118,780

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Rolling Stock													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>PLOW TRUCKS</u>													
5 Ton - Tandem - Int(2011) w/plow & wing -N.Area	2011	2023	247,652		375,000								
5 Ton - Single Axle - S. Area	2015	2027	197,888			.			290,000				
5 Ton - Tandem Truck with Snow Plow Package	2016	2028	305,092							350,455			
<u>PICK UP TRUCKS</u>													
10-6906 PU	2012	2024	33,841			35,912							
5-7080 PU	2014	2026	30,001					33,526					
4-7081 PU	2014	2026	30,908					39,478					
1-7219 PU	2016	2028	34,368							39,478			
2-6969 PU	2013	2025	31,720				34,335						
Dodge Ram 2500	2020	2030	46,029									55,009	
Drainage Superintendent Vehicle				60,000									
<u>ONE TONS</u>													
Dodge 4x4 4500HD w/Plow & Sander-S.Area	2021	2031	90,000										109,709
Dodge 4x4 - S. Area	2019	2029	85,666								100,371		
Dodge Ram 4500	2018	2028	80,771							92,780			
Dodge Ram 4500 4x4 - North	2014	2024	77,497			82,240							
Dodge Ram 4x4	2016	2026	86,057					95,014					
<u>LIFT</u>													
Skyjack Vertical Lift - Orange	2015	2027	14,826						16,697				
50' Towable Boom	2017	2029	75,500								88,460		
Bucket Truck			New	180,000									
<u>SWEEPERS</u>													
Sweeper - Cubex	2016	2026	271,508					299,767					
<u>CHIPPERS</u>													
Brush Chipper - Vermeer	2012	2030	38,986									46,592	

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Rolling Stock													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>BEACH CLEANER</u>													
Beach Cleaner	2019	2029	87,065								102,011		
<u>HYDROVAC</u>													
Hydrovac Truck	2015	2030	184,644									220,667	
<u>RIDING MOWERS</u>													
Riding Lawn Mower - JD Zero Turn Z915B 54"	2014	2024	8,843			9,384							
Riding Lawn Mower - JD Zero Turn Z915B 54"	2015	2025	8,353				9,042						
Riding Lawn Mower - Zero Turn Ferris IS2000 ZB2	2015	2025	7,726				8,363						
Zero Turn Mower	2018	2028	8,672							9,961			
Riding Mower - Zero Turn (PF Marina)	2017	2027	8,830						9,944				
Lawn Tractor - South Area	2014	2024	3,027				3,410						
<u>TRAILERS</u>													
Trailer - Load Trail Carhauler	2016	2031	10,820										13,190
Bravo 7x16 Trailer	2013	2029	6,061								7,101		
Trailer - Utility - Black PL#Z18615	2001	Expired	1,435	5,000									
(Vars) Trailer - Tandem - Black - N. Area PL#T68100	1998	Expired	7,028	6,000									
Trailer - Generator - Grey	2009	2022	4,431					4,431					
Utility Trailer 5X8 (Advantage BT583)	2013	2029	1,495								1,787		
<u>OTHER ROLLING STOCK</u>													
4x4 ATV Kubota	2018	2030	15,059									17,997	
JD - Skidsteer 313- N. Area	2009	2022	51,946	80,000									
<u>RECREATION & LEISURE SERVICES</u>													
<u>Legacy Recreation Complex</u>													
Zamboni	2010	2022	94,824	125,000									

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Rolling Stock													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Shores Recreation Complex													
Zamboni	2019	2030	110,390									134,565	
TOTAL CAPITAL REQUIREMENTS				1,436,000	1,063,604	1,527,536	805,069	472,216	593,459	717,793	299,730	579,502	241,679
Rolling Stock Reserve Fund				1,436,000	1,063,604	1,527,536	805,069	472,216	593,459	717,793	299,730	579,502	241,679
Balance				-	-	-	-	-	-	-	-	-	-
Rolling Stock Reserve Fund Activity	Est. 2021 Y/E		1,907,465										
Rolling Stock RF -contribution				801,448	689,917	703,715	717,790	732,145	746,788	761,724	776,959	792,498	808,348
Rolling Stock RF-withdrawal				1,436,000	1,063,604	1,527,536	805,069	472,216	593,459	717,793	299,730	579,502	241,679
Total - Rolling Stock RF				1,272,913	899,226	75,405	(11,874)	248,055	401,385	445,315	922,543	1,135,539	1,489,213
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

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

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>GENERAL GOVERNMENT</u>													
<u>Information Technology</u>													
Laptop / Workstations / Servers			86,136	27,061	27,602	40,264	28,717	29,291	34,877	30,475	31,085	31,707	32,341
Various Printers / scanners			23,169	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Smart Screens / TV Displays			18,183	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
LAN / WAN Devices			31,532	3,400	3,500	3,600	3,700	3,800	3,900	4,000	4,100	4,200	4,300
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>Chief / Administration</u>													
Bunker Gear (Boots, Jackets, Pants, Helmet)				35,000	10,500	10,000			75,000				
Breathing Gear (Back Packs, Fiber Bottles, Masks)				1,000	10,000	10,000	10,000	10,000	130,000	90,000			
Radios & Pagers (Global as required)				13,200	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Infrared Camera (s)			101,642	13,000									
<u>Arkona</u>													
Generator	2006	2023	15,606		15,918								
<u>Grand Bend</u>													
Generator	2008	2023	15,606		15,918								
<u>Northville</u>													
Extrication Equipment	2009	2029	20,000									40,056	
Major small equipment replace	various			10,000									
Nozzel replacement	various			11,000									
<u>Forest</u>													
Extrication Equipment -replace and add	2010	2030	29,520	42,000								50,000	
Generator	2011	2023	15,606		15,918								
Compressor / Cascade	2007	2027	38,971						45,179				
Night Scan Chief Scene Light - Tanker #8	2013	2024	11,114			11,901							
Night Scan Chief Scene Light - Pumper #7	2013	2024	11,994			12,844							

2022 Approved Capital Budget

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

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Thedford</u>													
Extrication Equipment	2021	2031	20,000					35,000					
Generator	1998	2023	15,606		15,918								
Compressor / Cascade	2001	2023	33,819		33,819								
<u>TRANSPORTATION</u>													
<u>Roadways</u>													
Flail Mower	2021	2031	10,730										10,730
Boom Flail Mower	2012	2022	28,646	28,646									
Windrow Eliminator Attachment - For Grader	2013	2023	28,812		30,838								
Small Equipment				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Generator - Oran 8 KW Hydraulic (Forest)	2013	2028	15,668							17,998			
Power Washer	2014	2025	5,633				6,097						
Line Painter - North	2015	2025	4,593				4,972						
Compost Turning Equipment	2008	2028	18,581							21,771			
Water Tank	2019	2029	18,258								21,392		
GPS Equipment and Software	2021	2031	27,969										33,426
Speedcheck Radar Sign	2013	2030	8,252									9,862	
Traffic Control Sign (2)	2007	2026	7,716					7,716					
<u>RECREATION & LEISURE SERVICES</u>													
<u>Parks</u>													
Recycling Container - Village Green	2011	2031	1,277										1,557
Bike Rack - Frances Dr Park	2014	2029	1,081								1,278		
<u>Beach</u>													
Mobi Mat	2017	2027	5,318						5,989				
Accessible Beach Path Mat	2018	2028	5,108							5,867			
Security System	2009	2025	18,144				19,640						
Security System - Camera	2010	2031	3,230										3,937
Benches (28), Bike Racks, Waste Receptables	2009	2029	68,186								79,891		

2022 Approved Capital Budget

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Equipment													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Beach Concession</u>													
Beach PA System	2007	2022		25,000.00									
<u>Parking</u>													
Parking Meters - Main Beach Lot (2)	2016	2026	20,998					23,184					
Parking Meeters - Condo East & West (2)	2016	2026	20,998					23,184					
Parking Meter - North Beach Huron	2016	2026	10,499					11,592					
Change Machine	2017	2027	10,806						12,169				
Change Machine - Mid Town	2018	2028	4,543							5,218			
Change Machine - North Beach	2018	2028	4,543							5,218			
Coin and Bill Counter	2018	2028	3,011							3,459			
<u>Legacy Recreation Complex</u>													
Skate Sharpener	2002	2025	15,000				15,000						
Zamboni Ice Edger	2018	2028	5,701							6,549			
Concession Tables/Chairs	2012	2027	4,978						5,606				
Thomas Hall Accessories / Tables etc.	2011	2026	44,957					49,637					
Recycling Container	2011	2031	1,827										2,227
Bike Rack	2011	2031	496										605
Floor Scrubber	2014	2024	14,221			15,231							
Sound System	2016	2027	17,782						20,211				
<u>Shores Recreation Complex</u>													
Floor Scrubber	2019	2029	16,513								19,348.00		
Bench	2011	2031	1,116										1,360
Electric Ice Edger	2015	2022	5,493	6,000.00									
<u>Fitness Area</u>													
Fitness Equipment	Various		122,671		10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000

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

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Port Franks Community Centre</u>													
Portable Generator	1999	2023	41,468		50,000								
Floor Scrubber	2009	2025	6,998				7,575						
Sound System (Portable)	2013	2024	9,755			10,352							
Dishwasher	2014	2029	6,468								7,578		
<u>Thedford Village Complex</u>													
Furniture	2011	2026	9,859					10,985					
Emergency Generator	2013	2028	43,650							50,140			
<u>Forest Library</u>													
Trash Recptacles (2)	2011	2031	2,335										2,846
<u>Community Signs</u>													
Electronic Sign - Forest	2009	2029	39,742								46,564		
Entrance Sign - Forest	2004	2024	14,463			15,348							
Entrance Sign - Thedford	2006	2026	4,201					4,638					
Entrance Sign - Arkona	2005	2025	14,818				16,039						
<u>Other</u>													
Trash Receptacles (6) - Thedford Main St	2011	2031	6,186										7,541
Trash Receptacles (4) - Forest Main St	2001	2031	3,752										4,574
Garbage Cans - Thedford Main St	2012	2027	2,144						2,440				
Garbage Cans	2012	2027	5,684						6,471				
Recycling Container - Forest Main St	2011	2031	2,241										2,732
Benches - Arkona Downtown (8)	2011	2031	6,162										7,511
Bench - PF Monument Garden	2011	2031	988										1,204
Benches - Trails	2012	2027	12,856						2,940				
Emergency Generator - Forest Legion	2013	2029	56,663								67,108		
Seasonal Lights / Decorations	Various		101,689	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Equipment													
Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
TOTAL CAPITAL REQUIREMENTS				249,307	278,931	173,540	155,740	253,027	388,782	284,695	322,344	179,825	160,891
IT Reserve Fund				34,461	35,102	47,864	36,417	37,091	42,777	38,475	39,185	39,907	40,641
Equipment Reserve Fund				204,846	233,829	115,676	109,323	205,936	336,005	236,220	273,159	129,918	110,249.66
Community Groups				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Balance				-	-	-	-	-	-	-	-	-	-
Equipment Reserve Fund Activity	Est. 2021 Y/E		301,812										
Equipment RF-contribution				239,734	186,032	189,753	193,548	197,419	201,367	205,394	209,502	213,692	217,966
Equipment RF -withdrawal				204,846	233,829	115,676	109,323	205,936	336,005	236,220	273,159	129,918	110,250
Total - Equipment RF				336,700	288,903	362,979	447,204	438,687	304,049	273,223	209,566	293,340	317,283
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

Municipality of Lambton Shores - Capital Program - 10 Year Projection
Land Improvements

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>TRANSPORTATION</u>													
<u>Roadways</u>													
<u>Northville Works Depot</u>													
Fence - Chain Link	1994	2028	1,517							1,743			
<u>GB Works Depot</u>													
Parking Lot - Asphalt	1960	2024	4,138			4,391							
<u>RECREATION & LEISURE SERVICES</u>													
<u>Eilber Park</u>													
Parking Lot - Asphalt	1981	2028	161,609							185,638			
<u>Grand Bend Lions Park</u>													
Scoreboard	1992	2024	4,748			4,748							
Basketball Court - 2022 pickleball surface	2006	2031	37,960	20,000									46,273
Chain Link Fence	2012	2027	35,735						40,243				
Playground Equipment	2012	2027	36,479						41,081				
<u>Grand Bend Skateboard Park</u>													
Fence - Parimeter	2006	2023	6,575		6,841								
Fence - Storage Compound	2006	2023	2,625		2,731								
Swing Set	2007	2023	5,628		5,628								
Skateboard Park	2006	2031	117,986										143,824
<u>Veteran's Memorial Park</u>													
Park Stairs	2016	2031	14,844										18,095
<u>Optimist Park</u>													
Play Structure / Equipment	various	2028	19,037							21,868			
Gazebo	2012	2027	27,387						31,122				
Chain Link Fence	1980	2023	4,322		4,539								
<u>Klondyke Park</u>													
Bleachers and Benches - Klondyke Sports Field	2015	2031	31,363										38,231

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Land Improvements

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>Utter Ball Diamond</u>													
Playground Equipment	2007	2023	68,979		71,766								
<u>Rick Goodhand Memorial Baseball Diamond</u>													
Ball Diamond - Lights	1997		20,365			200,000							
Swing Set / Play Structure	2015/2019	2029/2034	57,952								11,747		
<u>Thedford Ball Diamond</u>													
Bleachers and Benches - Thedford Ball Diamond	2015	2031	4,089										4,984
Playground Equipment	2012	2027	8,554						9,722				
<u>Thedford Village Green</u>													
Playground Structure	2010	2026	67,371						74,383				
Playground Equipment	2012	2027	3,930						4,466				
Gazebo	2010	2025	46,720				51,038						
Sidewalks	2010	2030	187,555									224,146	
Parking Improvement	2010	2030	67,710									80,920	
Splash Pad	2018	2039	203,041										
<u>Other Parks</u>													
Rotary Nature Trail - Julie Ave to Pinetree Dr	2009	2026	205,292					126,340					
Rotary Nature Trial - Pinetree Dr to Pinedale Rd	2012	2026	83,915					92,649					
Rotary Nature Trail - Pinedale Dr to Lakeview Ave	2012	2026	28,961					31,975					
Rotary Nature Trail - Lakeview Ave to Lake Rd	2012	2026	90,767					100,214					
Tennis Court - Whyte Park	1963	2026	69,516					76,751					
Chain Link Fence - Whyte Park	1963	2025	1,400				1,515						
Pleasure Park - Playground Equipment	2013	2028	31,535							36,558			
Frances Dr - Playground Equipment	2014	2029	16,494								19,504		
<u>Recreation - Beach</u>													
<u>Beach</u>													
Boarwalks, Walkways	2009	2029	3,406,619								3,991,397		
Playground Equipment	2009	2024	197,686			211,723							
Boardwalk lighting replacement	2018	2034	100,000										
Gazebo	2009	2031	209,275										224,135

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Land Improvements

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Paving Stone replacement	2009	on going		25,000.00	25,000.00								
<u>Parking</u>													
Fence - Wood (Ontario)	2006	2023	10,000		10,000								
<u>Recreation Complexes</u>													
<u>Legacy Recreation Complex</u>													
Fencing - Nursery School	2012	2027	4,503						5,118				
Playground Equipment - Nursery School	2012	2027	27,560						31,323				
<u>Shores Recreation Complex</u>													
Parking Lot - Asphalt	2007	2027	694,849						782,513				
<u>Community Centres & Libraries</u>													
<u>Arkona CC & Library</u>													
Parking Lot - Asphalt	2009	2029	100,694								117,979		
Play Structure	2014	2029	48,921								57,849		
2 Bay Swing Set	2015	2030	8,975									10,726	
Park Improvements				165,000									
<u>Port Franks CC</u>													
Skateboard Park	1998	2025	96,169				102,055						
Play Structure - replace and upgrade to accessible	2006	2023	92,658		175,000								
<u>Thedford Village Complex</u>													
Parking Lot - Asphalt	1998	2028	87,183							100,146			
<u>Harbours</u>													
<u>Grand Bend Harbour</u>													
Electrical Upgrades - South Basin	2001	2026	64,321					71,671					
Retaining Wall - Eilber St (185 m)	1988	2028	1,086,435							1,261,469			
Retaining Wall - Morenz Lane (90 m)	1988	2028	704,715							818,250			
Retaining Wall - River Rd (58 m)	1988	2028	639,207							572,153			

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Land Improvements

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Port Franks Harbour													
Dock Hydro Service	2002	2027	46,203						52,513				
Docks / Wall	Various		887,792	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878
Play Structure	2007	2022	4,929	4,929									
TOTAL CAPITAL REQUIREMENTS				235,529	322,722	442,717	177,119	522,786	1,096,366	3,022,422	4,223,812	341,887	502,421
Land Improvement Reserve Fund				106,779	322,722	442,717	177,119	522,786	1,096,366	3,022,422	4,223,812	341,887	502,421
Canada Community Revitalization Fund				123,750									
Community Partner(s) Pickleball Donation				5,000									
Balance				-	-	-	-	-	-	-	-	-	-
Land Improvements Reserve Fund Activity	Est. 2021 Y/E		214,167										
Land Improvements RF - contribution				165,629	168,941	172,320	175,767	179,282	182,868	186,525	190,255	194,060	197,942
Land Improvements RF - withdrawal				106,779	322,722	442,717	177,119	522,786	1,096,366	3,022,422	4,223,812	341,887	502,421
Total - Total Land Improvements RF				273,016	119,235	(151,161)	(152,513)	(496,018)	(1,409,516)	(4,245,413)	(8,278,969)	(8,426,796)	(8,583,449)
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

Municipality of Lambton Shores - Capital Program - 10 Year Projection

Facilities

Description	Year Acq'd	Year Repl.	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<u>PROTECTION SERVICES</u>													
<u>Fire</u>													
<u>Arkona</u>													
Fire Hall	1975		194,020										
- Bunker Gear Redi Racks	2019		8,197										
- Exhaust Capture System			New		50,000								
<u>Grand Bend</u>													
Fire Hall	1983		592,540										
- Driveway Cement repairs		as needed		18,000									
<u>Forest</u>													
Fire Hall	1986		669,075										
- Driveway Cement repairs		as needed		22,000									
<u>Shores Recreation Complex</u>													
Facility (Arena Portion)	2007		9,000,901										
- LED upgrade in Gym and Lobby				30,000									
<u>Community Centres & Libraries</u>													
<u>Arkona CC & Library</u>													
Facility	1962		724,115										
- Window and Door Replacement				50,000									
TOTAL CAPITAL REQUIREMENTS			38,850,286	120,000	50,000	-	-	-	-	-	-	-	-
Building & Facilities Reserve Fund				120,000	50,000	-	-	-	-	-	-	-	-
Balance				-	-	-	-	-	-	-	-	-	-
Building & Facilities Reserve Fund Activity	Est. 2021 Y/E		2,093,905										
Building & Facilities RF - contribution				271,524	276,955	282,494	288,144	293,907	299,785	305,781	311,896	318,134	324,497
Building & Facilities RF - withdrawal				120,000	50,000	-	-	-	-	-	-	-	-
Total - Building & Facilities RF				2,245,429	2,472,384	2,754,878	3,043,022	3,336,929	3,636,714	3,942,494	4,254,391	4,572,525	4,578,887
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years													

2022 Approved Capital Budget

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

Description	Priority	Road Type	IMP TYPE	Year	2022 Replacement Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
as per 2011 RNS															
GB - Ontario St South of Main - Widening			WM/SW/ST							3,500,000					
GB - Ontario Street North Corridor			WM/SW/ST												
GB - Main St East - Widening			SW						2,000,000						
GB - River Rd			RECON/SW/SAN				950,000								
FO - MacHenry St - Broadway to Morris (445m)	6-10 YR	HCB	6-10 YR												
FO - Townsend - Union to Coultis Drain (130m)	55%		Storm					30,000	278,000						
FO - Townsend - Main to Union (312m)	70%		Storm					283,000							
FO - Townsend - Albert to Main (241m)	80%		Storm					158,000							
FO - Broadway St			WM/STM/ SW												
FO - Arthur St (Close Loop)			WM				257,500								
FO - York St			WM				150,000								
Ravenswood Line					Part 2 of 2	2,600,000									
Total Asphalt Road Maintenance / Construction						2,600,000	1,357,500	471,000	2,278,000	3,500,000	-	-	-	-	-
Transportation Infrastructure RF						2,600,000	1,357,500	471,000	1,918,000	3,500,000	-	-	-	-	-
Funding from DC									360,000						
Balance						-	-	-	360,000.00	-	-	-	-	-	-

**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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
North Area													
<u>Grand Bend</u>													
King St - Huron to North End - HCB resurface	0-49	ASP						22,000					
<u>Southcott Pines</u>													
Lakeview Ave - John to Pines - single lift LCB	50-199	LCB				40,000							
Birch Lane - Pines to North End - single lift LCB	0-49	LCB			5,000								
<u>Huron Woods</u>													
Pinetree Cres - Pinetree to Pinetree - single lift LCB	50-199	ASP	ASP to LCB		14,000								
Pinery Lane - Pinetree to West End - single lift LCB	50-199	ASP	ASP to LCB		5,000								
Pinetree Ct - Pinetree to North End - single lift LCB	50-199	ASP	ASP to LCB		5,000								
<u>East Bosanquet</u>													
Klondyke Rd - Lakeshore to Greenway - single lift LCB	500-999*	ASP/LCB	ASP to LCB**	240,000									
Cold Storage Rd - North of Klondyke to Klondyke - single lift LCB	50-199	LCB			6,000								
Haig Line - Walker to South End - single lift LCB	200-499*	LCB			25,000								
Joanne Ave - North End to South End - single lift LCB	50-199	LCB	ASP to LCB		20,000								
Goosemarsh Line - North to Graham - HCB resurface	50-199	ASP					100,000						
South Area													
<u>Forest</u>													
Jefferson St - Main to Union - HCB resurface	50-199	ASP			90,000								
Wellington St W - Union to Main - HCB resurface	50-199	ASP			45,000								
MacHenry St - Leonard to Royal - HCB resurface	50-199	ASP			36,000								
Frances Dr - Stanley to North End - HCB resurface	50-199	ASP					45,000						
<u>West Bosanquet</u>													
Lakeview Haven Dr - Lakeshore to St Anthony - single lift LCB	0-49	LCB		60,000									
St Anthony Cr - LVH to LVH - single lift LCB	0-49	LCB		17,000									
Ravine Rd - Freeman to West End - single lift LCB	0-49	LCB		6,000									
Cliff Rd - Freeman to South end - single lift LCB	0-49	LCB		8,000									
Freeman St - Ravine to Cliff - single lift LCB	0-49	LCB		9,000									
Vance Dr - Lakeshore to Ravine - single lift LCB	0-49	LCB		40,000									

2022 Approved Capital Budget

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

Description	Priority	Road Type	IMP Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Marilyn St - Cedarview to South End - single lift LCB	0-49	LCB		7,000									
Beach St - Birch to East End - single lift LCB	0-49	LCB		12,000									
Cedarview Dr - Cedar Point to West End - single lift LCB	0-49	LCB		15,000									
Glendale Dr - Lakeshore to South End - single lift LCB	0-49	LCB		80,000									
Cole Crescent - Glendale to Glendale - single lift LCB	0-49	LCB		8,000									
Keith St - Cedarview to South End - single lift LCB	0-49	LCB		6,000									
Cedar Point Li - Lakeshore to Cedarview - single lift LCB	0-49	LCB		45,000									
Birch St - LVG Road to Beach -single lift LCB	0-49	LCB								7,000			
Port Franks Rd - Northville to Lakeshore - HCB resurface	500-999	ASP				315,000							
Indian Hills Tr - Lakeshore to South End - HCB resurface	50-199	ASP					245,000						
<u>East Bosanquet</u>													
Gordon Rd - Kennedy to Bog - Pulv & double lift LCB	0-49	LCB			165,000								
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>													
Ipperwash Rd - Lakeshore to 400m south - CIP HCB resurface	1000-1999	ASP						95,000					
<u>Port Franks</u>													
Chester Trail - Superior to East End - single 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								
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								
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					

2022 Approved Capital Budget

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

Description		Priority	Road Type	IMP Type	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	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>													
	Sarah St - King to Elizabeth - HCB resurface	50-199	ASP					230,000						
	<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						
	Surface Treatment Road Maintenance				553,000	609,000	635,000	635,000	196,000	980,000	7,000	-		-
	Transportation Infrastructure RF				553,000	609,000	635,000	635,000	196,000	980,000	7,000	-		-
	Balance				-	-	-	-	-	-	-	-		

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

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

	Description	Priority	2022 Rep. Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	#1045 Ontario Street Bridge and Connecting Link	NOW		1,266,173	2,532,345	1,594,762							
	Total Bridge & Culvert Repair or Replacement			1,266,173	2,532,345	1,594,762	-	-	-	-	-	-	-
	Connecting Link Funding and DC			1,266,173	2,532,345	1,594,762	-	-	-	-	-	-	-
	Balance			-	-	-	-	-	-	-	-	-	-

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

		Year	2022 Rep. Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sidewalks													
	Annual sidewalk replacement program			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Centre lpperwash - road side trail			95,000									
	Total Sidewalk / Walkway			195,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Development Charges			28,500									
	Transportation Infrastructure RF			166,500	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Balance			-	-	-	-	-	-	-	-	-	-

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

Description	Year	2022 Rep. Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Streetlights												
LED (992)												
Decorative (365)												
Poles												
- Misc intersection lighting improvements			22,081	22,523	22,973	23,432	23,901	24,380	24,868	25,365	25,872	26,389
- Decorative Street Light LED upgrade			100,000	100,000	100,000							
- Traffic Light Controller replacement - King & Townsend			40,000									
Intersection / safety			18,896	19,463	20,047	20,648	21,268	21,906	22,563	23,240	23,937	24,655
Total Street Light Capital			180,977	141,986	143,020	44,080	45,168	46,286	47,431	48,605	49,809	51,044
Transportation Infrastructure RF			180,977	141,986	143,020	44,080	45,168	46,286	47,431	48,605	49,809	51,044
Balance			-	-	-	-	-	-	-	-	-	-

Municipality of Lambton Shores - Capital Program - 5 Year Projection						
Transportation Infrastructure Summary						
		2022	2023	2024	2025	2026
	Transportation Infrastructure	\$ 1,154,753	\$ 1,195,636	\$ 775,930	\$ 1,233,229	\$ 894,224
	Reserve Fund Contribution	\$ 1,551,300	\$ 1,582,326	\$ 1,613,973	\$ 1,646,252	\$ 1,679,177
	Gas Tax Reserve Fund	\$ 5,563				
	Gas Tax Contribution	\$ 337,164	\$ 351,823	\$ 351,823	\$ 351,823	\$ 351,823
	Total Funds Available	\$ 3,048,780	\$ 3,129,785	\$ 2,741,726	\$ 3,231,304	\$ 2,925,224
	Project Cost Summary					
	Re-Construction	\$ 2,600,000	\$ 1,357,500	\$ 471,000	\$ 1,918,000	\$ 3,500,000
	Re-Surface Treatment	\$ 553,000	\$ 609,000	\$ 635,000	\$ 635,000	\$ 196,000
	Bridge & Culvert	\$ 1,266,173	\$ 2,532,345	\$ 1,594,762	\$ -	\$ -
	Sidewalks	\$ 195,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Street Lights	\$ 180,977	\$ 141,986	\$ 143,020	\$ 44,080	\$ 45,168
	Subtotal	\$ 4,795,150	\$ 4,740,831	\$ 2,943,782	\$ 2,697,080	\$ 3,841,168
	OCIF (Ravenswood Line)	\$ 1,666,084				
	GB Bridge Connecting Link Funding	\$ 1,139,556	\$ 2,279,111	\$ 1,435,285		
	GB Bridge DC (Roads & Related)	\$ 107,866	\$ 107,865			
	GB Connecting Link					\$ 2,700,000
	DC Trails	\$ 28,500				
	Main St E DC (Roads & Related)				\$ 360,000	
	Gas Tax Funding 2022 (Ravenswood Line)	\$ 342,726	\$ 337,164	\$ 337,164	\$ 351,823	\$ 351,823
	Balance From Transportation Reserve Fund	\$ 1,510,418	\$ 2,016,691	\$ 1,171,333	\$ 1,985,257	\$ 789,345
	Transportation Reserve Fund Balance	\$ 1,195,636	\$ 775,930	\$ 1,233,229	\$ 894,224	\$ 1,784,056

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

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

Notes:

Municipality of Lambton Shores - Capital Program - 10 Year Projection Water System													
Description	Year	2022 Rep. Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021	2032
Water System General													
Meter Changeout Program			200,000	400,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Bulk Water Stations Upgrades			150,000										
Water Mains													
GB - Ontario St Bridge				332,700									
FO - Athur				125,000									
FO - York				100,000									
Road Related Replacements			197,018	202,929	209,016	215,287	221,745	228,398	235,250	242,307	249,577	257,064	264,776
Miscellaneous Items													
LAWS System Capital			96,383	99,274	102,253	105,320	108,480	111,734	115,086	118,539	122,095	125,758	129,531
Infrastructure Renewal			165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Northville Tower maintenance				500,000									
Arkona Tower Maintenance			250,000										
Water Equipment													
Portable Generator (OMI)	2007	52,900				57,789							
Trimble Data Collection - ES91669	2013	6,925			7,416								
Total Capital Requirements			1,058,401	1,924,903	883,685	743,396	695,225	705,132	715,336	725,846	736,672	747,822	759,306
Funding of above projects													
Water Reserve Fund			1,058,401	1,924,903	883,685	743,396	695,225	705,132	715,336	725,846	736,672	747,822	759,306
Balance			-	-	-	-	-	-	-	-	-	-	-
Water Reserve Fund Activity													
2021 Estimate Water Reserve Fund	11,947,833												
Water RF - contribution			2,963,601	3,022,873	3,083,330	3,144,997	3,207,897	3,272,055	3,337,496	3,404,246	3,472,331	3,541,778	3,612,613
Water RF - withdrawal			1,058,401	1,924,903	883,685	743,396	695,225	705,132	715,336	725,846	736,672	747,822	759,306
Total - Water R/RF			13,853,033	14,951,003	17,150,648	19,552,249	22,064,921	24,631,844	27,254,003	29,932,403	32,668,063	35,462,018	38,315,325

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

<p align="center">Municipality of Lambton Shores - Capital Program - 10 Year Projection</p> <p align="center">Waste Water System Infrastructure</p>	
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Description	Year	2022 Rep. Value	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Collection Systems													
Road Related Replacements			36,060	37,142	38,256	39,404	40,586	41,803	43,058	44,349	45,680	47,050	48,462
Miscellaneous Items													
ARK - STP Sand Filtration System			50,000	550,000									
ARK- Clarifier Cover				100,000									
FO - STP Process Equipment			50,000	250,000									
FO - Flow Meter Channel				10,000									
FO - STP New Filter Installation					250,000								
River Road Sanitary Sewer Upgrades					250,000								
GB - Ontario St Bridge			148,600										
Forest STP - Rehab									1,750,000				
Arkona STP - Rehab							650,000						
Indian Hills STP - Rehab						200,000							
Indian Hills PS - Electrical Panel, Upgrades			75,000										
Total Capital Requirements			359,660	947,142	538,256	239,404	690,586	41,803	1,793,058	44,349	45,680	47,050	48,462
Funding of above projects													
Sewer Reserve Fund			211,060	947,142	288,256	239,404	690,586	41,803	1,793,058	44,349	45,680	47,050	48,462
Funded from OCIF			148,600										
Funded from DC Wastewater					250,000								
Balance			-	-	-	-	-	-	-	-	-	-	-
Waste Water Reserve Fund Activity													
2021 Estimate Waste Water Reserve Fund	155,335												
Waste Water RF - contribution			367,437	374,786	382,281	389,927	397,726	405,680	413,794	422,070	430,511	439,121	447,904
Waste Water RF - withdrawal			211,060	947,142	288,256	239,404	690,586	41,803	1,793,058	44,349	45,680	47,050	48,462
Total - Waste Water R/RF			311,712	(260,644)	(166,619)	(16,095)	(308,956)	54,921	(1,324,343)	(946,622)	(561,791)	(169,720)	229,722

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

**2022 OPERATING BUDGET OVERVIEW*****Estimated Draft Tax Rate Impact***

At the time the Draft 2022 Budget was created, the Lambton County tax policies have not yet been approved and therefore tax rates cannot be calculated. For illustration purposes, the tax policy for 2021 has been used to calculate the estimated tax rate for 2022.

The 2022 Lambton Shores Draft Operating Budget reflects a minimal increase of 0.26% to the tax rate for 2022 from the 2021 tax rate.

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

Tax Rate Impacts for the 2022 Budget

Per \$100,000 of Assess	2021	2022	Annual Change	Installment	Month	Day
Assessment	\$100,000.00	\$ 100,000.00	0.00000000			
Tax Rate	0.00503064	0.00504373	0.00001309			
Taxes	\$ 503.06	\$ 504.37	\$1.31	\$0.33	\$0.11	\$0.00
Percent			0.26%			

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

Levy Change	Amount	2022 Draft Levy
		13,242,050.00
0.50%	66,210.25	13,308,260.25
1.00%	132,420.50	13,374,470.50
1.50%	198,630.75	13,440,680.75
2.00%	264,841.00	13,506,891.00
2.50%	331,051.25	13,573,101.25
3.00%	397,261.50	13,639,311.50



2022 OPERATING BUDGET OVERVIEW

Debt Repayments in the 2022 Budget

On an annual basis staff review the debt and if any additional debt is considered throughout the year, the Annual Repayment Limit (ARL) established by the Ministry of Municipal Affairs and Housing is updated to confirm that we are within our limits. Although there is a detailed calculation, the Ministry calculation is based on the Net Revenues of the Municipality and our total principle and interest payments cannot exceed 25% of the net revenues. Based on the calculation the Lambton Shores current annual repayment limit is \$6,047,111. The current annual repayment costs are \$1,082,945.12 which equates to 5% 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.

		2021			
Description	Expiry	Year End PRI	Annual Pmt		Funded by
Wastewater					
LS - Forcemain	Oct, 2025	373,333.48	102,974.90		Rates, DC and connection fees
GB STF & PS2	Dec, 2030	411,706.00	47,940.00		Rates, DC and connection fees
		785,039.48	150,914.90		
Water					
Phase III Waterline	Oct, 2023	553,841.08	293,555.58		Benefitting property owners, DC and rates
Phase IV Waterline	Oct, 2027	268,869.36	49,561.30		Benefitting property owners, DC and rates
		822,710.44	343,116.88		
Recreation					
Shores Rec Centre	Sept, 2033	1,892,101.91	214,165.22		User Fees and Taxation
Beach P.Lot	Sept, 2026	569,628.97	129,242.90		Parking / concession revenues
Legacy Rec Centre	Nov, 2034	608,554.30	53,391.26		User Fees and Taxation
Legacy Rec Centre	Dec, 2039	2,551,702.46	192,113.96		User Fees and Taxation
		5,621,987.64	588,913.34		
		7,229,737.56	1,082,945.12		
Does not include Tile Loan Debenture					

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.



2022 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 2022 budget reflects a 2% increased allocation to reserve funds over the 2021 level and follows the council approved Reserve Fund Policy.

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

	DESCRIPTION	2021 R/RF Est Year End Draft	2022 Capital Expense	2022 Operating Expense	2022 Operating Contribution	2022 R/RF Year End Estimate
RESERVE FUND						
1-000-032-3200	Working Funds	1,178,907.75				1,178,907.75
1-000-032-3203	Opportunities and Contingency	196,405.06				196,405.06
1-000-032-3204	Tax Rate Stabilization	725,086.02				725,086.02
1-000-032-3223	Election	44,057.49		40,000.00	12,000.00	16,057.49
1-000-032-3217	Parking	377,463.99				377,463.99
1-000-032-3213	Information Technology	140,976.65	34,461.00		44,800.00	151,315.65
1-000-032-3226	Bridge & Road Inspection /Studies	583,955.55		50,000.00	104,200.00	638,155.55
1-000-032-3209	Arkona Cemetery	96,681.94				96,681.94
1-000-032-3219	Harbour Maintenance	423,650.08				423,650.08
1-000-032-3205	Rolling Stock	1,907,464.73	1,436,000.00		801,448.04	1,272,912.77
1-000-032-3201	Equipment	301,811.73	204,846.00		239,733.81	336,699.54
1-000-032-3202	Transportation Services	1,154,753.38	1,510,418.00		1,551,300.00	1,195,635.38
1-000-032-3210	Building and Facilities	2,093,905.00	120,000.00		271,524.41	2,245,429.41
1-000-032-3218	Land Improvements	214,166.63	91,779.00		165,628.74	288,016.37
1-000-032-3207	Water	11,947,832.84	1,058,401.00		2,963,601.00	13,853,032.84
1-000-032-3208	Wastewater	155,334.85	211,060.00		367,437.00	311,711.85
1-000-032-3227	Special Projects	1,454,504.57		120,000.00		1,334,504.57
	- Ipperwash Park	193,051.92				
1-000-032-3222	Building Department Cost Stabilization	1,279,335.35			34,801.00	1,314,136.35
	SUB TOTAL RESERVE & RESERVE FUNDS	25,730,798.18	4,666,965.00	330,000.00	6,556,474.00	25,955,802.61
DEFERRED REVENUE						
1-000-023-2331	Federal Gas Tax	329,687.67	342,726.00		337,164.00	324,125.13
1-000-023-2326	Cash-in-lieu of Parkland Revenue	264,484.36				264,484.36
1-000-023-2328	Cash-in-lieu of Parking	96,687.43				96,687.43
1-000-023-2337	Ontario Community Infrastructure Fund (OCIF)	29,530.40	1,914,684.00		1,914,684.00	29,530.40
1-000-023-2333	Community Vibrancy Fund	3,114,823.29		109,796.00		3,005,027.29
1-000-023-2332	Community Improvement - Water Quality	3,885.68				3,885.68
	Community Improvement - Skateboard/Basketball Park	2,874.00				2,874.00
	Community Improvement - Rotary Water Stations	34,030.06				34,030.06
	Community Improvement - Rotary Future Projects	20,012.60				20,012.60
	SUB TOTAL DEFERRED REVENUE	3,896,015.49	2,257,410.00	109,796.00	2,251,848.00	3,780,656.95
	TOTAL	29,626,813.67	6,924,375.00	439,796.00	8,808,322.00	29,736,459.56

Development Charges

	2021 Year End Draft	2022 Capital Expense	2022 Operating Expense	2022 Operating Contribution	2022 Year End Estimate
Water	\$ 2,150,791.89		\$ 53,266.10	\$ 2,204,057.99	
Waste Water	\$ 458,741.03		\$ 50,000.00	\$ 20,883.00	\$ 429,624.03
Municipal Wide Breakdown					
Public Works Facilities	\$ 10,280.71				\$ 10,280.71
Transportation	\$ 1,863,300.07		\$ 33,785.00	\$ 1,897,085.07	
Outdoor Recreation Services	\$ 840,925.52		\$ 19,792.60	\$ 860,718.12	
Indoor Recreation Services	\$ 157,130.25	\$ 38,000.00	\$ 5,731.10	\$ 124,861.35	
Library Services	\$ 57,325.66			\$ 57,325.66	
Parking	\$ 63,454.39			\$ 63,454.39	
Administration / Consulting	\$ 87,349.05	\$ 50,000.00	\$ 1,256.20	\$ 38,605.25	
Fire	-\$ 10,913.20			-\$ 10,913.20	
Fire Protection Services	\$ 4,411.98			\$ 4,411.98	
Balance	\$ 5,682,797.36	\$ -	\$ 138,000.00	\$ 134,714.00	\$ 5,679,511.36