



Municipality of Lakeshore Draft Budget

CHARTING A SUSTAINABLE PATH FORWARD



Strategic Objectives 2022-2026

At the heart of our roadmap for progress in Lakeshore lies the fundamental concept of strategic objectives—these are the guiding aims that serve as our compass, charting the direction for our community’s growth between now and 2026. Our strategic objectives are not merely aspirations; they are the crystallization of our collective intentionality, forged through dialogue and consensus. Each objective acts to direct our efforts toward meaningful change. The actions listed under each objective are more than simple tasks; rather, they are concrete measures of completion, ensuring that our intentions take tangible shape and our commitments blossom into impactful outcomes.

The list of Strategic Objectives (in order of relative importance) are as follows:



1. Building and Stewarding Municipal Infrastructure
2. Developing Our Future Communities
3. Modernizing and Enhancing Municipal Function
4. Becoming an Economic Leader in Essex County
5. Modernizing Resident-Centered Service

Our strategic objectives are not merely aspirations; they are the crystallization of our collective intentionality

[Read Our Full Strategic Objectives Document](#)



Investing in Lakeshore



Budget Highlights

Proposed Rate Increases



\$114 | 6.23%

Proposed Lakeshore tax rate increase



\$197 | 5.38%

Blended tax rate increase



\$53 | 9.00%

Combined wastewater rate increase



\$21 | 4.00%

Combined water rate increase



\$83.00

Waste collection yearly increase



\$15.66

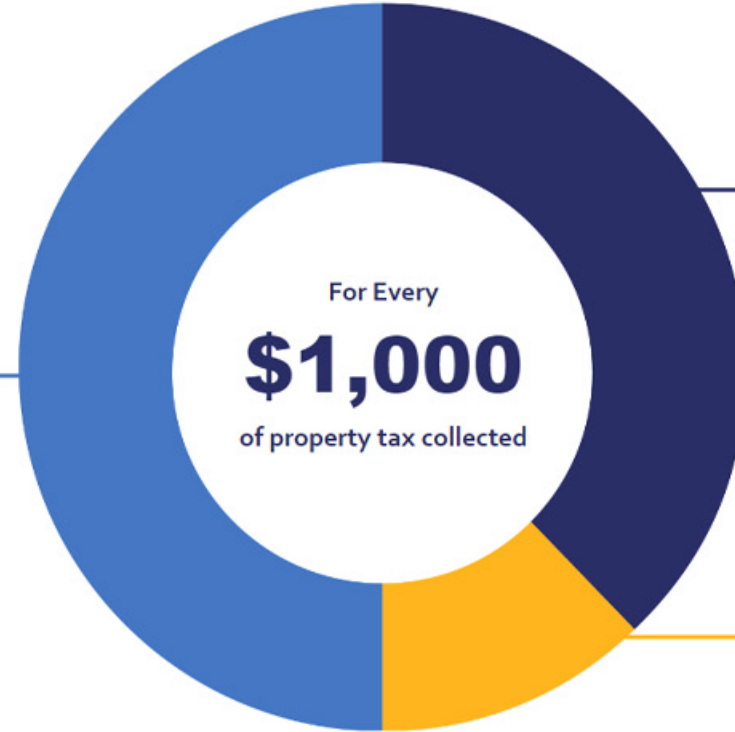
Avg. monthly impact on single family dwelling
(\$275,000 assessed value using 210 m3 of water.)

Where Your Tax Dollars Go



\$500

stays in Lakeshore



\$380

to the County of Essex



\$120

to local school boards

Budget Highlights

- **Assessment growth** = \$876,722 of tax revenue.
- Total expenditures of **\$61.7 million** (compared to \$55.3 million in 2023).
 - **\$22.5 million** for **capital projects**
 - **\$29.4 million to** reserves
 - **\$29.9 million from** reserves
- Approximately **\$19.68 million** in recoveries.
- **\$42.1 million** in revenue = **additional levy of \$3.3 million** compared to 2023.



Budget Pressures

- **Inflationary Pressure**

Average inflation **increased by 4%**

Non-residential construction **increased by 10%**

- **Postponement of Property Tax Reassessment**

Even with significant growth, homes coming continue to be valued at 2016 construction prices for the region



Budget Highlights

The 2024 Draft Budget is proposing additional annual tax funding of \$3,275,116 to fund:

Capital Enhancements		Operating Budget Impacts	
Transfers for Asset Management Lifecycle Funding	\$1,163,790	2023 One-Time Carrying Costs	\$1,450,088
		Staffing Enhancements-Tax Funded	198,787
		Staffing Enhancements-Pre-committed	350,750
		Annualized Wage Adjustments	687,445
		Revenue Recoveries	(2,520,725)
		Net Budget Line Increases and Decreases	663,428
		Contractual & Inflation Increases	1,687,986
		Legislative Impacts	293,567
		Transfer from Stabilization	(700,000)
Total Capital Enhancements	\$1,163,790	Total Operating Impacts	\$2,111,326

3% of the recommended tax increase is **to enhance annual capital funding.**

Staffing Requests

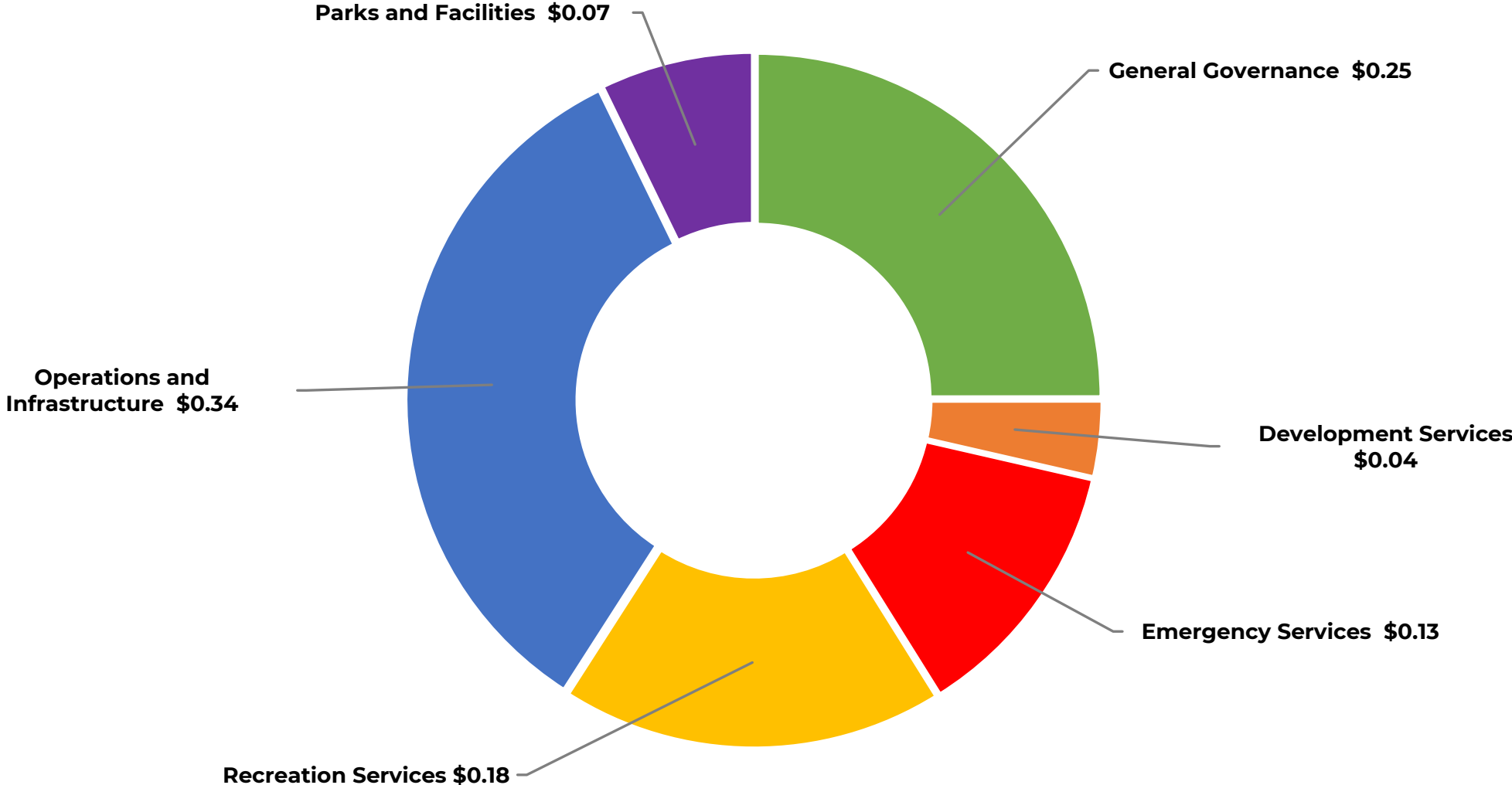
Budget Centre	Position	New Position	Grant Funding	Net New
Digital Transformation	IT Summer Students 2 (PT)	\$31,891	0	\$31,891
Public Service Unit	Public Service Representative (FT)	\$87,266	(87,266)	0
	Public Service Representative (FT)	\$87,266	(87,266)	0
	Customer Service Representative 4 (PT)	\$80,000	(80,000)	0
By-Law	Administrative Assistant (FT)	\$87,147	0	\$87,147
Financial Planning	Team Leader- Asset Management (FT)	\$129,332	(80,000)	\$49,332

New recommended positions (not pre-committed) funded from tax revenue = **\$168,370**

There are also 4 position conversions from the Reorganization with a cost of = **\$30,387**



Taxation Breakdown Per \$1



Capital Budget Highlights

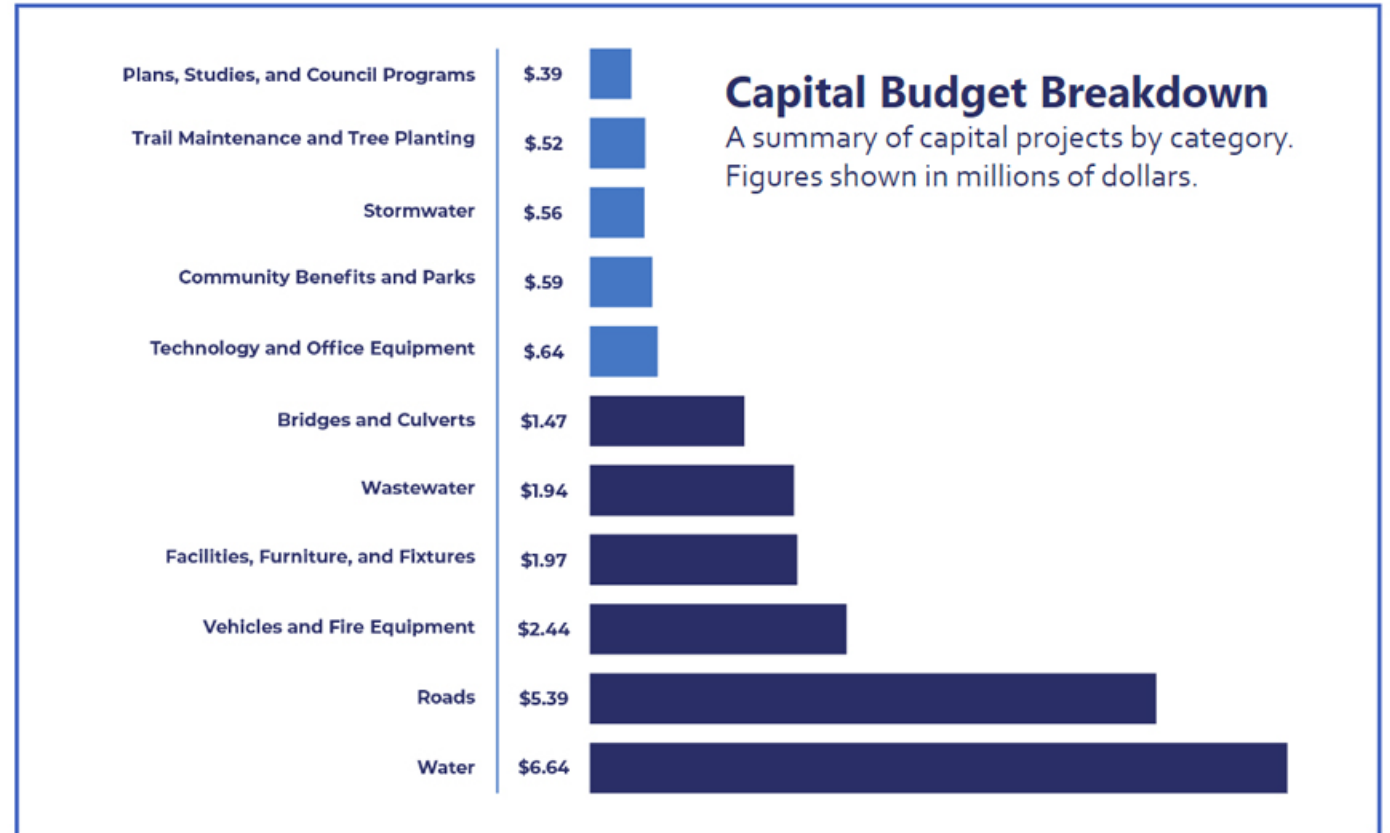
The 2024 Capital Budget focuses on achieving Council’s strategic priority to maintain roads, infrastructure, and parks development, as well as wastewater and stormwater management. The **total capital investment for 2024 is \$22.5 million.**

The current listing of encumbered projects is estimated to be in excess of \$42 million. Reducing the scope of the 2024 Capital Budget will allow administration to finalize the number of projects from 2021, 2022 and 2023.

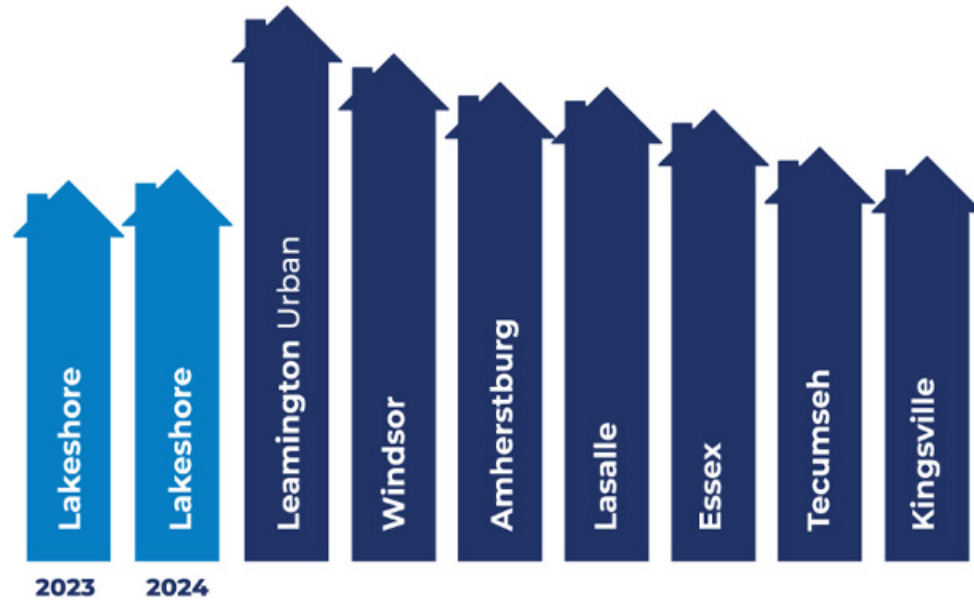
Major Projects



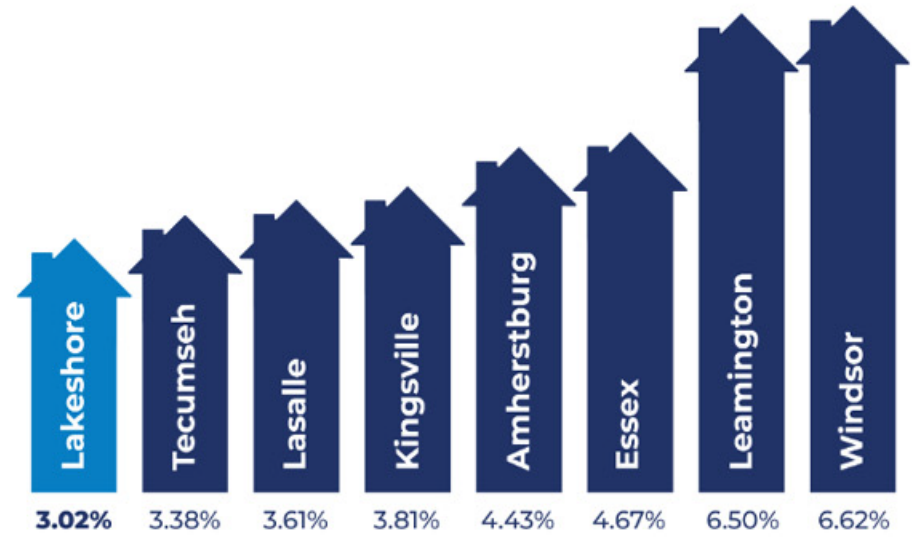
- Wallace Line Reconstruction & Watermain
- Comber Watermain
- Lifecycle Asphalt
- High Lift Pump at John George Water Treatment Plant
- Bridge Rehabilitation Program
- Lifecycle Surface Treatment
- OCWA Capital Programs at Wastewater Treatment Facilities



Regional Comparison



Lakeshore's 2023 and 2024 tax rates compared to local municipalities' 2023 rates.



Affordability measured as property taxes compared to average household income. On average, Lakeshore residents will pay 3.02% of their income towards municipal property taxes.

Regional Position

The following graphic highlights Lakeshore's position relative to the other six County of Essex municipalities in a number of categories.

#1

\$5.8 Billion

Total Weighted Assessment
(Excluding PIL)

#2

9.3%

Industrial as percentage of
total assessment. First is Town
of Tecumseh with 11.5%.

#6

\$2,596

Amount levied by household.
Towns of Kingsville and Essex
are 7th and 8th.

#1

24.5%

Assessment as
percentage of total
County assessment

#2

\$38.8 Million

Amount of tax levied in
2023. First is the Town of
LaSalle at \$40.9 million.

#6

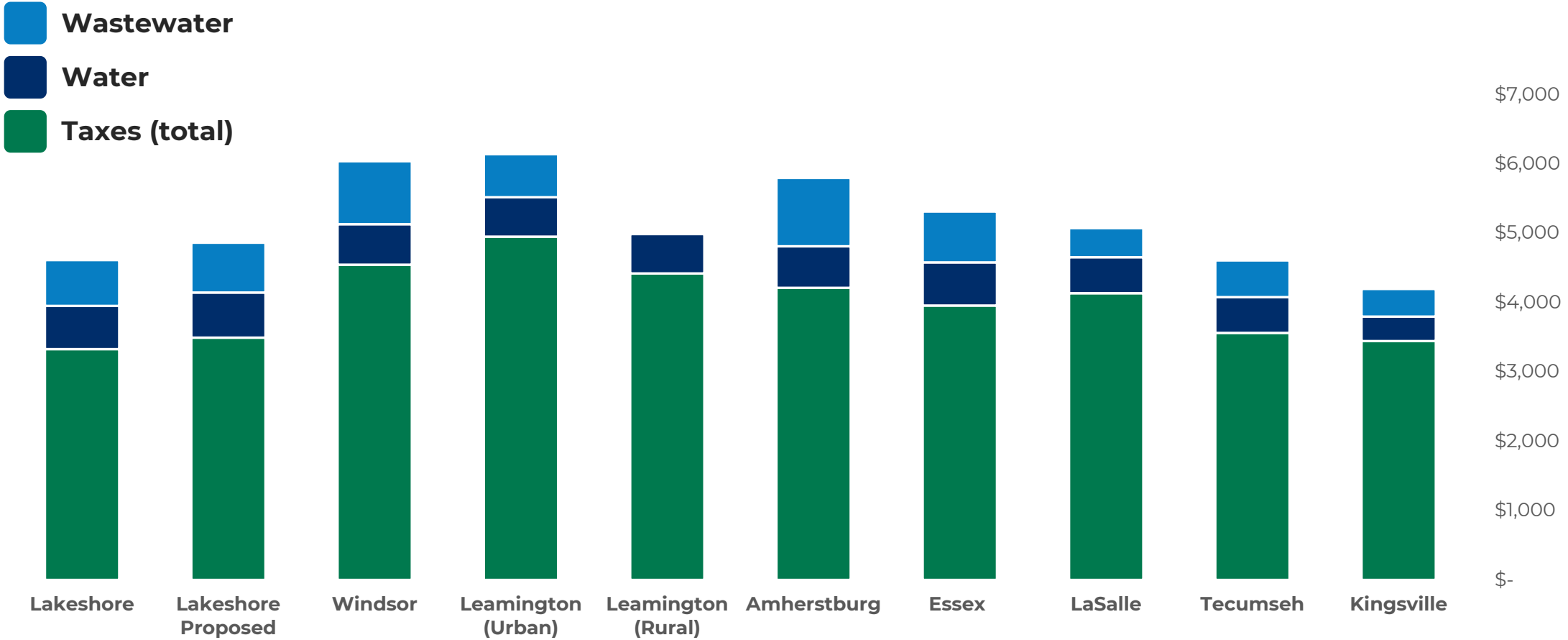
\$959

Amount levied by population.
Behind the Towns of Kingsville
at \$955 and Essex at \$863.

As the graphic highlights, Lakeshore has the highest assessment in Essex County and makes up 24.5% of the county assessment. It also has the second highest Industrial assessment in the county at 9.2%. Lakeshore generates the largest amount of taxation levy, second only to Lasalle which is home to 17.1% of the county's total assessment. Lakeshore also has the third lowest levy by population and the third lowest levy by household in the county. This data indicates that Lakeshore is funding current service levels on the large size of its assessment base instead of an increase to the amount levied by household.

The current difference between Lakeshore and the highest in the region Lasalle is \$814 per household. This would equate to an additional \$11.7 million (\$814 x 14,385 homes) in taxation levy should Lakeshore move to funding of that level on a per household basis. Should Lakeshore move towards a model more in line with Tecumseh or Leamington, an additional \$5 million would be levied annually. If Lakeshore levied the same amount per household as Lasalle would be approximately 33% and to move towards levels of Tecumseh or Leamington that would be 13% tax increase over last year base.

Regional Comparison (Combined tax, water, and wastewater)

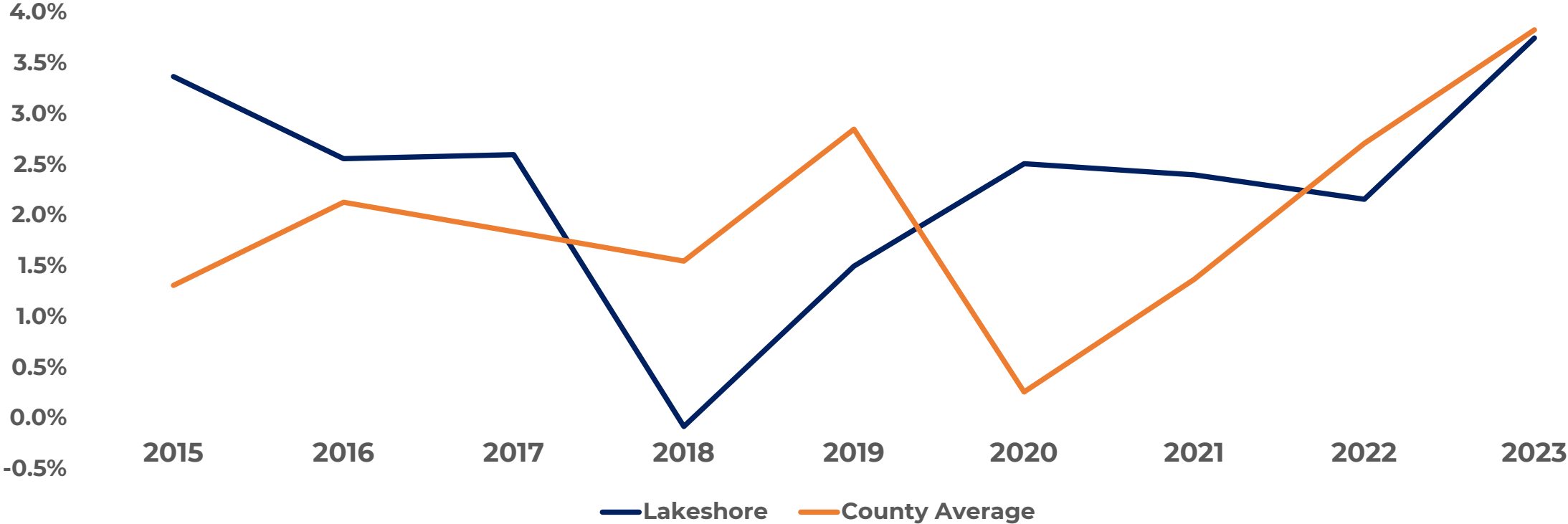


Based on 2023 total tax bill for a home assessed at \$250,000 using 20 m³ of water and wastewater



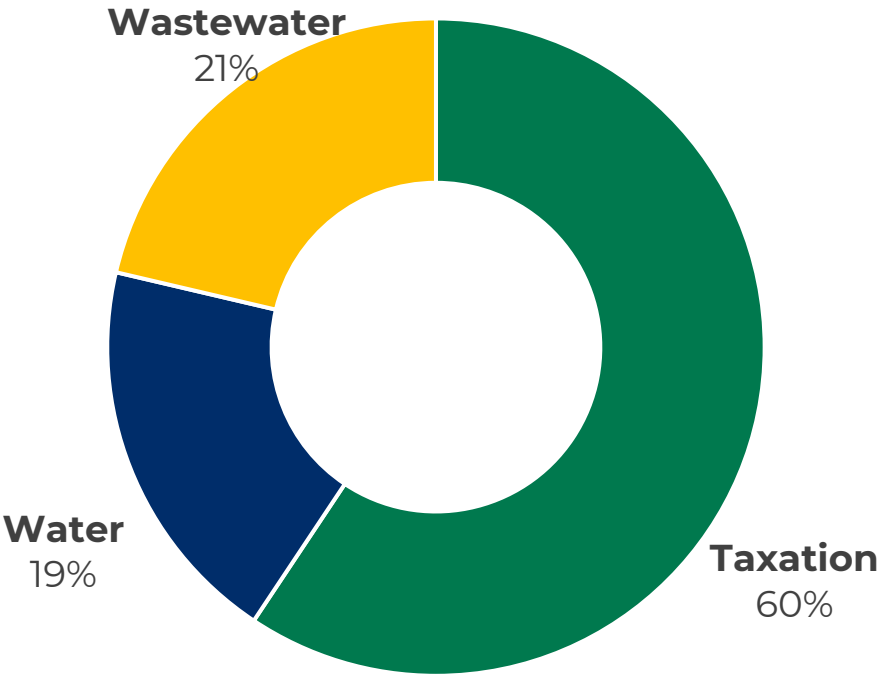
Historical Changes in Tax Rate

— Lakeshore
— County average



Impact to Residents

	2023	2024	Change
Taxation	\$1,826	\$1,940	\$114
Water	\$579	\$600	\$21
Wastewater	\$610	\$663	\$53
Total	\$3,015	\$3,203	\$188
Taxation	60.6%	60.6%	
Water	19.2%	18.7%	
Wastewater	20.2%	20.7%	



Calculation based on an average home assessed at \$275,000 using an average 210 meter³ of water per year.



Appendices Review & New to the 2024 Budget

List of New Positions (NEW 2024)

- Increases transparency by showing Council and residents all the staffing requests in one summary page

List of Operational Items Removed

- Increases transparency by showing Council and residents the operational items removed during administrative review.
- **\$973,570** of operational items were removed during the review.

Listing of Capital Projects Removed

- A total of \$26.27 million of capital project requests which been deferred to future budgets.
- Funding and reserve balances do not currently exist to fund all proposed projects.

Listing of One-Time Costs Carrying Over into 2024

- Several one-time costs are carrying over from 2023.

Business Cases to Support Staffing Request

- All new staffing requests are accompanied by business cases so Council and community members can review needs, risks, and/or impacted service levels associated with staffing resources.



Appendices Review & New to the 2024 Budget

New 5-Year Operating Forecast for All Departments and Budget Centres (NEW 2024)

- The 2024 Budget is Lakeshore's First Multi-Year budget which forecasts five years of operating cost based on trends and fiscal policy document commitments such as requirements of the Asset Management Plan to contribute 3% of the rates to reserves to sustain our infrastructure.

New 5-Year Capital Forecast and Long-Range Planning (NEW 2024)

- The 2024 Budget is Lakeshore's First Multi-Year Capital Forecast budget as well which looks at Lakeshore's Capital Plans and 5 years and reviews the funding able to carry out such plans
- Lakeshore 5-Year Capital Plans Total 319 Million Dollars based on updated information
- Lakeshore will have Reserve Transfer totalling 150 Million dollars in that time frame, leaving a significant funding gap
- The outcome of this will require significant prioritization of projects and counited investment in the tracking of infrastructure plans and projects, to ensure the highest and best use of limited funds

New Budget Centre Wage Change Overview (NEW 2024)

- The 2024 Budget includes a Wage Change Overview for each area to provide a quick summary of adjustments that are from one budget year to the next, those that are legislative in nature based on collective agreements and pay policies and those Council can make decisions on based on service levels provided to our residents.

The Development of an Interactive Budget Application for Residents (NEW 2024)

- The 2024 Budget Develops Essex County First Ever Budget Application and Interactive Data for the residents of Lakeshore to Enjoy. It allows for a focused selection of budget centres with interactive graphs and data to explore to enhance our resident's understanding of the municipal budget. It is AODA compliant and built to Government Finance Officers Association Standards so Lakeshore can apply for the Distinguished Budget Presentation Award.



Questions?

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