



Charting a Sustainable Path Forward

Municipality of Lakeshore
Draft Budget

2023

Message from the Treasurer

It is my pleasure to present the draft version of Lakeshore's 2023 Budget to Council and community members.

This document represents a culmination of work from across the organization, and I would like to thank everyone who played a part in its creation.

The Budget is intended to reflect the strategic priorities of Council. It focuses on enhancing service delivery and asset management, while taking a long-term outlook to ensure Lakeshore is prepared to meet present needs and future challenges.

The Budget is presented during a time of extraordinary inflationary pressure which affect municipalities and their residents alike. While the Budget proposes a 4.74% tax rate increase (3.83% blended rate), a one-time transfer of \$1.02 million from the tax stabilization reserve has been used to mitigate the full impact of inflation on residents.

This strategy will keep Lakeshore's tax rate below the level of inflation, and maintain our position of Essex County's lowest tax rate, but it is not a long-term sustainable practice.

With that in mind, many of the proposed projects and funding allocations are designed to ensure Lakeshore is properly

resourced to meet current service levels while acknowledging the potential for future demand as one of the fastest growing municipalities in Ontario.

The following pages serve as an introduction to Lakeshore's 2023 Budget as well as highlight some of the important issues which have informed the recommendations it contains.

Sincerely,



Justin Rousseau CA, CPA
Chief Financial Officer/Treasurer



Justin Rousseau

Budget Highlights

At A Glance

- **Assessment growth** providing \$860,887 of additional tax revenue.
- **Proposed tax rate increase of 4.74%** along with a one-time use of **\$1.02 million from the tax stabilization reserve** to mitigate the impact of inflationary pressures on taxpayers.
- **Increases to water and wastewater rates** as outlined in the water and wastewater rate studies completed in 2022.
- Total expenditures of **\$56.7 million** (compared to \$53.58 million in 2022).
- **\$25.6 million for capital projects**
- **\$28.3 million to reserves**
- **\$31.2 million from reserves**
- Approximately **\$17.58 million** (compared to \$17.13 million in 2022) in recoveries which includes grants, user fees, investment income, etc.
- **\$39.1 million** in revenue, which represents an **additional levy of \$2.7 million** (or 7.46%) compared to 2022.

Inflationary Pressures

Insurance Increases

Insurance premiums have also increased significantly, rising nearly 13% since 2022.

In 2022, a one-time reserve transfer was used to alleviate the pressure of insurance increases. This option is not possible in 2023 as reserve funding in this area has been drawn down.

Inflationary Pressure

As with all municipalities in Ontario, inflation continues to increase the cost of doing business.

In 2022 the economy suffered from above average inflation, 7% as of August 2022, which significantly impacts the cost-of-living indexing in salaries, as well as the purchases of goods and services by the municipality.

Increases in non residential construction cost have seen even greater increases at 25.9% increases over the year before. This has significant impacts on capital projects and use of the reserve funds used to complete those projects.

Postponement of Property Tax Reassessment

MPAC announced a continuation of the delay in releasing the updated assessment values. This means that property taxes for the 2023 taxation years will continue to be based on their 2016 valuation.

Property assessments will remain the same as they were for the 2022 tax year, unless changes have been made to a property. This has had an impact on assessment growth as we are experiencing approximately 2.36% growth in assessment, even with more new homes coming online. These homes continue to be valued at 2016 construction prices for the region.

Assessment growth figures however have increased slightly for Lakeshore, with an anticipated increase of approximately \$860,887 for 2023.

Budget Highlights

Proposed Rate Increases



4.74%

Proposed Lakeshore tax rate increase



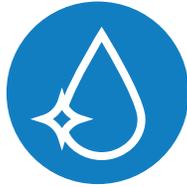
3.83%

Blended tax rate increase



9%

Proposed combined wastewater rate increase



4%

Proposed combined water rate increase



\$13.41

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

Capital Budget Summary

The 2023 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 2023 is \$25.6 million.**

As with many other municipalities, Lakeshore continues to deal with the impacts of the COVID-19 pandemic. There is a significant backlog of capital projects. While these projects have been funded, they still require corporate resources to administer.

The current listing of tax rate-supported encumbered projects is estimated to be in excess of \$28 million dollars. These projects, along with the projects identified in the 2023 Capital Budget, are planned for 2023.

Reducing the scope of the 2023 Capital Budget will allow administration to finalize a number of projects from 2020, 2021 and 2022.

Capital Budget Breakdown

A summary of capital projects by category. Figures shown in millions of dollars.

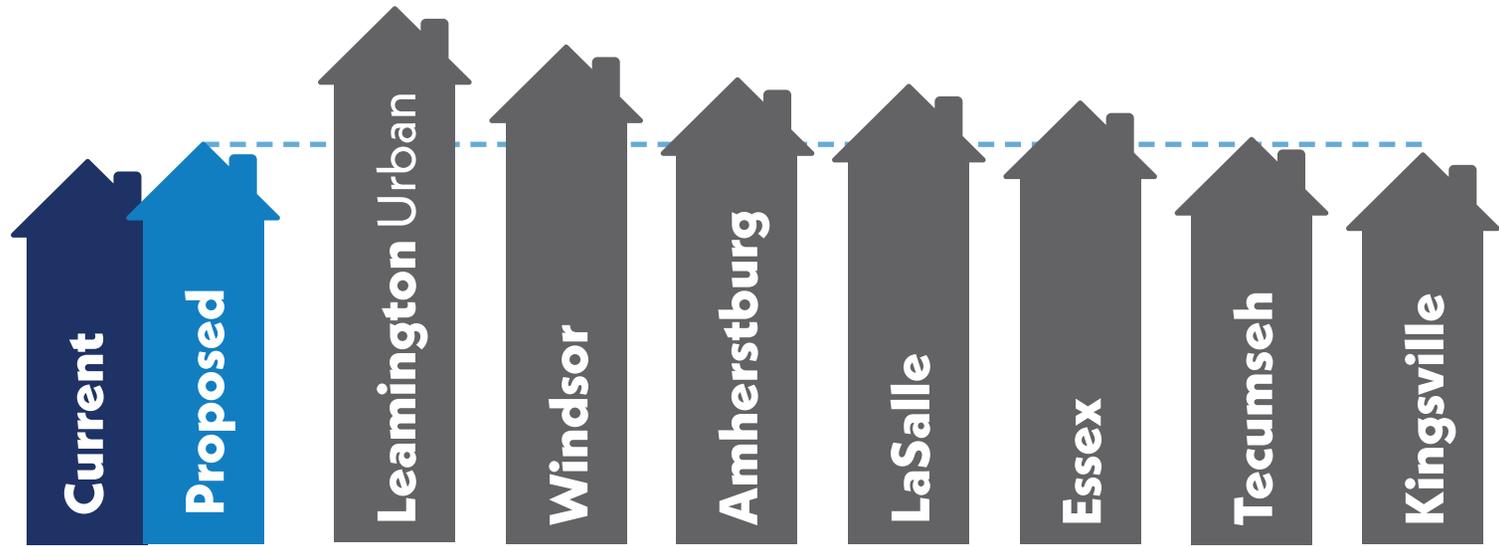


Major Projects

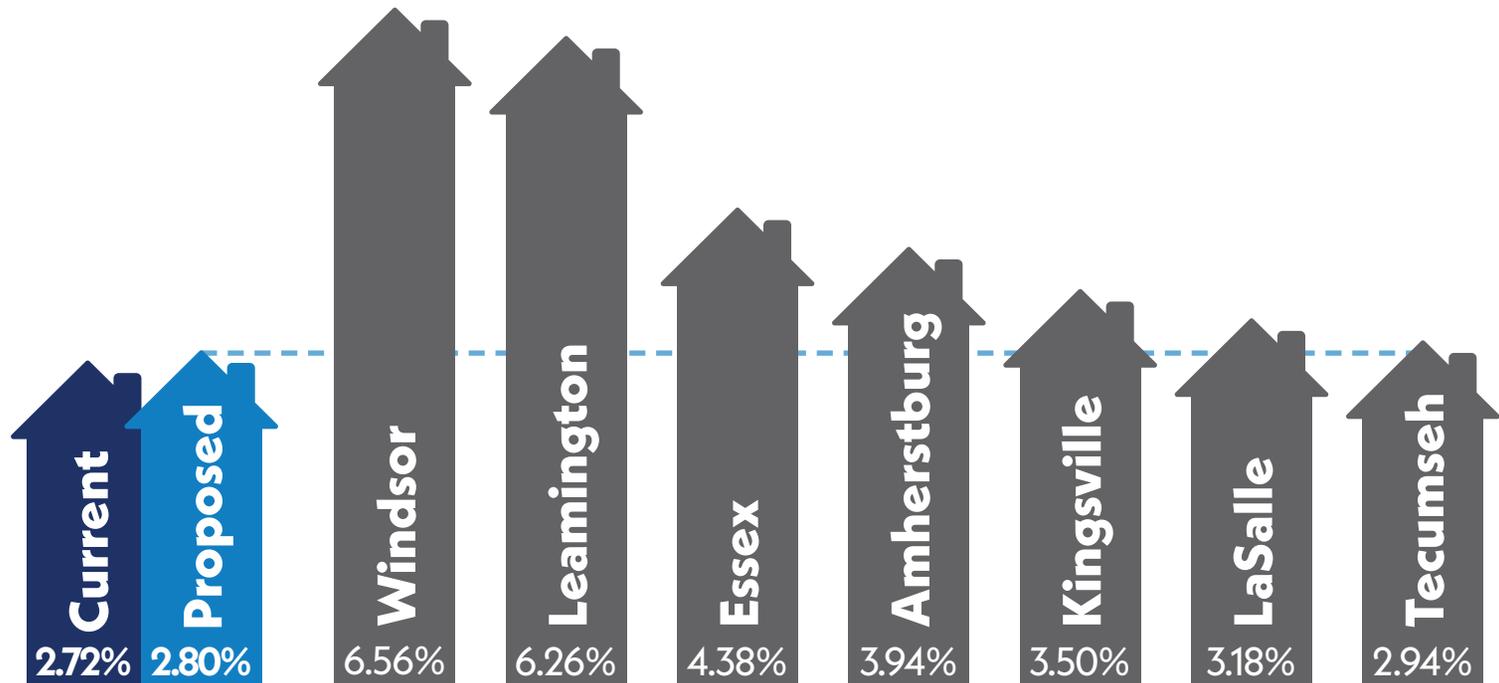
- Patillo Road, Major Street and Lilydale Avenue Reconstruction
- CR22 Watermain Construction
- Bridge Rehabilitation Work
- West Public Works Shop Design and Upgrades
- OCWA Capital System Repairs–Wastewater
- Water Meter Replace
- Stormwater Levy Study and Pond Maintenance
- Replacement of Tandem Axle & Single Axle Plow Truck
- Wastewater Master Plan

Regional Comparison

Lakeshore's 2022 and proposed 2023 tax rates compared to local municipalities' 2022 rates.



Affordability measured as property taxes compared to average household income. On average, Lakeshore residents currently pay 2.72% of their income towards municipal property taxes.



Regional Comparison

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

#1 **\$5.8** Total Weighted Assessment
billion (excluding PIL)

#1 **24.5%** Assessment as percentage
of total County assessment

#2 **9.2%** Industrial as percentage of total assessment.
First is Town of Tecumseh with 11.5%.

#2 **\$37.3** Amount of tax levied in 2022. First is the
million Town of LaSalle at \$40.8 million.

#6 **\$2,596** Amount levied by household. Towns of
Kingsville and Essex are 7th and 8th.

#7 **\$924** Amount levied by population.
Last is the Town of Essex at \$840.

Fiscal Potential

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 second 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 \$906 per household. This would equate to an additional \$13 million ($\$906 \times 14,385$ 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 35% and to move towards levels of Tecumseh or Leamington that would be 14% tax increase over last year base.

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2022 Municipal Levy	36,448,510
<u>Adjustments:</u>	
Net One-Time Costs Carrying To 2023	499,011
Annualized Wages	968,421

2023 CHANGE REQUESTS

	<u>Gross Cost</u>	<u>Reserves</u>	<u>Levy</u>
<u>Non-Discretionary</u>			
Legislative Impacts	(3,286,627)	(3,623,295)	336,668
Council Initiatives	(30,000)	(45,000)	15,000
Adjustments to Meet Contractual and Inflationary Requirements	357,682		357,682
Transfer from Tax Stabilization Reserve	-	(1,024,788)	(1,024,788)
	<u>-2,958,945</u>	<u>(4,693,083)</u>	<u>-315,438</u>
<u>Discretionary</u>			
Net Budget Maintenance (Line Increases & Decreases)	(1,456,565)	(165,000)	(1,291,565)
Service Enhancements – New Staffing Tax funded	1,141,644	-	1,141,644
Service Enhancements – New Staffing Water & Wastewater	280,373	-	280,373
Other Service Enhancements	197,925	-	197,925
Infrastructure Funding	1,239,249	-	1,239,249
	<u>1,402,626</u>	<u>(165,000)</u>	<u>1,567,626</u>
Total Changes	<u><u>(1,556,319)</u></u>	<u><u>(4,858,083)</u></u>	<u><u>2,719,620</u></u>
Adjusted 2023 Levy			<u><u>39,168,130</u></u>



HISTORICAL SUMMARY

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<u>Municipal Levy</u>					
Lakeshore Municipal Levy	30,663,024	33,425,246	34,980,140	36,448,510	39,168,130
Levy Change (\$) before growth	2,354,048	2,762,222	1,554,894	1,468,370	2,719,620
Levy Change (%) before growth	8.32%	9.00%	4.65%	4.20%	7.46%
Projected Assessment Growth	989,000	697,500	650,000	630,000	860,887
Levy Change After Growth	4.82%	6.73%	2.71%	2.64%	5.10%
<u>Tax Rate</u>					
Residential Rate Change	1.50%	2.51%	2.38%	2.05%	4.74%
<u>Water Rates</u>					
Consumption (per cubic metre)	1.5	1.52	1.54	1.56	1.62
Basic Charges	20.21	20.41	20.61	20.82	21.68
Consolidated Change (%)	1%	1%	1%	1%	4%
<u>Wastewater Rates</u>					
Consumption (per cubic metre)	1.45	1.52	1.6	1.68	1.83
Basic Charges	16.45	18.71	19.74	21.32	23.24
Consolidated Change (%)	5%	8%	5%	6%	9%
Capital Budget	20,619,900	24,436,400	22,939,450	19,012,378	25,626,908

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
1 Taxation Revenue	33,425,246	34,980,140	36,448,510	36,448,510
Operating Revenue				
2 Chief Administrative Office	-	-	-	-
3 Digital Transformations & Cloud Services	-	-	30,590	-
4 Council Services	-	-	16,728	-
5 Committees of Council	60,000	60,000	60,000	70,000
6 Workforce Development	-	-	-	-
7 Civic Affairs	44,860	46,225	46,225	196,225
8 Legal Services	-	1,000	1,000	1,000
9 Fire	36,000	81,000	116,979	81,000
10 Police	274,279	187,137	138,500	138,500
11 ATRC Facilities & Fields	2,162,116	1,832,015	2,574,635	2,557,815
12 Recreation	486,405	273,605	486,405	486,405
13 Marina	626,365	619,865	628,545	734,865
14 Community Planning	79,900	79,900	79,900	79,900
15 Building	1,058,300	1,120,837	1,211,588	1,217,995
16 By Law	2,750	-	878	-
17 Animal Control	51,400	40,900	40,965	40,900
18 Engineering & Infrastructure	57,550	206,000	191,000	171,000
19 Roads & Fleet	138,800	138,800	364,310	138,800
20 Facilities (non ATRC) & Properties	24,100	24,100	30,467	24,100
21 Parks & Trails	27,300	38,200	57,568	38,200
22 Drainage	376,280	376,280	378,036	376,280
23 Solid Waste	1,319,100	1,453,100	1,518,899	1,518,899
24 Accounting & Revenue Services	1,446,000	1,446,000	1,448,240	1,658,240
25 Financial Planning & Analysis	2,050	-	-	-
26 Corporate Accounts	5,833,450	5,979,994	7,715,076	8,051,136
	14,107,005	14,004,958	17,136,534	17,581,260

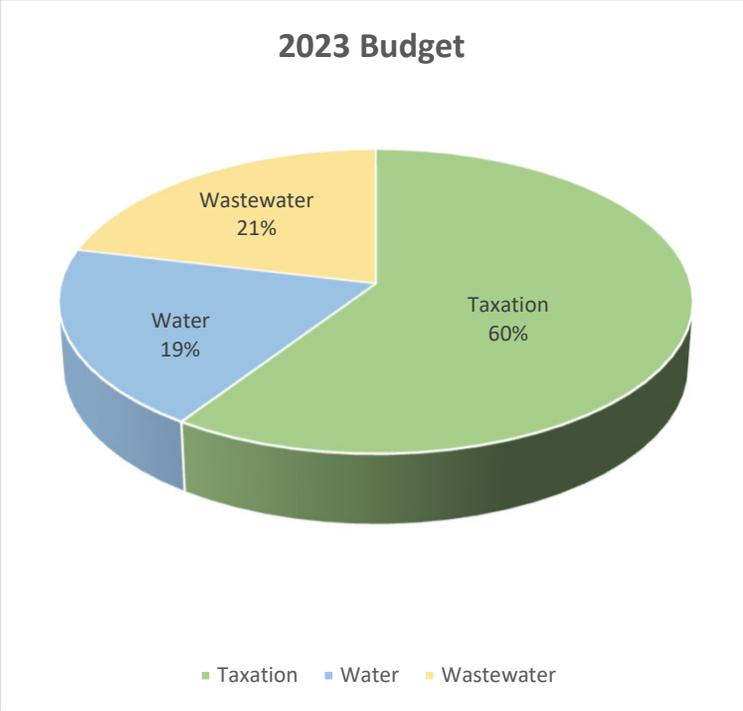
	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Operating Expenses				
27 Chief Administrative Office	370,196	424,156	407,381	436,446
28 Digital Transformations & Cloud Services	651,018	660,125	1,055,305	2,181,419
29 Council Services	347,345	332,171	343,251	382,528
30 Committees of Council	37,625	48,775	48,775	48,775
31 Strategic & Legal Affairs Admin	199,297	203,790	223,116	233,543
32 Workforce Development	358,008	390,418	414,962	683,021
33 Civic Affairs	589,917	615,718	662,731	929,063
34 Legal Services	648,878	843,588	857,333	844,454
35 Fire	2,111,571	2,313,668	2,390,318	2,471,635
36 Police	5,108,686	5,137,324	5,088,687	4,960,238
37 Growth & Sustainability Admin	186,414	185,745	210,793	228,703
38 ATRC Facilities & Fields	4,848,704	4,302,962	4,899,444	5,000,208
39 Recreation	1,489,224	1,365,711	1,064,639	995,141
40 Marina	712,131	705,934	709,695	726,238
41 Public Service	-	-	616,822	636,743
42 Community Planning	728,178	802,119	830,625	863,739
43 GIS	193,236	200,330	210,058	143,329
44 Building	1,058,300	1,120,837	1,211,588	1,217,995
45 Economic Development & Mobility	43,750	155,168	193,925	205,235
46 By Law	191,850	213,105	353,743	461,501
47 Animal Control	81,050	71,050	71,115	83,515
48 Crossing Guards	57,097	63,139	67,966	72,086

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
49 Operations Admin	193,595	182,555	207,593	228,053
50 Engineering & Infrastructure	737,479	696,562	937,769	930,133
51 Roads & Fleet	13,863,141	14,362,265	15,142,602	16,835,293
52 Facilities (non ATRC) & Properties	1,706,565	1,805,059	1,786,791	1,746,248
53 Parks & Trails	1,815,069	1,860,694	1,896,755	2,056,094
54 Drainage	679,492	726,856	603,253	640,996
55 Capital Projects	-	292,158	351,036	369,839
56 Solid Waste	2,591,417	2,884,669	2,997,974	3,109,900
57 Finance Admin	202,765	203,055	224,652	230,953
58 Accounting & Revenue Services	881,752	908,884	992,324	1,095,790
59 Financial Planning & Analysis	351,002	360,155	364,704	481,267
60 Corporate Accounts	4,497,500	4,546,353	6,147,319	5,219,269
	<u>47,532,252</u>	<u>48,985,098</u>	<u>53,585,044</u>	<u>56,749,390</u>
61 Tax Revenue Required Before Assessment Growth				2,719,620
62 Assessment Growth				<u>(860,887)</u>
63 Total Own Purpose Levy Requirement				<u><u>1,858,733</u></u>
64 % Own Purpose Levy Requirement				5.10%



2023 BUDGET - SUMMARY OF IMPACT - TAX, WATER, WASTEWATER

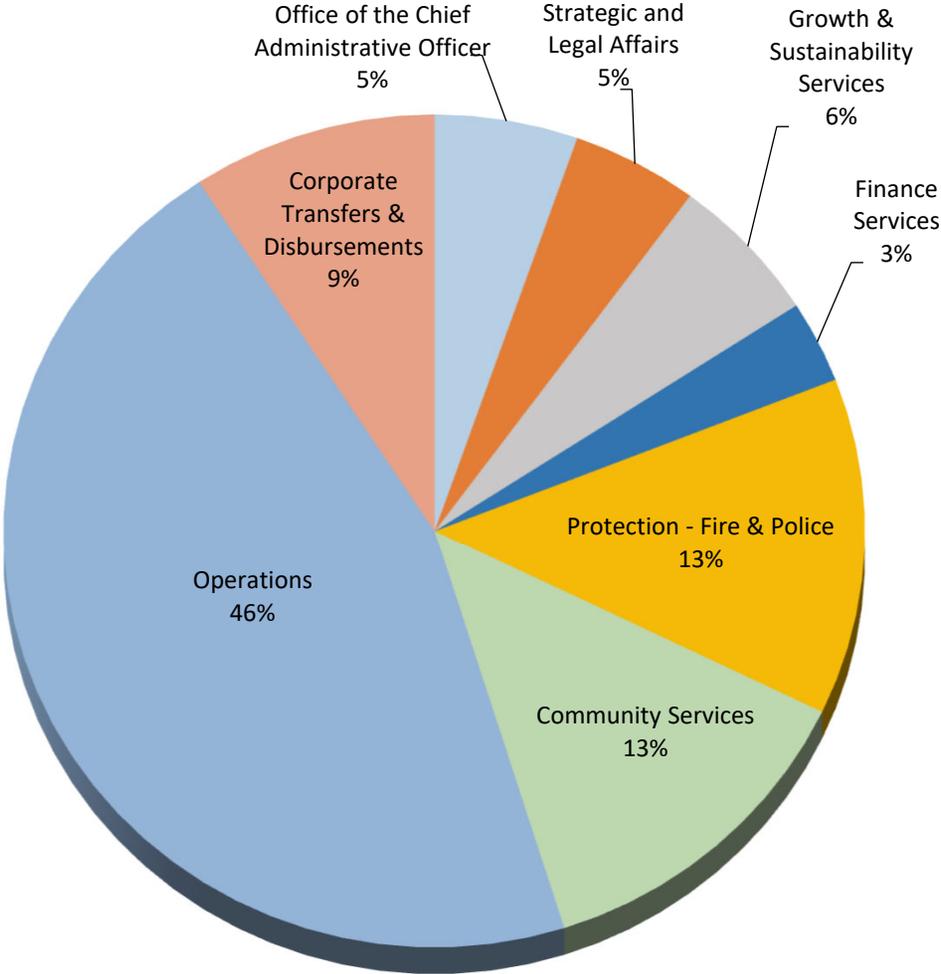
	2022	2023	Change
Taxation	1,760	1,844	84
Water	577	600	23
Wastewater	609	663	54
	<u>\$2,946</u>	<u>\$3,107</u>	<u>\$161</u>
Taxation	59.7%	59.4%	
Water	19.6%	19.3%	
Wastewater	20.7%	21.3%	
	<u>100.0%</u>	<u>100.0%</u>	



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

2023 BUDGET - SUMMARY OF TOTAL EXPENDITURES

Office of the Chief Administrative Officer	3,049,168
Strategic and Legal Affairs	2,690,081
Growth & Sustainability Services	3,276,103
Finance Services	1,808,010
Protection - Fire & Police	7,431,873
Community Services	7,358,330
Operations	25,916,556
Corporate Transfers & Disbursements	5,219,269
	<u>56,749,390</u>
Office of the Chief Administrative Officer	5.37%
Strategic and Legal Affairs	4.74%
Growth & Sustainability Services	5.77%
Finance Services	3.19%
Protection - Fire & Police	13.10%
Community Services	12.97%
Operations	45.67%
Corporate Transfers & Disbursements	9.20%
	<u>100.00%</u>



	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
Obligatory Reserve Funds							
Parkland Dedication	617,252	-	-	-	200,000	-	817,252
Development Charges	17,000,747	-	(4,203,600)	(2,989,326)	5,000,000	-	14,807,821
Federal Gas Tax	2,948,020	1,894,953	-	-	-	-	4,842,973
Building Services - Operating	1,711,112	-	(199,695)	-	-	-	1,511,417
Building Services - Capital	167,228	-	-	-	-	-	167,228
Trees Planting - Subdivisions	165,969	-	(20,000)	-	-	-	145,969
Parking Lot Development	714	-	-	-	-	-	714
Provincial Funding - OCIF	1,427,135	2,961,229	-	-	-	(2,230,000)	2,158,364
Provincial Funding - OCLIF - Cannabis	35,421	-	-	-	-	-	35,421
Provincial Funding - Swim Drink Fish	19,029	-	-	-	-	-	19,029
Provincial Funding - MMAHO - Efficiency	-	-	-	-	-	-	-
Provincial Funding - Modernization Grant	-	-	-	-	-	-	-
Provincial Grant - ICIP	-	4,166,500	-	(4,166,500)	-	-	-
Provincial Funding - WEEDC - Economic Dev	192,586	-	-	-	-	-	192,586
Provincial Funding - COVID Restart Grant	915,708	-	(915,708)	-	-	-	-
	25,200,922	9,022,682	(5,339,003)	(7,155,826)	5,200,000	(2,230,000)	24,698,775
Discretionary Reserve Funds							
Future Employee Benefits	713,308	-	-	-	-	-	713,308
Debt Reduction	1,437,639	-	-	-	-	-	1,437,639
	2,150,947	-	-	-	-	-	2,150,947
Discretionary Reserve Funds – Wastewater							
Wastewater	204,266	1,198,526	-	(3,900,350)	-	2,501,600	4,042
Wastewater - Capital	-	271,600	-	-	-	(271,600)	-
	204,266	1,470,126	-	(3,900,350)	-	2,230,000	4,042
Discretionary Reserve Funds – Water							
Water	12,397,814	2,844,174	-	(2,563,745)	-	-	12,678,243
Water Plant Filter	1,195,162	103,000	-	-	-	-	1,298,162
	13,592,976	2,947,174	-	(2,563,745)	-	-	13,976,405

	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
Reserves							
Working Funds	4,885,564	-	-	-	-	-	4,885,564
Contingency	881,220	-	-	-	-	-	881,220
Encumbrance- Taxation	28,041,742	-	-	(28,041,742)	-	-	-
Community Improvement Plan	49,561	-	-	-	-	-	49,561
Assessment Stabilization	1,671,262	-	(1,024,788)	-	-	-	646,474
Accumulated Sick Leave	55,000	-	-	-	-	-	55,000
Employee Related	158,814	23,100	-	-	-	-	181,914
Self Insuring	494,660	16,000	-	-	-	-	510,660
Community Benefit	602,367	214,140	-	(54,150)	-	-	762,357
Police Operating	203,443	64,997	-	-	-	-	268,440
Winter Control	471,281	-	-	-	-	-	471,281
Water Working Funds	1,061,541	-	-	-	-	-	1,061,541
Water - Contingency	319,172	-	-	-	-	-	319,172
Facility/Property - New	3,093,389	1,249,500	-	(325,000)	-	-	4,017,889
Facilities	2,758,546	972,800	-	(882,000)	-	-	2,849,346
Furniture & Fixtures	78,329	24,600	-	(48,000)	-	-	54,929
Vehicles and Equipment	767,435	603,500	-	(839,500)	-	-	531,435
Technology & Office Equipment	138,738	251,200	-	(310,000)	-	62,339	142,277
Technology Software	62,339	-	-	-	-	(62,339)	-
Fire Vehicles and Equipment	614,674	452,200	-	(256,000)	-	-	810,874
Roads	11,465,181	6,185,249	-	(6,511,897)	-	-	11,138,533
Railway Crossings	49,433	-	-	-	-	-	49,433
Bridges and Culverts	324,209	998,300	-	(1,100,000)	-	-	222,509
Storm Water	578,683	1,084,600	-	(525,000)	-	-	1,138,283
Road Share Drainage Works	1,474,009	378,700	-	(27,500)	-	-	1,825,209
Gravel Road Conversion	2,201,427	845,200	-	-	-	-	3,046,627
Street Lights - New	1,502,735	239,000	-	-	-	-	1,741,735

	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Estimated Transfers between Funds	Projected Closing Balance
Playground Equipment	173,602	164,500	-	(75,000)	-	-	263,102
Trails - New	450,804	361,900	-	-	-	-	812,704
Trails - Existing	254,729	99,600	-	(200,000)	-	-	154,329
Parks Signage - New	51,500	10,300	-	-	-	-	61,800
Parks Furniture and Fixtures	367,627	225,000	-	(38,940)	-	-	553,687
Building Repairs & Maintenance	790,493	57,700	-	-	-	-	848,193
Election	(97,644)	35,000	-	-	-	-	(62,644)
Tree Replacement	28,130	-	-	(20,000)	-	-	8,130
Plans and Studies	905,142	319,500	(50,000)	(744,000)	-	-	430,642
Legal Reserve	225,916	-	(150,000)	-	-	-	75,916
Heritage Committee	10,000	5,000	-	-	-	-	15,000
Economic Development	25,000	25,000	-	(50,000)	-	-	-
	67,190,052	14,906,586	(1,224,788)	(40,048,729)	-	-	40,823,121
Total Reserves & Reserve Funds	108,339,163	28,346,568	(6,563,791)	(53,668,650)	5,200,000	-	81,653,290

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Digital Transformations & Cloud Services	Technology & Office Equipment Technology Software	Discretionary Reserve: Capital	59,400	59,400	59,400	240,000
		Discretionary Reserve: Capital	131,900	131,900	131,900	-
			191,300	191,300	191,300	240,000
Committees of Council	Heritage Committee	Discretionary Reserve: Operating	-	5,000	5,000	5,000
Workplace Development	Employee Related	Discretionary Reserve: Non-Lifecycle	13,100	13,100	13,100	23,100
Civic Affairs	Self-Insuring Election	Discretionary Reserve: Non-Lifecycle	16,000	16,000	16,000	16,000
		Discretionary Reserve: Operating	35,000	35,000	35,000	35,000
			51,000	51,000	51,000	51,000
Legal Services	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	202,110	-
Fire	Technology & Office Equipment Fire Vehicles & Equipment	Discretionary Reserve: Capital	10,500	10,500	10,500	10,500
		Discretionary Reserve: Capital	352,200	452,200	452,200	452,200
			362,700	462,700	462,700	462,700
Police	Police Operating	Discretionary Reserve: Non-Lifecycle	54,300	54,300	78,656	64,997
ATRC Facilities & Fields	Facilities	Discretionary Reserve: Capital	582,500	582,500	582,500	582,500
Marina	Facility/Property - New	Discretionary Reserve: Capital	162,000	162,000	162,000	162,000
Community Planning	Plans and Studies	Discretionary Reserve: Operating	126,300	126,300	126,300	126,300
Building	Vehicles and Equipment	Discretionary Reserve: Capital	3,500	3,500	3,500	3,500
Economic Development & Mobility	Economic Development	Discretionary Reserve: Operating	-	-	25,000	25,000

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Engineering & Infrastructure	Vehicles and Equipment	Discretionary Reserve: Capital	3,500	3,500	3,500	3,500
	Technology & Office Equipment	Discretionary Reserve: Capital	700	700	700	700
			<u>4,200</u>	<u>4,200</u>	<u>4,200</u>	<u>4,200</u>
Roads & Fleet	Vehicles and Equipment	Discretionary Reserve: Capital	536,700	586,700	586,700	586,700
	Roads	Discretionary Reserve: Capital	5,346,000	5,346,000	5,696,000	6,185,249
	Bridges and Culverts	Discretionary Reserve: Capital	498,300	498,300	498,300	998,300
	Storm Water	Discretionary Reserve: Capital	834,600	834,600	834,600	1,084,600
	Road Share Drainage Works	Discretionary Reserve: Capital	378,700	378,700	378,700	378,700
	Gravel Road Conversion	Discretionary Reserve: Capital	845,200	845,200	845,200	845,200
	Street Lights - New	Discretionary Reserve: Capital	239,000	239,000	239,000	239,000
	Trails - New	Discretionary Reserve: Capital	201,600	201,600	201,600	201,600
	Trails - Existing	Discretionary Reserve: Capital	79,600	79,600	79,600	79,600
	Plans and Studies	Discretionary Reserve: Operating	142,700	142,700	142,700	142,700
			<u>9,102,400</u>	<u>9,152,400</u>	<u>9,502,400</u>	<u>10,741,649</u>
Facilities (non ATRC) & Properties	Facility/Property - New	Discretionary Reserve: Capital	585,000	685,000	685,000	685,000
	Facilities	Discretionary Reserve: Capital	390,300	390,300	390,300	390,300
	Furniture and Fixtures	Discretionary Reserve: Capital	24,600	24,600	24,600	24,600
	Vehicles and Equipment	Discretionary Reserve: Capital	2,800	2,800	2,800	2,800
	Building Repairs and Maintenance	Discretionary Reserve: Operating	57,700	57,700	57,700	57,700
		<u>1,060,400</u>	<u>1,160,400</u>	<u>1,160,400</u>	<u>1,160,400</u>	
Parks & Trails	Vehicles and Equipment	Discretionary Reserve: Capital	7,000	7,000	7,000	7,000
	Playground Equipment	Discretionary Reserve: Capital	164,500	164,500	164,500	164,500
	Trails - New	Discretionary Reserve: Capital	160,300	160,300	160,300	160,300
	Trails - Existing	Discretionary Reserve: Capital	20,000	20,000	20,000	20,000
	Parks Signage - New	Discretionary Reserve: Capital	10,300	10,300	10,300	10,300
	Parks Furniture and Fixtures	Discretionary Reserve: Capital	125,000	225,000	225,000	225,000
	Plans and Studies	Discretionary Reserve: Operating	17,200	17,200	17,200	17,200
		<u>504,300</u>	<u>604,300</u>	<u>604,300</u>	<u>604,300</u>	

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Accounting & Revenue Services	Facility/Property - New	Discretionary Reserve: Capital	102,500	102,500	102,500	102,500
Financial Planning & Analysis	Plans and Studies	Discretionary Reserve: Operating	33,300	33,300	33,300	33,300
Corporate	Federal Gas Tax	Obligatory Reserve Funds	1,777,000	1,777,000	1,857,797	1,894,953
	Provincial Funding - OCIF	Obligatory Reserve Funds	1,375,250	-	2,903,166	2,961,229
	Provincial Grant - ICIP	Obligatory Reserve Funds	-	-	-	4,166,500
	Community Benefit	Discretionary Reserve: Non-Lifecycle	239,640	239,640	239,640	214,140
	Facility/Property - New	Discretionary Reserve: Capital	300,000	300,000	300,000	300,000
			<u>3,691,890</u>	<u>2,316,640</u>	<u>5,300,603</u>	<u>9,536,822</u>
Water	Debt Reduction	Discretionary Reserve Funds	248,920	248,920	-	-
	Water	Discretionary Reserve Funds	2,488,744	2,773,611	2,776,679	2,844,174
	Water Plant Filter	Discretionary Reserve Funds	103,000	103,000	103,000	103,000
			<u>2,840,664</u>	<u>3,125,531</u>	<u>2,879,679</u>	<u>2,947,174</u>
Wastewater	Debt Reduction	Discretionary Reserve Funds	-	-	-	-
	Wastewater	Discretionary Reserve Funds	675,732	1,340,416	1,186,008	1,198,526
	Wastewater - Capital	Discretionary Reserve Funds	271,600	271,600	271,600	271,600
			<u>947,332</u>	<u>1,612,016</u>	<u>1,457,608</u>	<u>1,470,126</u>
Total Transfers to Reserve			19,833,686	19,762,987	22,948,156	28,346,568

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Chief Administrative Office	Provincial Funding - OCIF Plans and Studies	Obligatory Reserve Funds	(200,000)	-	-	-
		Discretionary Reserve: Operating				(150,000)
			(200,000)	-	-	(150,000)
Digital Transformations & Cloud Services	Self-Insuring Furniture and Fixtures Technology & Office Equipment	Discretionary Reserve: Non-Lifecycle	-	-	(30,590)	-
		Discretionary Reserve: Capital	-	-	-	(20,000)
		Discretionary Reserve: Capital	(150,200)	(45,100)	(50,000)	(310,000)
			(150,200)	(45,100)	(80,590)	(330,000)
Council Services	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(16,728)	-
Committees of Council	Furniture and Fixtures	Discretionary Reserve: Capital	-	-	-	(3,000)
Workforce Development	Employee Related	Discretionary Reserve: Non-Lifecycle	-	(35,000)	(50,000)	-
Civic Affairs	Plans and Studies Election	Discretionary Reserve: Operating				(220,000)
		Discretionary Reserve: Operating	-	(17,500)	(221,500)	-
			-	(17,500)	(221,500)	(220,000)
Legal Services	Legal Reserve	Discretionary Reserve: Operating	-	-	-	(150,000)
Fire	Self-Insuring Technology Software Fire Vehicles & Equipment Plans and Studies	Discretionary Reserve: Non-Lifecycle	-	-	(35,979)	-
		Discretionary Reserve: Capital	(32,000)	(6,500)	-	-
		Discretionary Reserve: Capital	(316,500)	(150,000)	(967,000)	(256,000)
		Discretionary Reserve: Operating	-	(100,000)	-	-
			(348,500)	(256,500)	(1,002,979)	(256,000)
Police	Police Operating	Discretionary Reserve: Non-Lifecycle	(135,779)	(48,637)	-	-
Growth and Sustainability Admin	Community Benefit Plans and Studies	Discretionary Reserve: Non-Lifecycle	-	-	(250,000)	-
		Discretionary Reserve: Operating	-	-	(75,000)	-
			-	-	(325,000)	-

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
ATRC Facilities & Fields	Development Charges - Recreation/Arena	Obligatory Reserve Funds	(332,600)	(780,000)	(780,000)	(780,000)
	Employee Related	Discretionary Reserve: Non-Lifecycle	(51,701)	-	-	-
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(16,820)	-
	Facilities	Discretionary Reserve: Capital	(101,000)	(260,000)	(23,000)	-
	Furniture and Fixtures	Discretionary Reserve: Capital	(8,000)	-	-	-
	Technology & Office Equipment	Discretionary Reserve: Capital	(23,000)	-	-	-
	Building Repairs and Maintenance	Discretionary Reserve: Operating	(15,000)	(65,000)	-	-
			<hr/>	<hr/>	<hr/>	<hr/>
			(531,301)	(1,105,000)	(819,820)	(780,000)
Recreation	Community Benefit	Discretionary Reserve: Non-Lifecycle	-	-	-	(12,000)
Marina	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(8,680)	-
	Facilities	Discretionary Reserve: Capital	(6,500)	-	-	-
	Vehicles and Equipment	Discretionary Reserve: Capital	-	-	-	(17,000)
	Parks Furniture and Fixtures	Discretionary Reserve: Capital	(50,000)	-	-	-
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			(56,500)	-	(8,680)	(17,000)
Community Planning	Plans and Studies	Discretionary Reserve: Operating	(338,000)	-	(64,000)	(64,000)
GIS	Plans and Studies	Discretionary Reserve: Operating	-	-	(40,000)	-
Building	Building Services - Operating	Obligatory Reserve Funds	(240,000)	(302,537)	(161,836)	(199,695)
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(31,452)	-
	Vehicles and Equipment	Discretionary Reserve: Capital	(35,000)	-	(39,000)	-
	Technology & Office Equipment	Discretionary Reserve: Capital	(2,750)	-	-	-
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			(277,750)	(302,537)	(232,288)	(199,695)
Economic Development Office	Furniture and Fixtures	Discretionary Reserve: Capital	-	-	(1,000)	-
	Economic Development	Discretionary Reserve: Operating	-	-	-	(50,000)
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			-	-	(1,000)	(50,000)
By Law	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(878)	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	-	-	-	(10,000)
	Vehicles and Equipment	Discretionary Reserve: Capital	-	-	(38,000)	-
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			-	-	(38,878)	(10,000)

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Animal Control	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(65)	-
	Furniture and Fixtures	Discretionary Reserve: Capital	-	-	-	(5,000)
			-	-	(65)	(5,000)
Engineering & Infrastructure	Trees Planting - Subdivisions	Obligatory Reserve Funds	(20,000)	(20,000)	(45,000)	(20,000)
	Contingency	Discretionary Reserve: Non-Lifecycle	-	(150,000)	-	-
	Vehicles and Equipment	Discretionary Reserve: Capital	-	(38,000)	(45,000)	-
	Technology & Office Equipment	Discretionary Reserve: Capital	(11,250)	-	(11,000)	-
	Technology Software	Discretionary Reserve: Capital	-	-	(38,000)	-
	Roads	Discretionary Reserve: Capital	-	-	(640,000)	-
	Storm Water	Discretionary Reserve: Capital	-	-	(25,000)	(75,000)
	Plans and Studies	Discretionary Reserve: Operating	-	-	(205,000)	(325,000)
			(31,250)	(208,000)	(1,009,000)	(420,000)
Roads & Fleet	Federal Gas Tax	Obligatory Reserve Funds	(2,050,000)	-	-	-
	Provincial Funding - OCIF	Obligatory Reserve Funds	(1,000,000)	-	-	-
	Working Funds	Discretionary Reserve: Non-Lifecycle	(2,976,000)	-	-	-
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(225,510)	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	-	-	-	(32,150)
	Vehicles and Equipment	Discretionary Reserve: Capital	(295,000)	(681,333)	(255,000)	(822,500)
	Technology & Office Equipment	Discretionary Reserve: Capital	-	(50,000)	-	-
	Roads	Discretionary Reserve: Capital	(4,930,000)	(2,930,000)	(1,917,559)	(1,510,535)
	Bridges and Culverts	Discretionary Reserve: Capital	(790,000)	(45,000)	-	-
	Storm Water	Discretionary Reserve: Capital	(300,000)	(1,910,000)	(542,029)	(450,000)
	Road Share Drainage Works	Discretionary Reserve: Capital	-	-	-	(20,000)
	Gravel Road Conversion	Discretionary Reserve: Capital	(900,000)	(40,000)	(1,062,000)	-
	Street Lights - New	Discretionary Reserve: Capital	(25,000)	-	-	-
	Trails - New	Discretionary Reserve: Capital	(150,000)	-	(268,857)	-
	Trails - Existing	Discretionary Reserve: Capital	(100,000)	-	(100,000)	(200,000)
	Tree Replacement	Discretionary Reserve: Operating	-	(20,000)	-	(20,000)
	Plans and Studies	Discretionary Reserve: Operating	(75,000)	(6,000)	-	(35,000)
Water	Discretionary Reserve Funds	-	(26,667)	-	-	
			(13,591,000)	(5,709,000)	(4,370,955)	(3,090,185)

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Facilities (non ATRC) & Properties	Provincial Funding - COVID Restart Grant	Obligatory Reserve Funds	-	-	(16,000)	-
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(6,367)	-
	Facility/Property - New	Discretionary Reserve: Capital	(1,530,700)	-	(580,000)	(325,000)
	Facilities	Discretionary Reserve: Capital	(177,000)	(273,000)	(828,000)	(882,000)
	Furniture and Fixtures	Discretionary Reserve: Capital	-	-	-	(20,000)
			(1,707,700)	(273,000)	(1,430,367)	(1,227,000)
Parks & Trails	Parkland Dedication	Obligatory Reserve Funds	(965,000)	(240,000)	(100,000)	-
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(19,368)	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	(627,000)	(700,000)	-	-
	Vehicles and Equipment	Discretionary Reserve: Capital	(38,000)	(40,000)	(120,000)	-
	Playground Equipment	Discretionary Reserve: Capital	(175,000)	(157,000)	(115,000)	(75,000)
	Trails - New	Discretionary Reserve: Capital	(40,000)	(75,000)	-	-
	Trails - Existing	Discretionary Reserve: Capital	(15,000)	(20,000)	(20,000)	-
	Parks Furniture and Fixtures	Discretionary Reserve: Capital	(34,000)	(60,000)	(63,000)	(38,940)
	Tree Replacement	Discretionary Reserve: Operating	-	-	(10,000)	-
	Plans and Studies	Discretionary Reserve: Operating	(14,000)	-	-	-
			(1,908,000)	(1,292,000)	(447,368)	(113,940)
Drainage	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(1,756)	-
	Road Share Drainage Works	Discretionary Reserve: Capital	(10,000)	-	(215,500)	-
			(10,000)	-	(217,256)	-
Capital Projects	Development Charges - Roads	Obligatory Reserve Funds	-	-	-	(2,021,138)
	Provincial Grant - ICIP	Obligatory Reserve Funds	-	-	-	(4,166,500)
	Roads	Discretionary Reserve: Capital	-	-	(5,346,698)	(5,001,362)
	Bridges and Culverts	Discretionary Reserve: Capital	-	-	(300,000)	(1,100,000)
	Storm Water	Discretionary Reserve: Capital	-	-	(310,000)	-
	Road Share Drainage Works	Discretionary Reserve: Capital	-	-	-	(7,500)
	Water	Discretionary Reserve Funds	-	-	(937,860)	-
			-	-	(6,894,558)	(12,296,500)

Department	Name of Reserve/Reserve Fund	Type of Fund	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Accounting & Revenue Services	Technology Software	Discretionary Reserve: Capital	(650,000)	(100,000)	(40,000)	-
Financial Planning & Analysis	Technology & Office Equipment Plans and Studies	Discretionary Reserve: Capital	(2,050)	-	-	-
		Discretionary Reserve: Operating	-	(142,500)	-	-
			(2,050)	(142,500)	-	-
Corporate	Contingency	Discretionary Reserve: Non-Lifecycle	-	-	(165,000)	-
	Assessment Stabilization	Discretionary Reserve: Non-Lifecycle	-	-	-	(1,024,788)
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(15,451)	-
	Community Benefit	Discretionary Reserve: Non-Lifecycle	(25,500)	(25,500)	(25,500)	-
	Facility/Property - New	Discretionary Reserve: Capital	-	(1,400,000)	-	-
			(25,500)	(1,425,500)	(205,951)	(1,024,788)
Water	Development Charges - Water	Obligatory Reserve Funds	-	-	-	(968,188)
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(96,288)	-
	Water	Discretionary Reserve Funds	(2,036,000)	(3,918,700)	(222,000)	(2,563,745)
			(2,036,000)	(3,918,700)	(318,288)	(3,531,933)
Wastewater	Development Charges - Wastewater	Obligatory Reserve Funds	-	-	-	(3,423,600)
	Provincial Funding - OCIF	Obligatory Reserve Funds	(1,000,000)	-	-	-
	Self-Insuring	Discretionary Reserve: Non-Lifecycle	-	-	(37,461)	-
	Plans and Studies	Discretionary Reserve: Operating	-	-	(15,000)	-
	Wastewater	Discretionary Reserve Funds	(2,214,000)	(9,387,150)	(2,820,375)	(3,900,350)
			(3,214,000)	(9,387,150)	(2,872,836)	(7,323,950)
Transfer from Reserves to Complete 2022 Projects						
Transfer to Operating	Provincial Funding - COVID Restart Grant	Obligatory Reserve Funds				(915,708)
Transfer to Capital	Encumbrance - Taxation	Discretionary Reserve: Non-Lifecycle				(28,041,742)
Total Transfers to Operating			(819,130)	(1,326,674)	(3,455,288)	(6,563,791)
Total Transfers to Capital			(24,394,400)	(22,939,450)	(17,252,819)	(53,668,650)
Total Transfers from Reserves			(25,213,530)	(24,266,124)	(20,708,107)	(60,232,441)

CAO		
1	Annualized Salary and Wages	30,695
2	Budget Reallocations - IT Costs	(1,630)
3	2023-002 Council Strategic Goals & Objectives	-

Digital Transformation & Cloud Services

4	Annualized Salary and Wages	13,898
5	Annualized for One-Time adjustments from prior year	49,010
6	Budget Reallocations - IT Costs	456,795
7	Budget Reallocations - Position	92,084
8	Over-time	4,361
9	2023-004 Team Lead Technology Service Delivery	122,055
10	2023-005 Technology Infrastructure Specialist	100,556
11	2023-006 Office Expense	2,500
12	2023-007 Training	10,000
13	2023-008 Travel	5,000
14	2023-016 Insurance Premiums	3,977
15	2023-074 Annual Transfer to Technology & Office Equipment Reserve	48,700
16	2023-077 Telecommunication/Computer/ Equipment Rental	247,768

Council Services

17	Annualized Salary and Wages	16,242
18	Annualized for One-Time adjustments from prior year	48,728
19	Budget Reallocations - IT Costs	(5,640)
20	2023-010 Staff Appreciation	(5,500)
21	2023-016 Insurance Premiums	2,175

Committees Of Council

22	Annualized Salary and Wages	-
23	2023-009 Revenue Increase from Committee of Adjustment	(10,000)

Strategic & Legal Affairs Admin

24	Annualized Salary and Wages	11,410
25	Budget Reallocations - IT Costs	(983)

Workforce Development

26	Annualized Salary and Wages	16,285
27	Annualized for One-Time adjustments from prior year	(26,000)
28	Budget Reallocations - IT Costs	(1,967)
29	2023-010 Staff Appreciation	20,500
30	2023-018 Workforce Advisor	122,741
31	2023-019 Meeting Expenses	2,000
32	2023-020 Criminal Reference Checks	5,000
33	2023-021 Divisional Training Needs	9,000
34	2023-022 Corp Training - Employee Development	28,500
35	2023-023 Specialized Consulting	45,000
36	2023-025 HR Programming	25,000
37	2023-073 OMAA Compensation Database Fee	2,000
38	2023-076 Annual transfer to Employee Related Reserve	20,000

Civic Affairs

39	Annualized Salary and Wages	31,977
40	Annualized for One-Time adjustments from prior year	(10,880)
41	Budget Reallocations - IT Costs	(35,100)
42	2023-011 Civic Engage - Advertising & Promotions	14,000
43	2023-012 Civic Engage - Newsletter	15,000
44	2023-014 Indigenous Engagement & Consultation	-
45	2023-015 Citizen Survey & Panel	-
46	2023-017 Council Compensation Review	-
47	2023-078 Gaming Revenue	(150,000)
48	2023-079 Team Leader - Civic Affair	122,055
49	2023-080 Communication & Engagement Coordinator	86,313
50	2023-087 Administrative Assistant - Civic Affairs	42,967

Legal Services

51	Annualized Salary and Wages	6,176
52	Annualized for One-Time adjustments from prior year	(202,110)
53	2023-016 Insurance Premiums	22,501
54	2023-024 CONF - Legal Services	-
55	2023-088 Associate Lawyer	160,554

Fire		
56	Annualized Salary and Wages	70,767
57	Annualized for One-Time adjustments from prior year	35,979
58	Budget Reallocations - IT Costs	(31,450)
59	2023-026 VFF Negotiations	4,000
60	2023-027 Mandatory Training VFF	36,700
61	2023-028 Fuel Increases	1,300

Police		
62	Budget Reallocations - IT Costs	(3,540)
63	2023-029 OPP Services	(124,909)

Growth & Sustainability Admin		
64	Annualized Salary and Wages	19,010
65	Budget Reallocations - IT Costs	(1,100)

ATRC Facilities & Fields		
66	Annualized Salary and Wages	141,925
67	Annualized for One-Time adjustments from prior year	16,820
68	Budget Reallocations - IT Costs	(56,750)
69	Budget Reallocations - Position	71,335
70	2023-016 Insurance Premiums	14,004
71	2023-030 Clothing Allowance	4,800
72	2023-031 Snow Removal	1,850
73	2023-032 Security Services	1,000
74	2023-033 Fuel Increase for Resurfacers	2,000
75	2023-034 Pool Chemicals	3,600
76	2023-035 Electricity	(83,000)

Recreation		
77	Annualized Salary and Wages	13,331
78	Budget Reallocations - IT Costs	(26,950)
79	Budget Reallocations - Position	(75,879)
80	2023-060 Canada Day Increase	20,000

Marina		
81	Annualized Salary and Wages	5,706
82	Annualized for One-Time adjustments from prior year	8,680
83	Budget Reallocations - IT Costs	(22,400)
84	Budget Reallocations - Position	(34,113)

Marina (Continued)		
85	2023-016 Insurance Premiums	2,350
86	2023-082 Increase in Sales and Fuel Costs	(50,000)

Public Service		
87	Annualized Salary and Wages	23,101
88	Annualized for One-Time adjustments from prior year	(2,880)
89	Budget Reallocations - IT Costs	(300)

Community Planning		
90	Annualized Salary and Wages	40,979
91	Budget Reallocations - IT Costs	(17,865)
92	2023-036 Indigenous Consultation	10,000

GIS		
93	Annualized Salary and Wages	2,246
94	Budget Reallocations - IT Costs	(22,000)
95	Budget Reallocations - Position	(92,084)
96	2023-038 GIS Co-op Student	15,109
97	2023-072 GIS Masterplan Implementation	30,000

Building		
98	Annualized Salary and Wages	32,311
99	Annualized for One-Time adjustments from prior year	193,038
100	Budget Reallocations - IT Costs	(25,904)
101	Budget Reallocation - Consolidate Building Reserve transfer	250
102	2023-081 Building Reserve Fund Operations Transfer	(199,695)

Economic Development & Mobility		
103	Annualized Salary and Wages	13,320
104	Budget Reallocations - IT Costs	(2,010)

By Law		
105	Annualized Salary and Wages	22,065
106	Annualized for One-Time adjustments from prior year	(2,602)
107	Budget Reallocations - IT Costs	(3,236)
108	2023-016 Insurance Premiums	114
109	2023-039 Memberships & Subscriptions	1,000
110	2023-040 Training & Conferences	6,000
111	2023-041 Travel Expenses	833
112	2023-089 Administrative Assistant - By Law	84,462

Animal Control

113	Annualized for One-Time adjustments from prior year	65
114 2023-037	Animal Control Yearly Contract	12,400

Crossing Guards

115	Annualized Salary and Wages	4,120
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Operations Services Admin

116	Annualized Salary and Wages	19,010
117	Budget Reallocations - IT Costs	(550)
118 2023-048	Ops Admin - Training & Conferences	2,000

Engineering & Infrastructure

119	Annualized Salary and Wages	18,674
120	Annualized for One-Time adjustments from prior year	(8,160)
121	Budget Reallocations - IT Costs	(10,550)
122 2023-042	EIS - Training & Conferences	5,000
123 2023-043	EIS - Vehicle Cleaning	7,400

Roads & Fleet

124	Annualized Salary and Wages	105,775
125	Annualized for One-Time adjustments from prior year	225,510
126	Budget Reallocations - IT Costs	(43,300)
127	Budget Reallocations - Position	78,847
128	Budget Reallocations - Larvicide Program	5,000
129 2023-016	Insurance Premiums	69,720
130 2023-049	Dust Control	10,000
131 2023-050	Road Salt Maintenance Increase	25,000
132 2023-051	Signs for Private Roads	30,000
133 2023-052	Centre Line Painting	30,000
134 2023-053	GPS Vehicle Monitoring	1,400
135 2023-083	Fuel & Oil	141,000
136 2023-086	AMP Increase	1,239,249

Facilities (non ATRC) & Properties

137	Annualized Salary and Wages	5,132
138	Annualized for One-Time adjustments from prior year	6,367
139	Budget Reallocations - IT Costs	(7,840)
140	Budget Reallocations - Position	(40,236)
141 2023-016	Insurance Premiums	2,401

Parks & Trails

142	Annualized Salary and Wages	37,054
143	Annualized for One-Time adjustments from prior year	19,368
144	Budget Reallocations - IT Costs	(6,520)
145	Budget Reallocations - Position	7,931
146 2023-016	Insurance Premiums	4,871
147 2023-054	Parks Washroom Supplies	3,500
148 2023-055	Horticulture Supplies	7,000
149 2023-056	Pedestrian Bridge Maintenance	6,000
150 2023-057	Port-a-John Rentals	4,000
151 2023-058	Training & Conferences	5,000
152 2023-059	Vandalism Maintenance	10,000
153 2023-084	River Ridge Park - Utilities	33,000
154 2023-092	Seasonal Parks #6	47,503

Drainage

155	Annualized Salary and Wages	36,105
156	Annualized for One-Time adjustments from prior year	1,756
157	Budget Reallocations - IT Costs	(2,090)
158 2023-016	Insurance Premiums	228
159 2023-046	Vehicle Maintenance	3,000
160 2023-047	Office Supplies	500

Capital Projects

161	Annualized Salary and Wages	18,753
162	Budget Reallocations - IT Costs	(1,050)
163 2023-044	Clothing Allowance	500
164 2023-045	Memberships	600

Solid Waste

165	Annualized Salary and Wages	-
166	Budget Reallocations - Position	(7,885)
167	Budget Reallocations - Larvicide Program	(5,000)
168 2023-071	Solid Waste Increases	124,811

Finance Admin

169	Annualized Salary and Wages	11,410
170	Budget Reallocations - IT Costs	(2,820)
171 2023-061	Budget Reallocations - Membership and Training	(2,289)

Accounting & Revenue Services

172	Annualized Salary and Wages	34,269
173	Budget Reallocations - IT Costs	(36,900)
174 2023-061	Increase in User Fees	(35,000)
175 2023-062	Increases in Investment	(175,000)
176 2023-063	Increase in Membership	3,000
177 2023-064	Increase in Audit Fees	15,000
178 2023-090	Accounting Clerk	88,097

Financial Planning & Analysis

179	Annualized Salary and Wages	16,006
180 2023-091	Financial Analyst	100,557

Corporate Accounts

181	Annualized for One-Time adjustments from prior year	15,451
182 2023-016	Insurance Premiums	2,009
183 2023-066	Transfer From Tax Stabilization	(1,024,788)
184 2023-067	Conservation Levy	9,340
185 2023-068	Tax Write Off	(50,000)
186 2023-069	POA Revenue	70,000
187 2023-070	Revenue & Reserve Adjustments	(291,292)
188 2023-085	Retiree Benefit	5,170

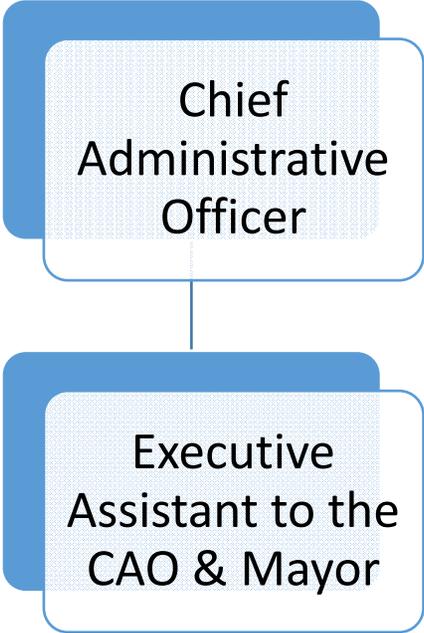
Water

189	Annualized Salary and Wages	150,669
190	Annualized for One-Time adjustments from prior year	93,410
191	Budget Reallocations - IT Costs	(69,700)
192	Budget Reallocations - Position	127,312
193	Budget Reallocations - Recovery of Staff	(75,000)
194 2023-093	Water Locate Technician #2	97,994
195 2023-094	Contract/Seasonal Water Locate Technician	83,685
196 2023-103	Revenue Adjustment	(475,774)
197 2023-104	Debt Repayment	(23,723)
198 2023-105	Insurance Premiums	23,632
199 2022-106	Water Reserve Adjustment	67,495

Wastewater

200	Annualized Salary and Wages	-
201	Annualized for One-Time adjustments from prior year	37,461
202	Budget Reallocations - IT Costs	(16,650)
203	Budget Reallocations - Position	(74,573)
204	Budget Reallocations - Internal allocation from Water Division	75,000
205 2023-095	Wastewater Operator	98,694
206 2023-097	OCWA Contract	41,145
207 2023-098	Training & Membership	2,100
208 2023-099	Wastewater Reserve Transfer	12,518
209 2023-100	Revenue Adjustment	(564,878)
210 2023-101	Insurance Premiums	8,783
211 2023-102	Debt Repayment	3,804,000
212 2023-102	Development Charge Recovery for Debt Repayment	(3,423,600)





OBJECTIVES AND RESPONSIBILITIES

The Chief Administrative Officer’s primary role is to provide effective and efficient administrative services to Council, staff and the public. In addition, the CAO is responsible for the overall administration of the Corporation.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Increase in consulting cost for Council Strategic Goals & Objectives sessions
- Major Capital Projects**
- Corporate Strategic Planning
 - Process Mapping

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	339,076	372,301	402,996
Office Expenses	20,080	20,080	18,450
Professional Services	65,000	15,000	35,000
Total Expenses	424,156	407,381	456,446
Transfer From Reserves	-	-	(20,000)
Net Budget	424,156	407,381	436,446

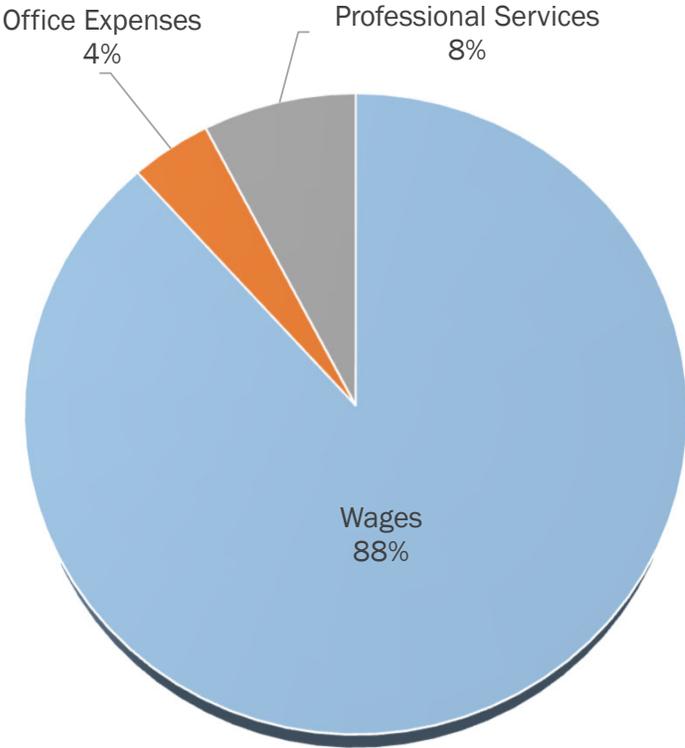
	Change	Balance
Summary of Budget Changes		
2022 Budget		407,381
*Annualized Salary and Wages	30,695	
Budget Reallocations - IT Costs	(1,630)	

<u>Budget Issues:</u>		
2023-002 Council Strategic Goals & Objectives	20,000	
Budget Changes Subtotal		49,065

<u>Budget Issues funded through the Reserve</u>		
2023-002 Council Strategic Goals & Objectives	(20,000)	(20,000)

Net Levy Impact 29,065

2023 Budget 436,446

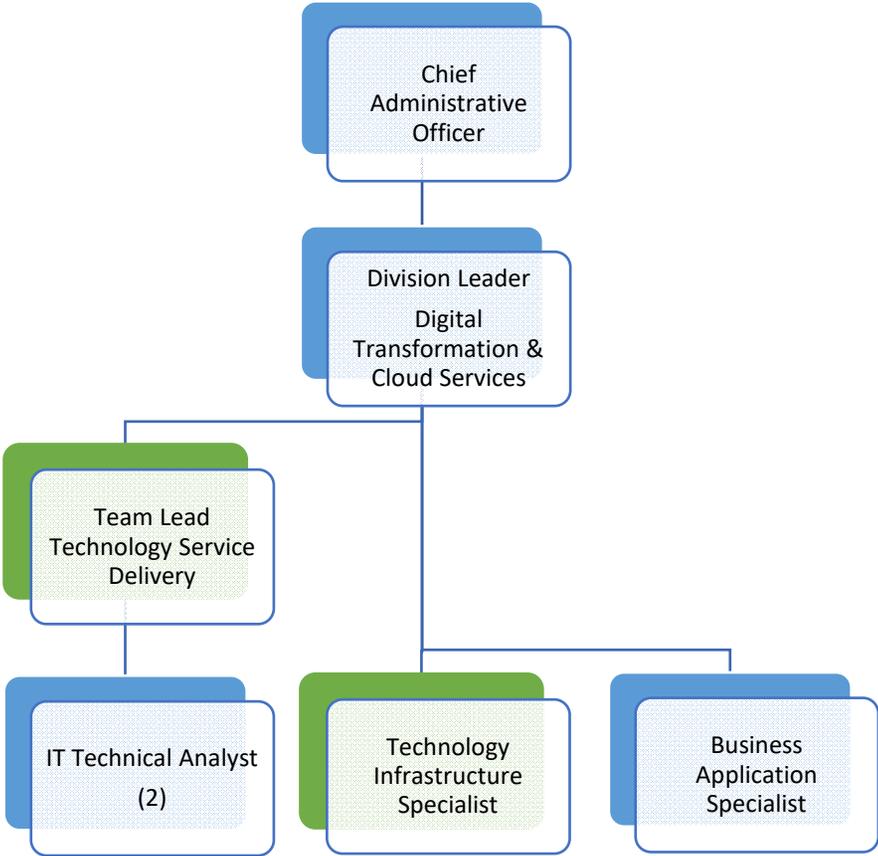


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		30,695	-	Division salary and wage adjustment	30,695	-
2 Budget Reallocations - IT Costs			(1,630)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(1,630)	-
3 Council Initiative	2023-002	Council Strategic Goals & Objectives	20,000	-	Add \$20,000 to the base - Council Strategic Goals and Objective Setting including education sessions on land use, parks and open space, asset management, and smart communities.	-	20,000
Division Totals			49,065	-		29,065	20,000

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserve Funds	-	-	-	-	-	20,000	20,000
Total Revenues	-	-	-	-	-	20,000	20,000
Expenditures							
Wages and Benefits	323,139	372,301	335,116	339,076	372,301	402,996	30,695
Office Supplies	38	500	500	500	500	500	-
Advertising & Promotion	211	3,500	4,000	4,000	4,000	4,000	-
Meeting Expenses	515	750	1,500	1,500	1,500	1,500	-
Courier & Postage	5	-	-	-	-	-	-
Travel Expense	592	300	1,650	1,650	1,650	1,650	-
Training & Conferences	8,599	7,000	8,000	8,000	8,000	8,000	-
Memberships & Subscriptions	2,425	1,500	2,800	2,800	2,800	2,800	-
Telecommunications	1,588	1,630	1,630	1,630	1,630	-	(1,630)
Computer Expense	2,196	-	-	-	-	-	-
Consulting Services	13,702	13,000	15,000	65,000	15,000	35,000	20,000
Transfer to Reserves	-	-	-	-	-	-	-
Total Expenses	353,010	400,481	370,196	424,156	407,381	456,446	49,065
Net Budget	353,010	400,481	370,196	424,156	407,381	436,446	29,065



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

Digital Transformation and Cloud Services (DTCS) is responsible for corporate information systems business planning, digital modernization of service delivery, information sharing/collaboration, corporate information security, and the migration of Lakeshore systems over time to the Cloud. In addition, DTCS also has core IT functions of maintaining and supporting current hardware and software, providing technical support, and help desk support.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Creation of Team Lead - Technology Service Delivery to perform stakeholder satisfaction management and SLA management - \$122,055
- Creation of Technology Infrastructure Specialist role that is charged with designing and implementing the Technology infrastructure of our future with Security at the forefront. - \$100,556
- Per council resolution, a \$30,000 addition to the base budget was approved to support annualized costs of the proposed Building Permit, Planning and Bylaw platform at the August 9, 2022, Council Meeting.
- Development of Municipal Data & Reporting Platform - \$50,000
- Public Service Unit Calling platform - \$10,000
- Modernized Municipal phone service - \$10,000
- QualtricsXM for Government & Communication - \$15,000
- Knowledge Management & Service / Incident Management - \$5,000
- Technology Consulting Budget - \$50,000
- License & Software Renewal Increases - \$55,000
- Combine Technology & Office Equipment Reserve and Technology & Software Reserve into one Reserve - Technology Reserve

Major Capital Projects

- Network Replacement - \$250,000
- Computer Purchases - \$30,000
- Conference Room Upgrades - \$30,000
- IT Office Renovation - \$20,000

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	321,125	348,188	681,142
Office Expenses	145,200	482,727	22,500
Professional Services	-	-	-
Operating Costs	2,500	33,090	1,237,777
Transfers to Reserves	191,300	191,300	240,000
Total Expenses	660,125	1,055,305	2,181,419
Transfers from Reserves	-	(30,590)	-
Net Budget	660,125	1,024,715	2,181,419

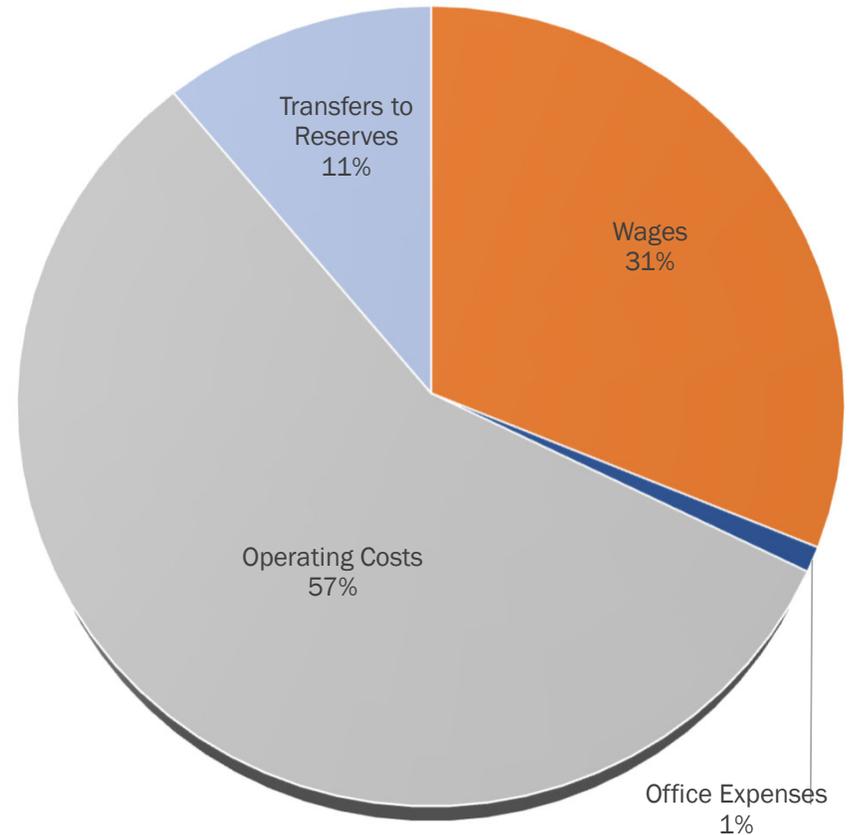
	Change	Balance
Summary of Budget Changes		
2022 Budget		1,024,715
Add:		
*Annualized Salary and Wages	13,898	
Annualized for One-Time adjustments from prior year	49,010	
Budget Reallocations - IT Costs	456,795	
Budget Reallocations - Position	92,084	

<u>Budget Issues</u>		
Staff Overtime	4,361	
2023-004 Team Lead Technology Service Delivery	122,055	
2023-005 Technology Infrastructure Specialist	100,556	
2023-006 DTCS - Office Expense	2,500	
2023-007 DTCS - Training	10,000	
2023-008 DTCS - Travel	5,000	
2023-016 Insurance Premiums	3,977	
2023-074 DTCS - Annual Transfer to Technology & Office Equipment Reserve	48,700	
2023-077 Telecommunication/Computer/Equipment Rental	247,768	
Budget Changes Subtotal	1,156,704	

<u>Budget Issues funded through the Reserve</u>		
	-	
	-	

Net Levy Impact 1,156,704

2023 Budget 2,181,419



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages *		13,898	-	Division salary and wage adjustment	13,898	-
2	Annualized for One-Time adjustments from prior year		49,010	-	Division One-time adjustments from prior year See Appendix III for details	49,010	-
3	Budget Reallocations - IT Costs		456,795	-	All IT related budgets are reallocated and consolidated in DTCS Division	456,795	-
4	Budget Reallocations - Position	Business Application Specialist	92,084	-	<p>During FY22, analysis was done regarding the current achievable SLAs regarding IT Support as well as Project based work. Current support volume suggests that on average, for every employee the Municipality employees, we can expect 1.5 support requests per month. At an average touch time of 30 minutes per ticket, each employee of the Municipality has a yearly IT support cost of \$540. Based on the current employee count of the Municipality, IT support costs are \$152,100. This figure correlates directly with the current costs of our IT techs, meaning they are 100% consumed by Support / SOP activities. As a direct result, IT projects as well as business outcomes dependent on IT involvement have suffered due to lack of available resources.</p> <p>DTCS therefor recommends that a new position dedicated to Business Application support and deployment. Reporting to the Division Leader – Digital Transformation & Cloud Services, as the IT Service Delivery Specialist you will lead a team of skilled Service Desk Analysts in a fast-paced, growing Municipality environment. You will work to ensure that high quality customer service and technical support is consistently delivered. You will identify trends and operational issues and develop procedures or refine existing processes to ensure the department is operating according to industry best practices, while enabling the Corporation to function in an efficient and cost effective manner. This role was enabled through a headcount optimization between IT & GIS. No FY23 financial impact, reallocation of IT.</p>	92,084	-
5	Service Enhancement	Over-time	4,361	-	Overtime increase required to support current standard of service related to council meetings. As council is expected to remain hybrid in FY23, we expect to continue to have IT presence throughout the Regular Council meetings. Applying the standard runtime of meetings against the FY22 cadence, we require additional funding to manage the current overtime required.	4,361	-



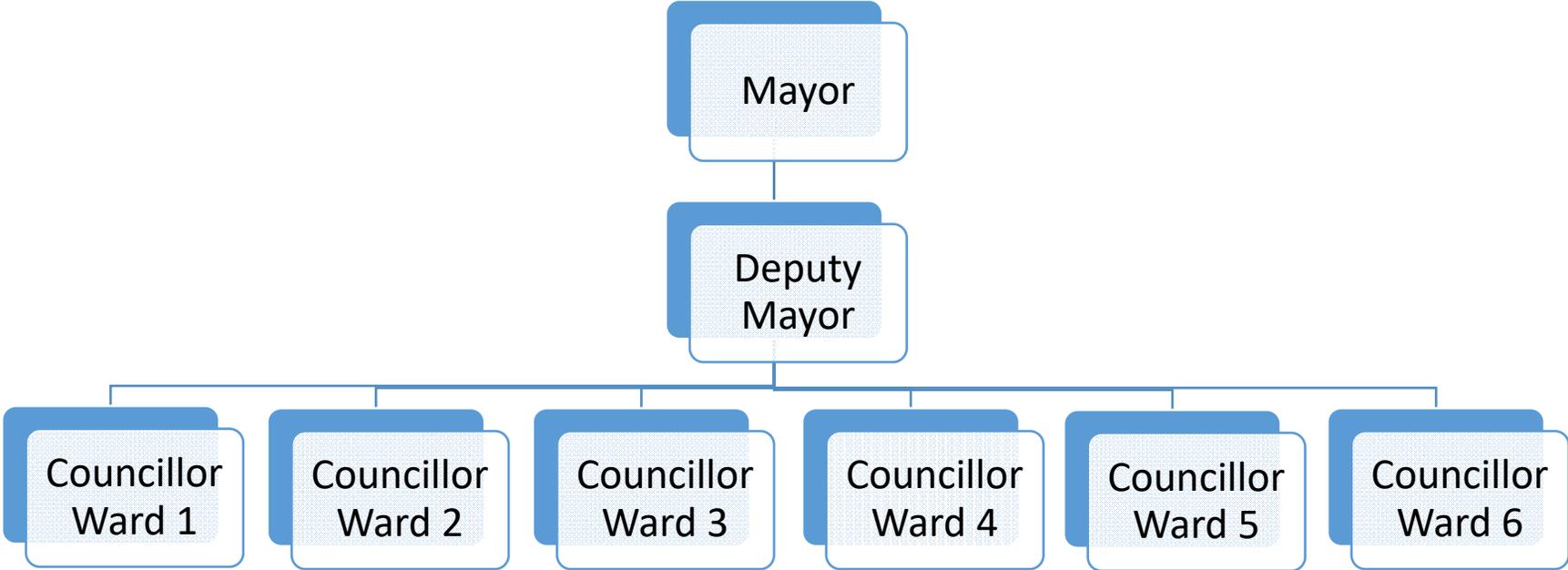
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
6 Service Enhancement	2023-004	Team Lead Technology Service Delivery	122,055	-	During FY22, analysis was done regarding the current achievable SLAs regarding IT Support as well as Project based work. Current support volume suggests that on average, for every employee the Municipality employees, we can expect 1.5 support requests per month. At an average touch time of 30 minutes per ticket, each employee of the Municipality has a yearly IT support cost of \$540. Based on the current employee count of the Municipality, IT support costs are \$152,100. This figure correlates directly with the current costs of our IT techs, meaning they are 100% consumed by Support/SOP activities. As a direct result, IT projects as well as business outcomes dependent on IT involvement have suffered due to lack of available resources. DTCS therefor recommends that a new position dedicated to Service Delivery and Project Oversight be created. Reporting to the Division Leader – Digital Transformation & Cloud Services, as the IT Service Delivery Specialist you will lead a team of skilled Service Desk Analysts in a fast-paced, growing Municipality environment. You will work to ensure that high quality customer service and technical support is consistently delivered. You will identify trends and operational issues and develop procedures or refine existing processes to ensure the department is operating according to industry best practices, while enabling the Municipality to function in an efficient and cost-effective manner. The position mentors' and works closely with the technical resources on the team with a focus on up leveling technical skills and overall team best practices and performs technical evaluations and proof of-concepts that often include collaboration with vendors and partners with IT and security leaders to assess and set the desktop technical roadmap for the team. See Appendix IV for details.	122,055	-
7 Service Enhancement	2023-005	Technology Infrastructure Specialist	100,556	-	During FY22, analysis was done regarding the current achievable SLAs regarding IT Support as well as Project based work. Current support volume suggests that on average, for every employee the Municipality employees, we can expect 1.5 support requests per month. At an average touch time of 30 minutes per ticket, each employee of the Municipality has a yearly IT support cost of \$540. Based on the current employee count of the Municipality, IT support costs are \$152,100. This figure correlates directly with the current costs of our IT techs, meaning they are 100% consumed by Support / SOP activities. As a direct result, IT projects as well as business outcomes dependent on IT involvement have suffered due to lack of available resources. DTCS therefor recommends that a new position dedicated to Information Technology Infrastructure be created. Reporting to the Division Leader – Digital Transformation & Cloud Services, the IT Infrastructure Specialist will support the growing suite of software and hardware infrastructure for the Municipality. They will be involved in operational support and system-level administration of Municipality's private hybrid cloud infrastructure including OnPrem Servers, Network and Private Cloud services. They will work closely with other technical staff for server provisioning, application deployment and monitoring, configuration, patching, package administration, backup, disaster recovery, and business continuity planning. The incumbent will be a member of a growing team applying advanced software concepts, techniques, and objectives to plan, create, maintain, enhance, and operate robust, high-availability services responsive to evolving organizational needs. See Appendix IV for details.	100,556	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
8 Line Item Increase	2023-006	DTCS - Office Expense	2,500	-	Previously, DTCS/IT Office Supplies were under Finance. However, with the consolidation and move of DTCS to CAO, it is recommended that DTCS carry an office supplies budget.	2,500	-
9 Line Item Increase	2023-007	DTCS - Training	10,000	-	As the DTCS organization continues to grown and mature, we expect that staff will be presented with opportunities to further their careers and develop new needed skills to support us on a journey. Each staff member has a specific training curriculum to be follow. We with to have staff trained in the following domains: 1) Data Modeling, 2) Project Management, 3) Cloud based Infrastructure, 4) Smart Cities, 5) Leadership Fundamentals. These programs are aligned with the development pathway of exiting and future roles.	10,000	-
10 Line Item Increase	2023-008	DTCS - Travel	5,000	-	As the Covid-19 impact continue to reduce, it is expected that conference travel will resume. A number of initiatives exist that Administration recommends sending staff to including: 1) MISA - Municipal Information Systems Association in Toronto 2) Smart Cities Conference in Denver, CO 3) City Works User Conference in Michigan	5,000	-
11 Contractual	2023-016	Insurance Premiums	3,977	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	3,977	-
12 Line Item Increase	2023-074	DTCS - Annual Transfer to Technology & Office Equipment Reserve	48,700	-	Increase annual transfer to Technology Reserve by 48,700 to meet increasing needs of technology support to enhance service level.	48,700	-
13 Line Item Increase	2023-077	Telecommunication/Computer/ Equipment Rental	247,768	-	This consolidation has permitted Administration to bring forward a Technology budget that proposes an increase much lower than the total value of service level improvements that will be achieved. In 2023, DTCS will continues its journey to transform the Municipality. It will continue to implement new technology, drive new capabilities while ensuring that our existing portfolio is streamline and utilized to their potential. In addition, it will begin planning towards future resident focused Smart Cities services by developing a strategy and architecture that will permit and support that outreach.	247,768	-
Division Totals			<u>1,156,704</u>	-		<u>1,156,704</u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserves	-	30,590	-	-	30,590	-	(30,590)
Total Revenues	-	30,590	-	-	30,590	-	(30,590)
Expenses							
Wages and Benefits	318,853	390,199	312,018	321,125	348,188	681,142	332,954
Office Supplies	-	-	-	-	-	2,500	2,500
Travel Expense	1,281	-	-	-	-	5,000	5,000
Training & Conferences	-	2,500	5,000	5,000	5,000	15,000	10,000
Telecommunications	38,750	27,000	33,000	33,000	33,000	187,000	154,000
Computer Expense	108,529	444,727	107,200	107,200	444,727	999,270	554,543
Equipment Repairs & Maintenance	-	15,000	2,500	2,500	2,500	2,500	-
Equipment Rental	-	-	-	-	-	14,440	14,440
Insurance Premiums	-	30,590	-	-	30,590	34,567	3,977
Transfer To Reserves	191,300	191,300	191,300	191,300	191,300	240,000	48,700
Total Expenses	658,713	1,101,316	651,018	660,125	1,055,305	2,181,419	1,126,114
Net Budget	658,713	1,070,726	651,018	660,125	1,024,715	2,181,419	1,156,704



OBJECTIVES AND RESPONSIBILITIES

Council is responsible to set policies and provide the overall direction and decision making for the Municipality taking into account the concerns of all of the residents and businesses.

BUDGET HIGHLIGHTS

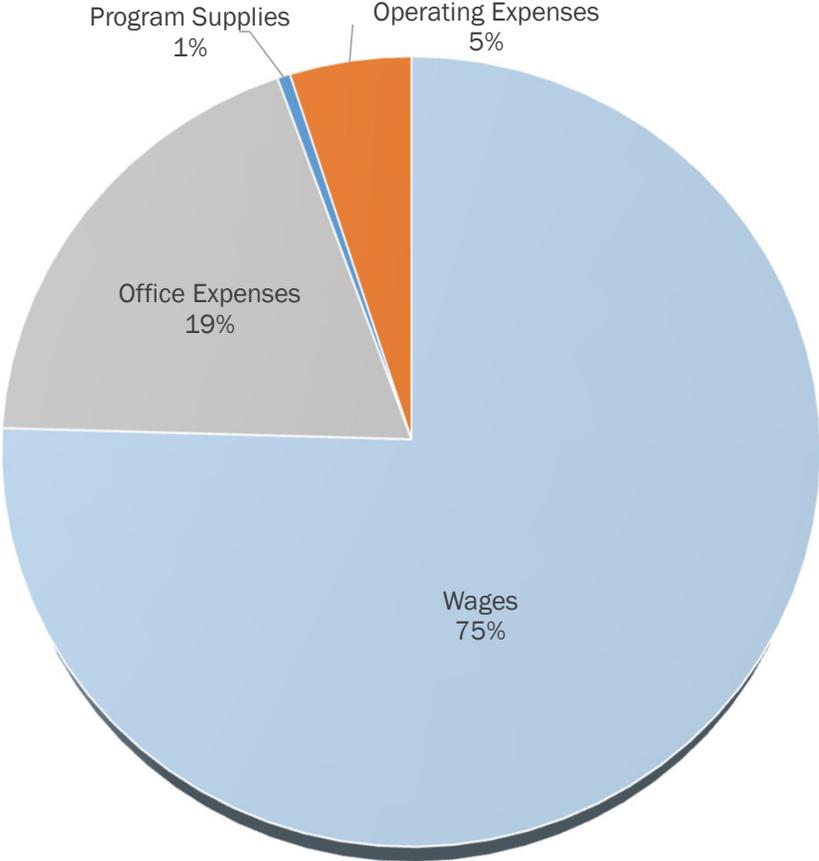
- Major Operating Change Requests**
- Reintroduce Council Training which was eliminated during the Pandemic
- Major Capital Projects**
- No requests for 2023

Summary

	2021 Budget	2022 Budget	2023 Budget
Wages	263,031	272,383	288,625
Office Expenses	67,140	52,140	73,000
Program Supplies	2,000	2,000	2,000
Operating Expenses	-	16,728	18,903
Transfers to Reserves	-	-	-
Total Expenses	332,171	343,251	382,528
Transfers from Reserves	-	16,728	-
Net Budget	332,171	326,523	382,528

Summary of Budget Changes

	Change	Balance
2022 Budget		326,523
Add:		
*Annualized Salary and Wages	16,242	
Annualized for One-Time adjustments from prior year	48,728	
Budget Reallocations - IT Costs	(5,640)	
Budget Issues:		
2023-010 Staff Appreciation	(5,500)	
2023-016 Insurance Premiums	2,175	
Budget Changes Subtotal		56,005
Budget Issues funded through the Reserve		-
Net Levy Impact		56,005
2023 Budget		382,528

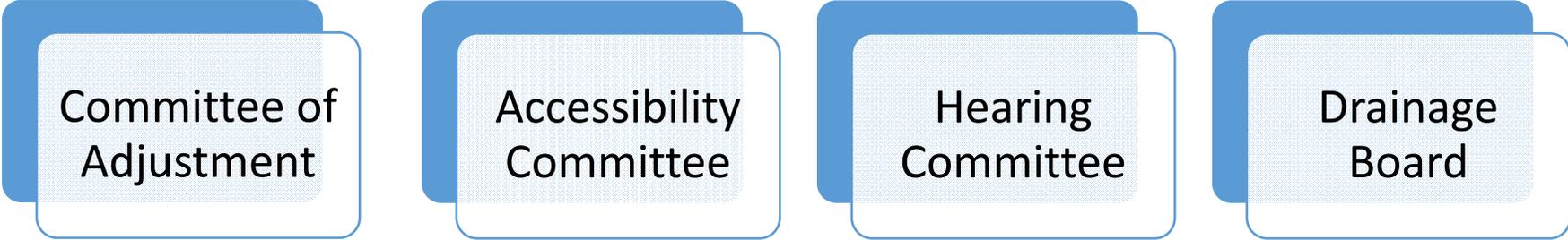


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		16,242	-	Division salary and wage adjustment	16,242	-
2 Annualized for One-Time adjustments from prior year			48,728	-	Division One-time adjustments from prior yea. See Appendix III for details	48,728	-
3 Budget Reallocations - IT Costs			(5,640)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(5,640)	-
4 Council Initiative	2023-010	Staff Appreciation	(5,500)	-	Reallocation of staff appreciation to the Workforce Development budget center	(5,500)	-
5 Contractual	2023-016	Insurance Premiums	2,175	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	2,175	-
Division Totals			<u><u>56,005</u></u>	-		<u><u>56,005</u></u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserve Funds	-	16,728	-	-	16,728	-	(16,728)
Total Revenues	-	16,728	-	-	16,728	-	(16,728)
Expenses							
Wages and Benefits	257,317	260,925	261,205	263,031	272,383	288,625	16,242
Advertising & Promotion	4,021	3,500	5,000	5,000	5,000	5,000	-
Training & Conferences	5,690	10,000	64,000	32,000	32,000	64,000	32,000
Memberships & Subscriptions	-	-	500	500	500	500	-
Telecommunications	5,309	4,500	5,640	5,640	5,640	-	(5,640)
Events and Functions	391	2,600	3,500	3,500	3,500	3,500	-
Staff Appreciation	5,177	2,500	5,500	20,500	5,500	-	(5,500)
Materials & Supplies	1,452	2,000	2,000	2,000	2,000	2,000	-
Insurance Premium	-	16,728	-	-	16,728	18,903	2,175
Transfers to Reserves	-	-	-	-	-	-	-
Total Expenses	279,358	302,753	347,345	332,171	343,251	382,528	39,277
Net Budget	279,358	286,025	347,345	332,171	326,523	382,528	56,005



OBJECTIVES AND RESPONSIBILITIES

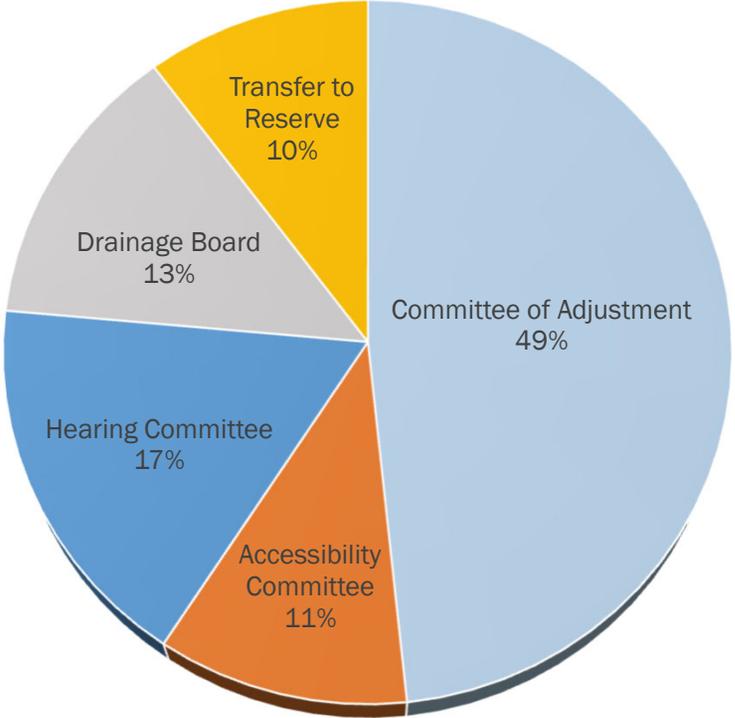
This budget centre is used to track all the costs associated with Committees of Council including the Committee of Adjustments, the Accessibility Committee, Hearing Committee (was Heritage Committee in prior years) and the Drainage Board.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Replacing Heritage Committee with Hearing Committee
 - Additional Revenue Based on historical trends of the Committee of Adjustment over the past few years
- Major Capital Projects**
- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Committee of Adjustment	23,575	23,575	23,575
Accessibility Committee	5,300	5,300	5,300
Hearing Committee	8,400	8,400	8,400
Drainage Board	6,500	6,500	6,500
Transfer to Reserve	5,000	5,000	5,000
Net Budget	48,775	48,775	48,775
Revenues	(60,000)	(60,000)	(70,000)
Net Budget	(11,225)	(11,225)	(21,225)

	Change	Balance
Summary of Budget Changes		
2022 Budget		(11,225)
<u>Budget Issues</u>		
2023-009 Revenue Increase from Committee of Adjustment	(10,000)	
Budget Changes Subtotal	-	(10,000)
<u>Budget Issues funded through the Reserve</u>	-	-
Net Levy Impact		(10,000)
2023 Budget		(21,225)



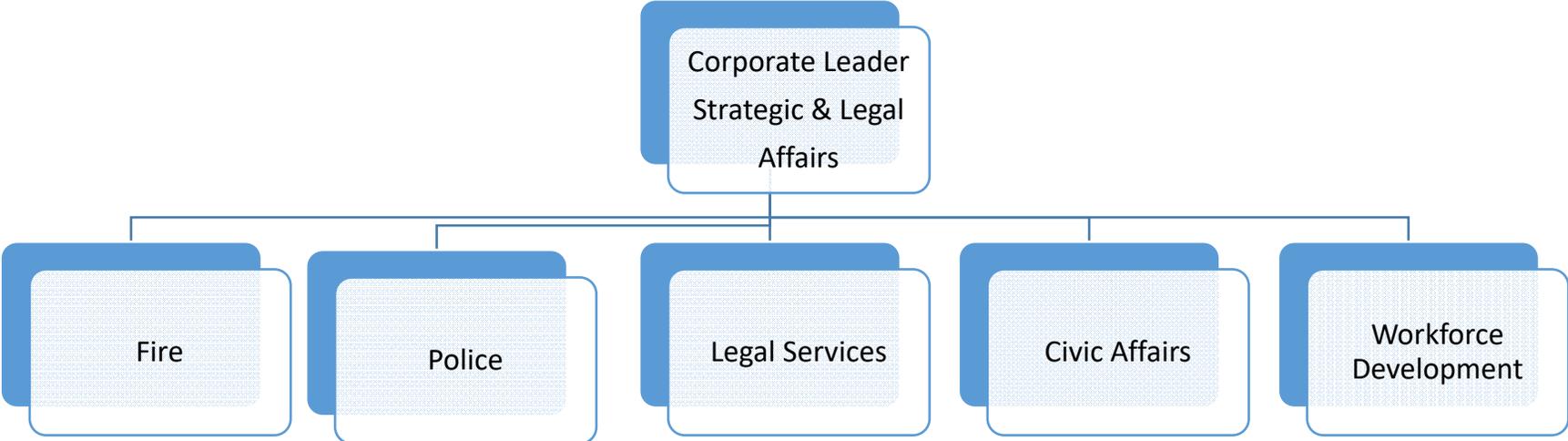
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		-	-	Division salary and wage adjustment	-	-
2 Revenue Increase	2023-009	Revenue Increase from Committee of Adjustment	(10,000)	-	Increase in Committee of adjustment revenue based on historical trends over the past 3 years.	(10,000)	-
Division Totals			<u>(10,000)</u>	<u>-</u>		<u>(10,000)</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Committee of Adjustment	55,018	76,000	60,000	60,000	60,000	70,000	10,000
Total Revenues	55,018	76,000	60,000	60,000	60,000	70,000	10,000
Expenses							
Committee of Adjustment	9,018	21,000	22,825	23,575	23,575	23,575	-
Accessibility Committee	1,460	2,300	5,300	5,300	5,300	5,300	-
Hearing Committee	400	1,000	3,000	8,400	8,400	8,400	-
Drainage Board	4,927	6,500	6,500	6,500	6,500	6,500	-
Transfer to Reserves	-	-	-	5,000	5,000	5,000	-
Total Expenses	15,805	30,800	37,625	48,775	48,775	48,775	-
Net Budget	(39,213)	(45,200)	(22,375)	(11,225)	(11,225)	(21,225)	(10,000)





OBJECTIVES AND RESPONSIBILITIES

The Corporate Leader for this department is responsible for overseeing Fire, Police, Legal Services, Civic Affairs, and Workforce Development.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- No requests for 2023

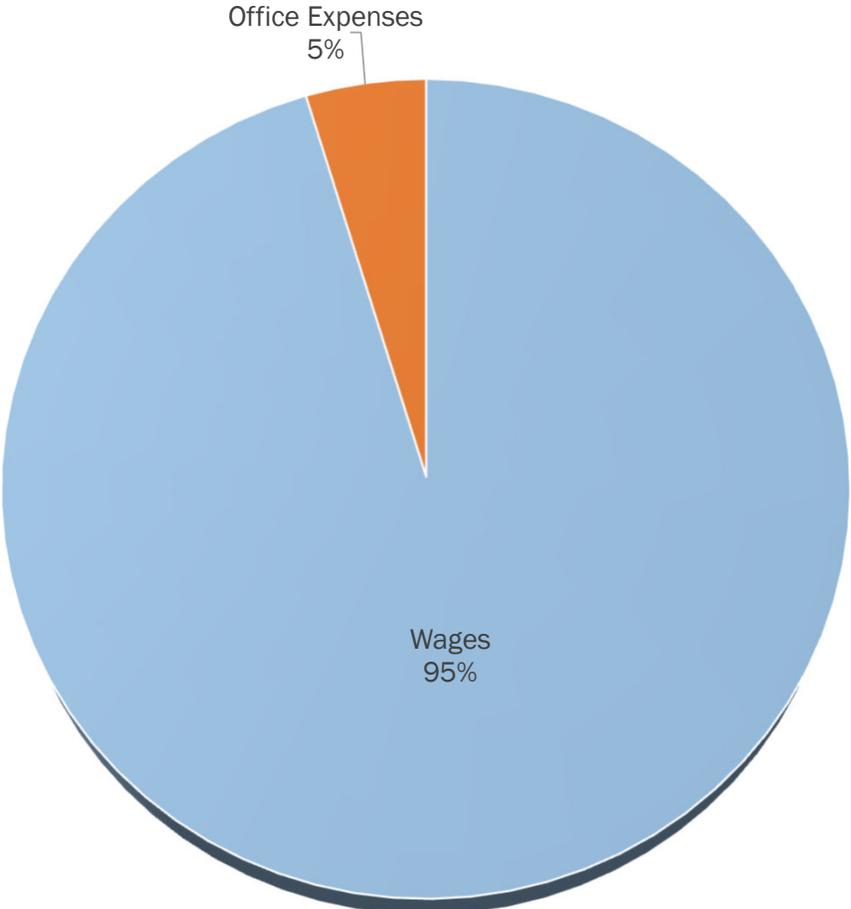
Major Capital Projects

- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	191,817	211,143	222,553
Office Expenses	11,973	11,973	10,990
Operating Costs	-	-	-
Transfers to Reserves	-	-	-
Total Expenses	203,790	223,116	233,543
Transfers from Reserves	-	-	-
Net Budget	203,790	223,116	233,543

	Change	Balance
Summary of Budget Changes		
2022 Budget		223,116
Add:		
*Annualized Salary and Wages	11,410	
Budget Reallocations - IT Costs	(983)	

<u>Budget Issues:</u>	
Budget Changes Subtotal	10,427
<u>Budget Issues funded through the Reserve</u>	-
Net Levy Impact	10,427
2023 Budget	233,543

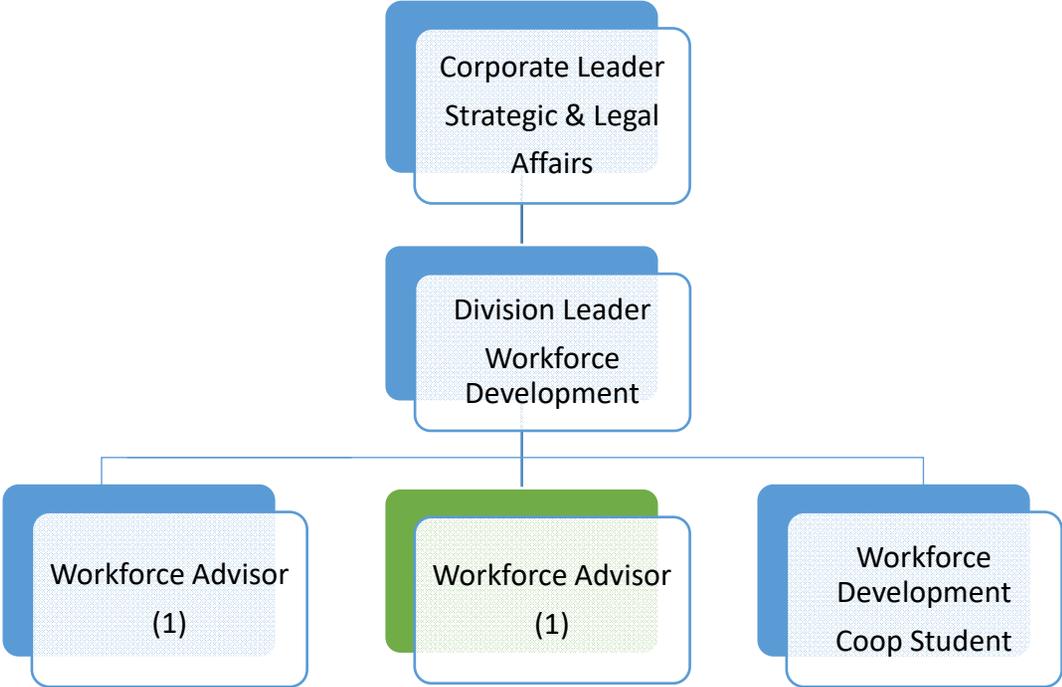


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		11,410	-	Division salary and wage adjustment	11,410	-
2 Budget Reallocations - IT Costs			(983)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(983)	-
Division Totals			<u><u>10,427</u></u>	<u><u>-</u></u>		<u><u>10,427</u></u>	<u><u>-</u></u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected		2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues								
Transfer From Reserves	-	-		-	-	-	-	-
Total Revenues	-	-		-	-	-	-	-
Expenses								
Wages and Benefits	180,152	211,143	-	189,545	191,817	211,143	222,553	11,410
Office Supplies	-	-		-	-	-	-	-
Travel Expense	225	700		1,225	1,225	1,225	1,225	-
Training & Conferences	1,029	1,500		3,500	3,500	3,500	3,500	-
Memberships & Subscriptions	2,975	6,265		4,044	6,265	6,265	6,265	-
Telecommunications	612	983		983	983	983	-	(983)
Transfer To Reserves	-	-		-	-	-	-	-
Total Expenses	184,993	220,591		199,297	203,790	223,116	233,543	10,427
Net Budget	184,993	220,591		199,297	203,790	223,116	233,543	10,427



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

Workforce Development is responsible for supporting departments regarding recruitment and discipline, health & safety, labour relations, employee benefits administration and disability management.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Additional workforce advisor is being requested to alleviate the capacity restrictions and Health and Safety Work
 - Additional corporate training and consulting to cover investigations and HR programing cost
- Major Capital Projects**
- None for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	271,786	299,740	455,341
Office Expenses	82,122	82,122	134,580
Professional Services	10,000	15,000	65,000
Program Supplies	5,000	5,000	5,000
Transfers to Reserves	13,100	13,100	23,100
Net Budget	382,008	414,962	683,021

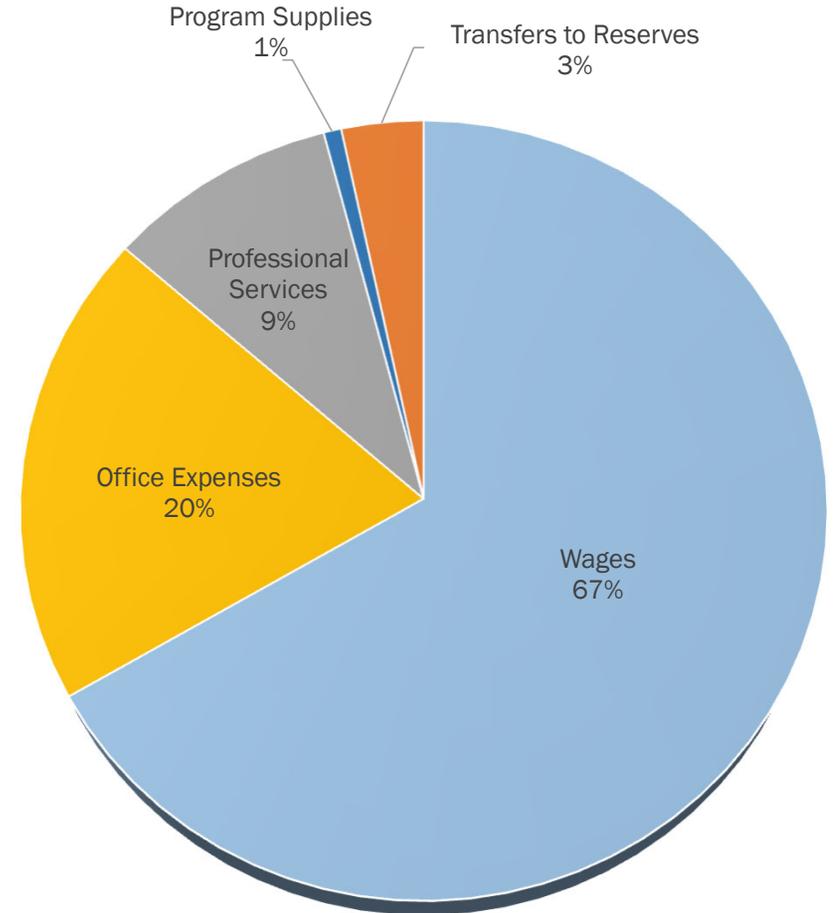
	Change	Balance
Summary of Budget Changes		
2022 Budget		414,962
Add:		
*Annualized Salary and Wages	16,285	
Annualized for One-Time adjustments from prior year	(26,000)	
Budget Reallocations - IT Costs	(1,967)	

<u>Budget Issues:</u>		
2023-010 Staff Appreciation	20,500	
2023-018 Workforce Advisor	122,741	
2023-019 WD - Meeting Expenses	2,000	
2023-020 Criminal Reference Checks	5,000	
2023-021 Divisional Training Needs	9,000	
2023-022 Corp Training - Employee Development	28,500	
2023-023 Specialized Consulting	55,000	
2023-025 HR Programming	25,000	
2023-073 OMAA Compensation Database Fee	2,000	
2023-076 Annual transfer to Employee Related	20,000	
Budget Changes Subtotal		278,059

<u>Budget Issues funded through the Reserve</u>		
2023-023 Specialized Consulting	(10,000)	
		(10,000)

Net Levy Impact		268,059
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2023 Budget		683,021
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Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		16,285	-	Division salary and wage adjustment	16,285	-
2 Annualized for One-Time adjustments from prior year			(26,000)	-	Division One-time adjustments from prior year See Appendix III for details	(26,000)	-
3 Budget Reallocations - IT Costs			(1,967)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(1,967)	-
4 Council Initiative	2023-010	Staff Appreciation	20,500	-	The Long Term Service Awards Function is held every three years to honour municipal employees with 10 years of service and greater at 5 year increments. Pre-Covid a reception, dinner and presentation of awards was held. A service bar/plaque is provided to the honourees. In 2021 this function was held virtually through a video. In 2023 we would like to hold a year-end function which includes the long term service awards. This event and recognition would be held annually. \$5,500 is reallocation from Council Services budget, net increase is \$15,000.	20,500	-
5 Service Enhancement	2023-018	Workforce Advisor	122,741	7,175	Currently, Workforce Development has 2.3 full time equivalents or 2 full time plus 1 summer student. Due to growth and increase in service delivery demands, the functional analysis indicates that the division should have 4 full time equivalent employees to complete the amount of work currently required. However, WD is requesting 1 additional person in 2023 to bring the staffing levels to 3.33. Time required to complete tasks in Workforce Development is 6870.75 hours; Time available to complete tasks given current staffing is 1431.5 hours; 4.80 positions required to complete the work; number of current positions is 2.33; 2.47 additional staff required to complete current workload; staffing level standard is 1 full time person for every 3.85 employees based on number of employees and HR industry standard ratio The request for additional staff matches the FTE standard for the demand for service and it is supported by the time required to complete the work. Regional, the ratio of Human Resources staff to number of employees ranges from 71 to 126 employees for every 1 HR staff member. At Lakeshore, the ratio is 165 employees for every 1 HR staff member. This is not sustainable for long term. This additional resource will be working with the other Workforce Advisor to complete the following projects, duties and responsibilities - The Workforce Advisors will be splitting the responsibilities for the following areas of Workforce Development: health and safety, claims management, benefits and pension administration, labour relations, some HRIS development, recruitment, and some training. It is worthy to note that WD applies for wage and training subsidies for all new hires annually. Wages and benefit \$114,316 and \$8,425 for training. See Appendix IV for details	122,741	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
6 Line Item Increase	2023-019	WD - Meeting Expenses	2,000	-	Collective bargaining for full time IBEW agreement to wrap up in 2023 and CUPE to start in the fall of 2023. This includes the meeting expenses during negotiations such as room rental, meals, mileage, etc. The 2020, 2021 and 2022 budget for meeting expenses have not met the targets due to COVID rules for no in person meetings. However, starting in 2022 in person meetings have resumed so in 2023, it is expected that WD would need more funding to conduct more in person meetings during collective bargaining, etc. This also includes any food or meeting expenses for new Wellness initiatives.	2,000	-
7 Line Item Increase	2023-020	Criminal Reference Checks	5,000	-	The OPP have changed their process for cost recovery for criminal records checks. Currently, any new hire who lives in Lakeshore could get a criminal records check performed by the OPP to provide to the Municipality for a job offer to work for the Municipality at no cost. The OPP has outsourced this service and is now transferring the fees for the service to the Municipality. The cost will be \$41 for a regular criminal record check. Vulnerable sector records check charges will be higher. Administration anticipates the need for 100 police clearances per year plus additional costs for vulnerable sector criminal records checks will result in costs of approximately \$5,000/year in additional recruitment costs.	5,000	-
8 Line Item Increase	2023-021	Divisional Training Needs	9,000	-	Rapid changes in the workplace and employment legislation supports the need for staff in Workforce Development to update their skills by attending workshops, seminars, and conferences to address the following: 1) changes in legislation and regulations 2) labour relations and pay equity 3) building a workplace that embraces diversity, inclusion and equity; Therefore, funding is required for the following divisional training: 1) pay equity training for the 2 Workforce Advisors 2) HR and Health & Safety conferences for DL and both Workforce Advisors 3) 2 general HR workshops for each the DL and the Workforce Advisors 4) 2 workshops for legislative changes in HR practices for all WD 5) Municipal Leadership program for DL - WD Divisional training is also required to assist WD staff to recertify their professional designations as HR Professionals. The training will be divided among all staff in Workforce Development. It is noted that WD will look at free webinar and workshops where possible on current and relevant training as they are available.	9,000	-



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
9 Line Item Increase	2023-022	Corp Training - Employee Development	28,500	5,000	Additional funding in Corporate training will be used for development initiatives including first aid, JHSC certifications, mental health first responder, employee development plans through succession planning, etc. This would also include an increase in the costs for training software currently used by the Municipality. Training is now more available again. Training and developing leadership skills for leaders is now more readily available. Part of the leadership development initiative is to provide training to the leaders working for the Municipality of Lakeshore. The Applied Leadership Program at the University of Windsor costs \$1,800 per candidate. Some managers have already taken the program. For the remainder of management positions to participate, it would cost Lakeshore approximately \$45,000 the first year and then \$6,000 each year following to cover new hires in leadership roles. WD would recommend sending 25% of the leadership team in 2023, 25% in 2024, 25% in 2025, and the remainder as well as any new leaders in 2026 to spread the cost burden over several budget years for the initially training priority of current leaders. Workforce Development is also working on upgrading onboarding processes for leadership positions that will include training on Lakeshore processes. Workforce Development will also be working on a leadership development program for succession planning purposes. Increased costs for HRdownloads (increase # of Employees as well as annual economic adjustment in costs). Training initiatives to launch the Diversity, Equity & Inclusion for the culture strategy.	28,500	-
10 Line Item Increase	2023-023	Specialized Consulting	55,000	55,000	Attracting and retaining qualified employees with certain technical qualifications is becoming increasingly challenging. The labour pool for specific specialized designations and certifications such as planning and building and civil engineering is small. There are not enough experienced candidates in certain fields. This results in greater challenges in attracting and retaining employees with these qualifications. Consequently, Lakeshore has used 3rd party recruiters in order to actively recruit specific positions where normal recruitment processes were unsuccessful in attracting the qualified candidates. Using a consultant to do so typically costs from \$20,000 to \$30,000 per recruitment (varies depending on the position type). Additionally, the 2023 Non Union pay equity and salary review will require a consultant. This is anticipated to cost approximately \$55,000. Administration is recommending a transfer in from the employee reserve of \$10,000 to help offset the one time cost.	45,000	10,000

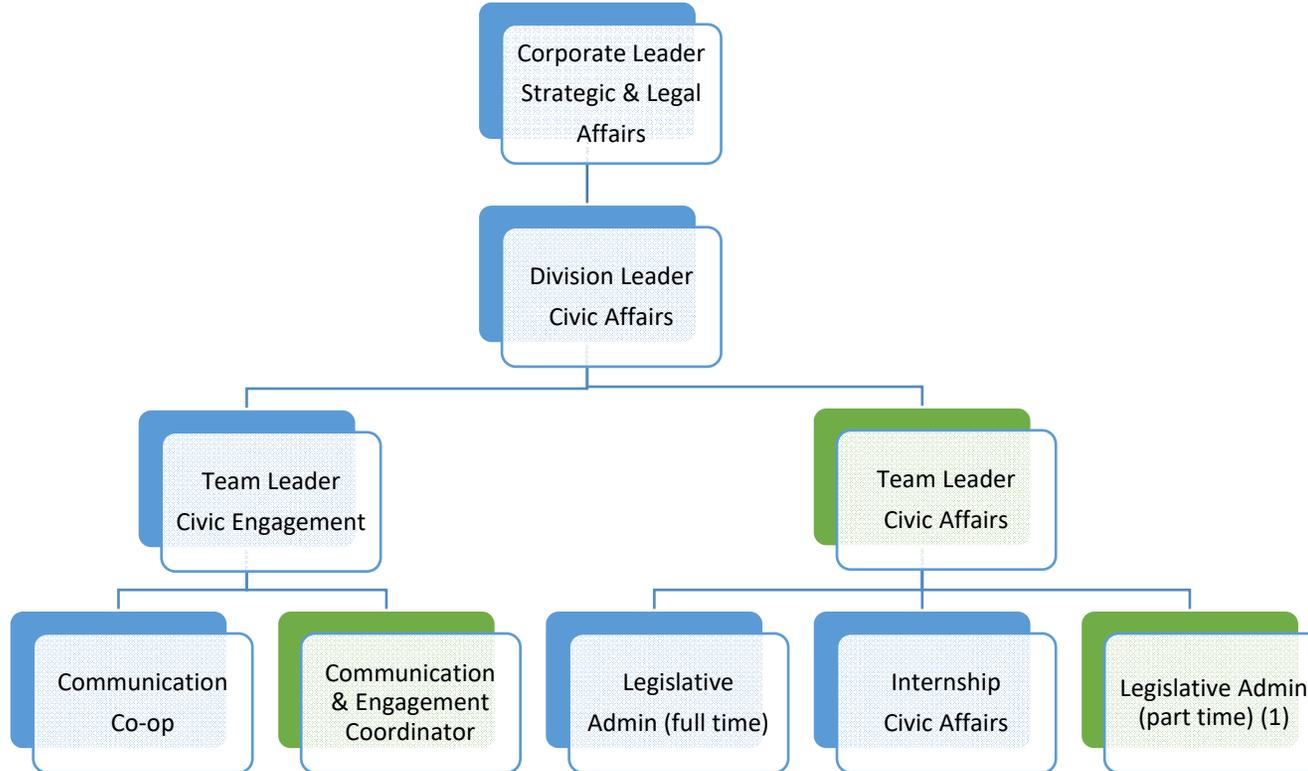


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
11 Line Item Increase	2023-025	HR Programming	25,000	-	Based on the Culture Review of 2022, there are a number of initiatives recommended by the consultant to improve the workplace culture. Many of these recommendations will require resources and funding to develop and implement. Many of these initiatives will depend on if the 2nd Workforce Advisor is approved. Without this additional resource, many of these initiatives will not be completed. Wellness initiatives are one way to improve the workplace culture and provide a healthy work environment for all staff. One element is an Employee Wellness program. Lakeshore already has extended health care included mental health programs. Once a 2nd Workforce Advisor is added to the resources of Workforce Development, Workforce Development will have the labour resources to implement a Wellness Team which will be overseen by Workforce Development and consist of employee volunteers from all divisions in the organization. A new initiative is Employee Membership for recreation programs delivered by the Municipality of Lakeshore at a special rate for Lakeshore employees. This program will provide employees with a reduced rate to participate in Lakeshore recreation programs. Diversity, equity and inclusion programs are developed to ensure compliance with the Human Rights Code and are moreover now expected as part of a healthy workplace. DEI programs focus on education and awareness as well as acceptance and inclusion of people of different cultures, abilities, colour, gender, languages. Some initiatives will require funding such as purchasing specialized training and education materials, guest speakers, etc.	25,000	-
12 Line Item Increase	2023-073	OMAA Compensation Database Fee	2,000	-	Add subscription to Ontario Municipal Administrators Association compensation database in order for Workforce Development to complete salary market and pay equity reviews with other municipalities in Ontario. In addition, this information will help prepare the Negotiating Team for collective bargaining.	2,000	-
13 Line Item Increase	2023-076	Annual transfer to Employee Related Reserve	20,000	-	Increase annual funding set aside to fund future employee related expenses.	20,000	-
Division Totals			<u>278,059</u>	<u>67,175</u>		<u>268,059</u>	<u>10,000</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Wage Subsidy	-	2,034	-	-	-	-	-
Total Revenues	-	2,034	-	-	-	-	-
Expenses							
Wages and Benefits	263,324	297,240	271,786	280,196	299,740	455,341	155,601
Office Supplies	367	300	300	300	300	7,475	7,175
Advertising & Promotion	23,812	25,000	18,000	20,500	20,500	25,500	5,000
Meeting Expenses	1,755	750	3,000	3,000	3,000	5,000	2,000
Travel Expense	448	250	750	1,250	1,250	1,250	-
Training & Conferences	30,028	45,000	32,400	53,400	53,400	69,900	16,500
Memberships & Subscriptions	1,666	1,705	1,705	1,705	1,705	4,955	3,250
Telecommunications	1,432	1,967	1,967	1,967	1,967	-	(1,967)
Staff Appreciation	-	-	-	-	-	20,500	20,500
Consulting Services	6,669	35,000	10,000	10,000	15,000	65,000	50,000
Health & Safety Supplies	2,617	5,000	5,000	5,000	5,000	5,000	-
Transfer To Reserves	13,000	13,100	13,100	13,100	13,100	23,100	10,000
Total Expenses	345,120	425,312	358,008	390,418	414,962	683,021	268,059
Net Budget	345,120	423,278	358,008	390,418	414,962	683,021	268,059



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

Civic Affairs provides corporate reception, purchasing and supply of corporate administrative goods and services, council support, agenda production, and bylaw development. Civic Engagement provides internal and external communication services, media management and graphic design and marketing.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Additional Revenue of Lottery Licencing offset with Team Leader Civic Affairs and PT Administrative Assistant/Licensing Officer
- Citizen Engagement Survey and Communication & Engagement Coordinator

Major Capital Projects

- Ward Boundary Review and Citizen Survey
- Multimedia Design

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	419,665	452,498	735,810
Office Expenses	145,053	159,233	142,253
Professional Services	-	-	30,000
Transfers to Reserves	51,000	51,000	51,000
Total Expenses	615,718	662,731	959,063
Revenues	(44,860)	(46,225)	(226,225)
Transfers from Reserves	-	-	-
Net Budget	570,858	616,506	732,838

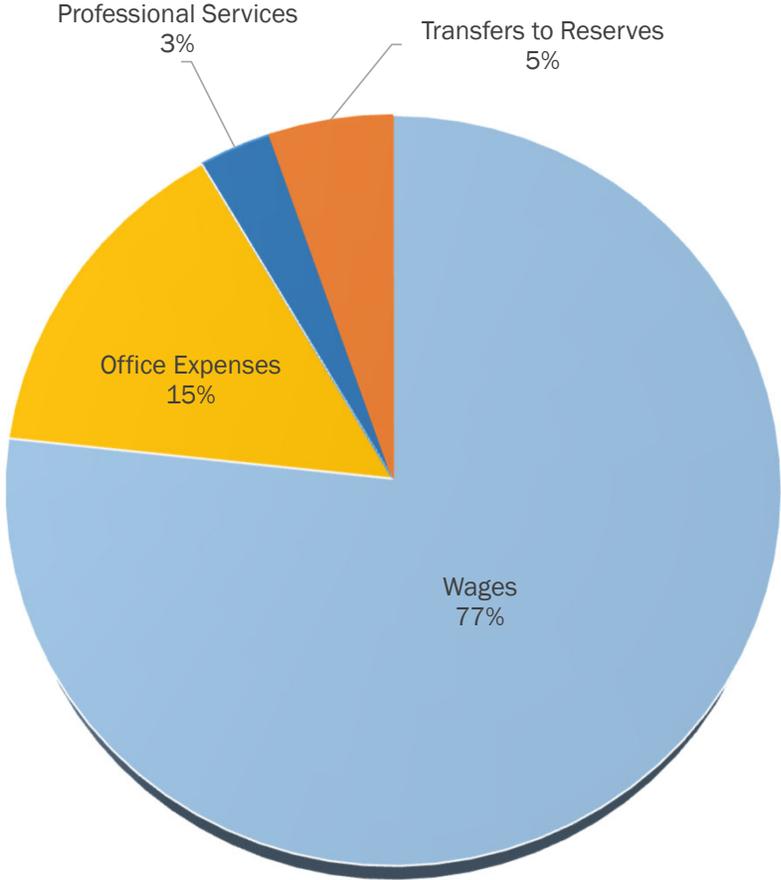
	Change	Balance
Summary of Budget Changes		
2022 Budget		616,506
Add: One-Time Items	(10,880)	
Wage Adjustments	31,977	
IT Reallocation	(35,100)	

<u>Budget Issues:</u>	
2023-011 Civic Engage - Advertising & Promotions	14,000
2023-012 Civic Engage - Newsletter	15,000
2023-014 Indigenous Engagement & Consultation	5,000
2023-015 Citizen Survey & Panel	20,000
2023-017 Council Compensation Review	5,000
2023-078 Gaming Revenue	(150,000)
2023-079 Team Leader - Civic Affair	122,055
2023-080 Communication & Engagement Coordinator	86,313
2023-087 Part-time Administrative Assistant - Civic Affairs	42,967
	<u>146,332</u>

<u>Budget Issues funded through the Reserve</u>	
2023-014 Indigenous Engagement & Consultation	(5,000)
2023-015 Citizen Survey & Panel	(20,000)
2023-017 Council Compensation Review	(5,000)
	<u>(30,000)</u>

Net Levy Impact 116,332

2023 Budget 732,838

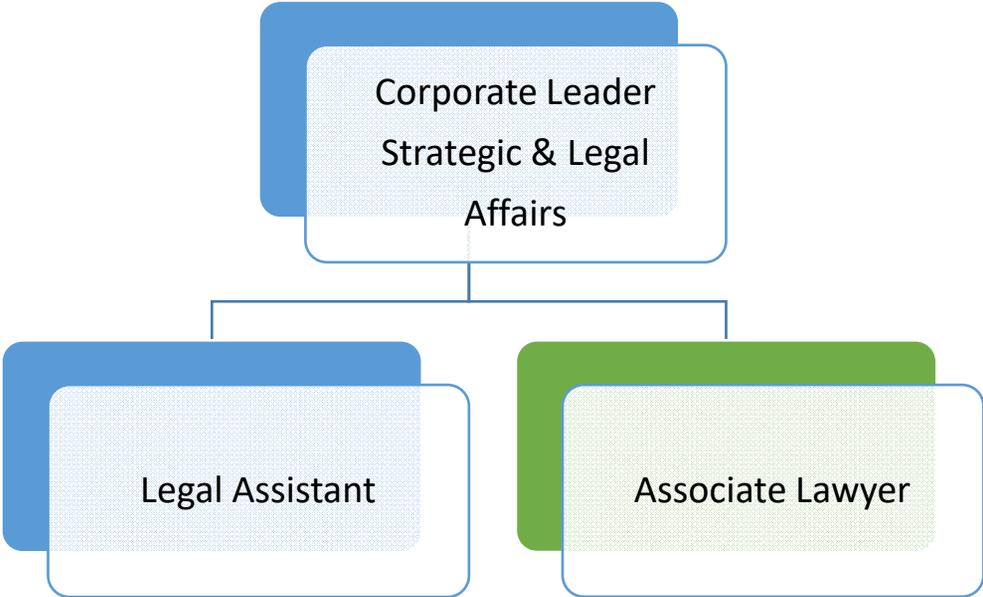


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		31,977	-	Division salary and wage adjustment	31,977	-
2 Annualized for One-Time adjustments from prior year			(10,880)	-	Division One-time adjustments from prior yea. See Appendix III for details	(10,880)	-
3 Budget Reallocations - IT Costs			(35,100)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(35,100)	-
4 Legislated	2023-011	Civic Engage - Advertising & Promotions	14,000	-	Increase in annual budget to account for civic engagement for comprehensive reviews or new regulatory by-laws through the Civic Affairs division. The base budget will cover the cost of two engagement projects, the increased budget will accommodate for two additional engagement projects per year. It is anticipated that the following regulatory by-laws will be undertaken in 2023: Noise By-law, Campground Licensing By-law, Sewer Use By-law and the use of golf carts on municipal roads in Lighthouse Cove (pending Ministry of Transportation approval). The expenses vary depending on the engagement but generally including print advertising, facilities/equipment, postage, and targeted advertising on social media.	14,000	-
5 Service Enhancement	2023-012	Civic Engage - Newsletter	15,000	-	The Lakeshore Waves newsletter was increased in frequency in 2022 from 3 times per year to 6 times per year. Each printing costs approximately \$2,800 for a total of \$16,800. Postage costs have been eliminated as the newsletters are mailed with the tax or water bills at regular intervals. In addition, Administration has begun a regular monthly advertisement in the Lakeshore News Reporter. The "Lakeshore Splash" feature costs approximately \$11,000 annually. Annual increase from \$13,000 to \$28,000 (increase of \$15,000)	15,000	-
6 Council Initiative	2023-014	Indigenous Engagement & Consultation	5,000	5,000	One-time consultant cost to research and support an Indigenous education program, which will lead into the Indigenous Consultation Policy/Framework to be developed in 2024/2025. Council identified indigenous engagement, education and reconciliation as a strategic priority in the Civic Engagement Strategy (first identified in Traditional Land Acknowledgement Statement adoption resolution #49-02-2022, and in the adoption of the Communications & Engagement Master Plan (Strategic Priority #4) resolution #292-07-2022)	-	5,000
7 Council Initiative	2023-015	Citizen Survey & Panel	20,000	-	In 2020, the municipality began its first phase of the Service Delivery Review by undertaking a Community Satisfaction Survey (telephone survey conducted by third party Ipsos, providing randomized results of residents' satisfaction with municipal services and quality of life). As part of the delivery of results, it was anticipated that another survey would be conducted in 2024. In 2022, Council adopted the Civic Engagement Strategy, which identifies improving citizen engagement experience and fostering a citizen-centric culture as strategic priorities. As part of process, Administration recommends increasing the frequency of satisfaction surveys from four years to two years (2023 and 2025). The community satisfaction survey would also provide the opportunity to recruit a random sample of citizens to serve on a Citizen Panel. Participants would be expected to complete regular surveys on a variety of ongoing engagement projects or other municipal programs or services. Data from Panel participants would be presented in addition to data from other engagement methods. One-time budget request for consulting services to conduct randomized phone survey and citizen panel recruitment. To engage in this program of citizen engagement survey every 2 years, Administration recommends an annual transfer of \$20,000 to a new reserve account.	-	20,000

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
8 Line Item Increase	2023-017	Council Compensation Review	5,000	5,000	The Municipality of Lakeshore last conducted a Council compensation review in 2016. It is recommended that a review be completed in 2023 to review base honorariums as well as other remuneration items such as training and benefits. One-time budget request for the creation of a citizen-led Council Compensation Review Committee and administrative support.	-	5,000
9 Revenue Increase	2023-078	Gaming Revenue	(150,000)	-	On September 27th 2022 Council Approved the following: Direct Administration to advise the applicant (Community Gaming and Entertainment Group), the Alcohol and Gaming Commission of Ontario (AGCO) and the Ontario Lottery and Gaming Corporation (OLG) that the Municipality of Lakeshore supports the location of a gaming site at 446 Advance Boulevard; and further that, subject to the Provincial approval of the OLG business case for the gaming site and the AGCO approval of the relocation of the PowerPlay Gaming Centre, funding for the staff resources required to implement the c gaming permitting program be funded from OLG revenue and overall wage surplus for the remainder of 2022 and be included in the 2023 base budget, all as further described in the report of the Division Leader – Civic Affairs presented at the September 27, 2022 Council meeting.	(150,000)	-
10 Council Initiative	2023-079	Team Leader - Civic Affair	122,055	-	As a result of the resolution on September 27th 2022 above to move forward with OLG licensing in Lakeshore. See Appendix IV for details.	122,055	-
11 Service Enhancement	2023-080	Communication & Engagement Coordinator	86,313	-	The Communications & Engagement Specialist position would ensure the Civic Engagement team can meet internal and external service levels, as well as improve capacity related to content creation and strategic communications, support the implementation of the Communications & Engagement Master Plan, and provide communications coverage during periods where the Team Leader – Civic Engagement is not available. See Appendix IV for details.	86,313	-
12 Council Initiative	2023-087	Part-time Administrative Assistant - Civic Affairs	42,967	-	As a result of the resolution on September 27th 2022 above to move forward with OLG licensing in Lakeshore. See Appendix IV for details.	42,967	-
Division Totals			146,332	10,000		116,332	30,000

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	561	900	3,400	4,765	4,765	4,765	-
Licences & Permits	20,908	22,000	38,000	38,000	38,000	188,000	150,000
Fines Revenue	3,775	800	1,900	1,900	1,900	1,900	-
Grant Revenue	-	-	-	-	-	-	-
Miscellaneous Revenue	487	800	1,560	1,560	1,560	1,560	-
Wage Subsidy	-	2,100	-	-	-	-	-
Transfer From Reserves	-	-	-	-	-	30,000	30,000
Total Revenues	25,730	26,600	44,860	46,225	46,225	226,225	180,000
Expenses							
Wages and Benefits	416,753	471,998	404,792	419,665	452,498	735,810	283,312
Office Supplies	16,134	32,000	28,100	28,100	28,100	28,100	-
Advertising & Promotion	14,371	15,000	21,403	38,403	32,403	46,403	14,000
Meeting Expenses	4,148	5,000	10,000	10,000	10,000	10,000	-
Newsletter	10,492	13,000	11,300	13,000	13,000	28,000	15,000
Courier & Postage	5,104	5,000	5,000	5,000	5,000	5,000	-
Travel Expense	-	750	525	1,525	1,525	1,525	-
Training & Conferences	1,068	2,500	3,000	5,500	11,500	5,500	(6,000)
Memberships & Subscriptions	19,636	17,725	14,887	17,725	17,725	17,725	-
Telecommunications	(92)	1,290	-	890	1,290	-	(1,290)
Computer Expense	21,039	38,690	24,910	24,910	38,690	-	(38,690)
Consulting Services	19,720	-	15,000	-	-	30,000	30,000
Transfer To Reserves	51,000	51,000	51,000	51,000	51,000	51,000	-
Total Expenses	579,374	653,953	589,917	615,718	662,731	959,063	296,332
Net Budget	553,644	627,353	545,057	569,493	616,506	732,838	116,332



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

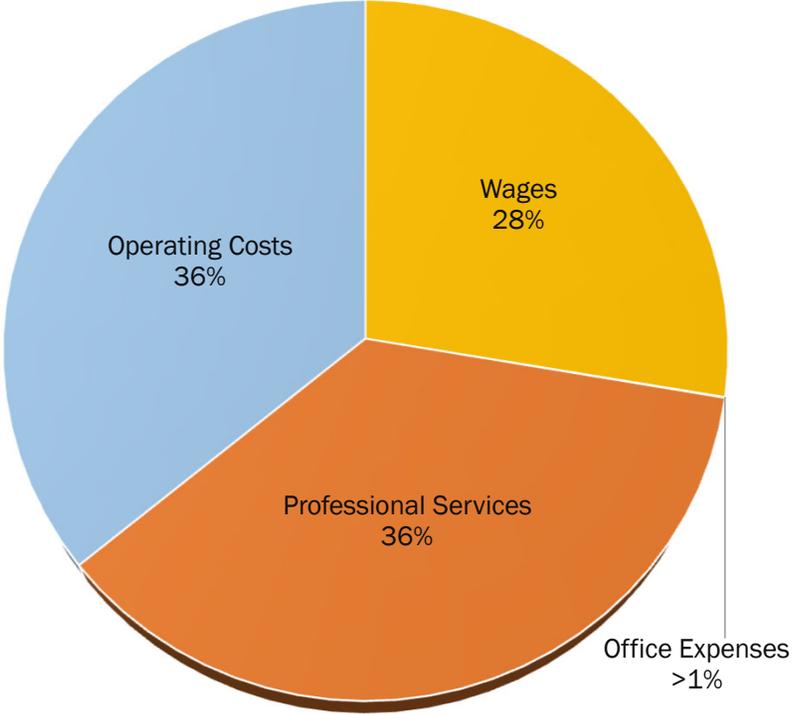
Legal services are responsible for risk management, insurance and claims administration, corporate property acquisitions and disposals.

BUDGET HIGHLIGHTS

- Major Operating Change Requests
- Associate Lawyer proposed in 2023
 - Increase in Legal Fees forecasted for 2023, to be offset with Transfer from Reserves
 - Increase cost forecasted for insurance premiums of 13% for 2023
- Major Capital Projects
- None for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	96,388	108,333	275,063
Office Expenses	300	300	300
Professional Services	210,000	211,800	361,800
Operating Costs	536,900	334,790	357,291
Transfers to Reserves	-	202,110	-
Total Expenses	843,588	857,333	994,454
Revenues	-	(1,000)	(151,000)
Transfers from Reserves	-	-	-
Net Budget	843,588	856,333	843,454

	Change	Balance
Summary of Budget Changes		
2022 Budget		856,333
Add:		
*Annualized Salary and Wages	6,176	
Annualized for One-Time adjustments from prior year	(202,110)	
Budget Issues:		
2023-016 Insurance Premiums	22,501	
2023-024 CONF - Legal Services	150,000	
2023-088 Associate Lawyer	160,554	
Budget Changes Subtotal		137,121
Budget Issues funded through the Reserve		
2023-024 CONF - Legal Services	(150,000)	(150,000)
Net Levy Impact		(12,879)
2023 Budget		843,454

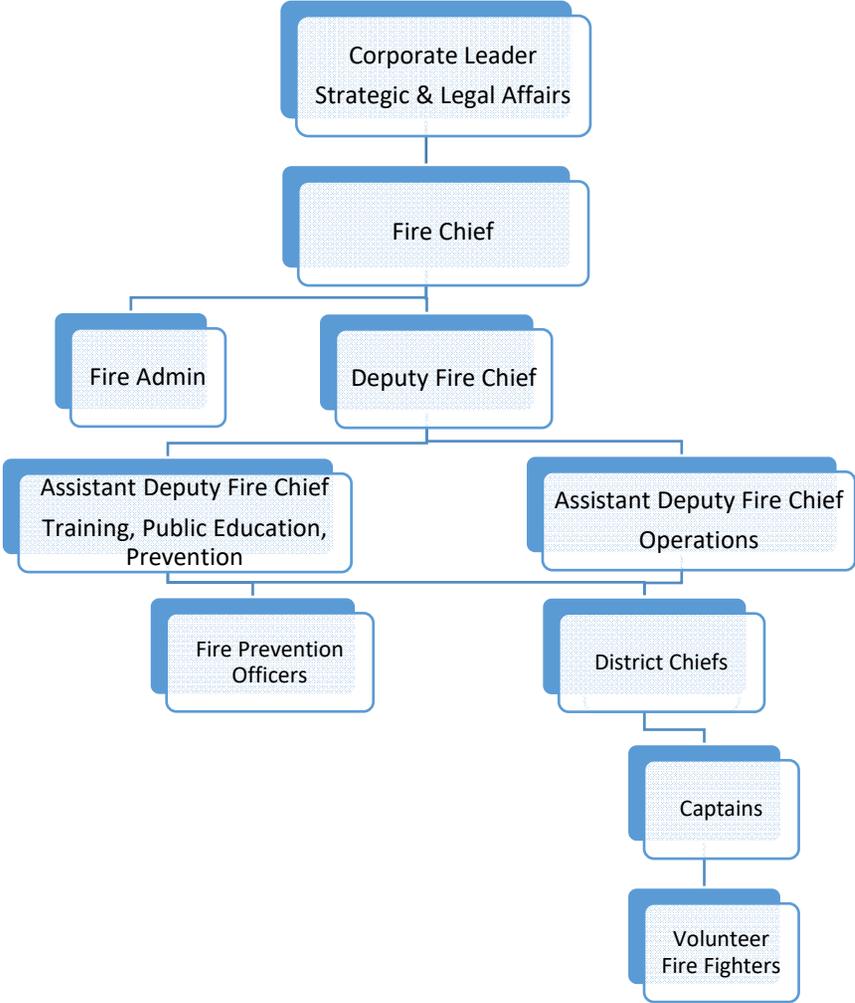


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			6,176	-	Division salary and wage adjustment	6,176	-
2 Annualized for One-Time adjustments from prior year			(202,110)	-	Division One-time adjustments from prior yea. See Appendix III for details.	(202,110)	-
3 Contractual	2023-016	Insurance Premiums	22,501	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	22,501	
4 Line Item Increase	2023-024	CONF - Legal Services	150,000	-	Due to on going confidential pending litigation it is estimated that legal fees will increase in 2023. Administration is recommending a transfer from the Legal Reserve to fund the increase.	-	150,000
5 Service Enhancement	2023-088	Associate Lawyer	160,554	-	As approved by Council through CRM #264-08-2021 at the August 10, 2021 Special Meeting, the Flood Mitigation and Protection Framework Recommendations requested the pre-approval of a Team Lead for Flood Mitigation and Protection. The new roll will provide the necessary legal support to the FMPF for dealings with private property owners. This position is also required in order to support internal Divisions in delivering service. The Solicitor will develop a risk management program for the Municipality to be able to do more comprehensive claims management and administration, to respond to some claims internally and reduce some of the external legal expenses which have been significantly reduced by the introduction of an inhouse legal presence in the past 3 years. See Appendix IV for details.	160,554	-
Division Totals			<u><u>137,121</u></u>	<u><u>-</u></u>		<u><u>(12,879)</u></u>	<u><u>150,000</u></u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Miscellaneous Revenue	-	-	-	1,000	1,000	1,000	-
Transfer From Reserves	-	-	-	-	-	150,000	150,000
Total Revenues	-	-	-	1,000	1,000	151,000	150,000
Expenses							
Wages and Benefits	109,800	108,333	85,678	96,388	108,333	275,063	166,730
Office Supplies	-	300	300	300	300	300	-
Travel Expense	-	-	-	-	-	-	-
Training & Conferences	-	-	-	-	-	-	-
Memberships & Subscriptions	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Computer Expense	-	-	-	-	-	-	-
Consulting Services	-	15,000	-	-	1,800	1,800	-
Legal Services	85,663	479,000	198,300	198,300	198,300	348,300	150,000
Senior Transit Services	-	-	-	-	-	-	-
Integrity Commissioner Costs	8,440	6,000	11,700	11,700	11,700	11,700	-
Insurance Premiums	164,965	173,090	191,200	375,200	173,090	195,591	22,501
Insurance Claims	124,686	130,000	161,700	161,700	161,700	161,700	-
Transfer To Reserves	-	202,110	-	-	202,110	-	(202,110)
Total Expenses	493,555	1,113,833	648,878	843,588	857,333	994,454	137,121
Net Budget	493,555	1,113,833	648,878	842,588	856,333	843,454	(12,879)



OBJECTIVES AND RESPONSIBILITIES

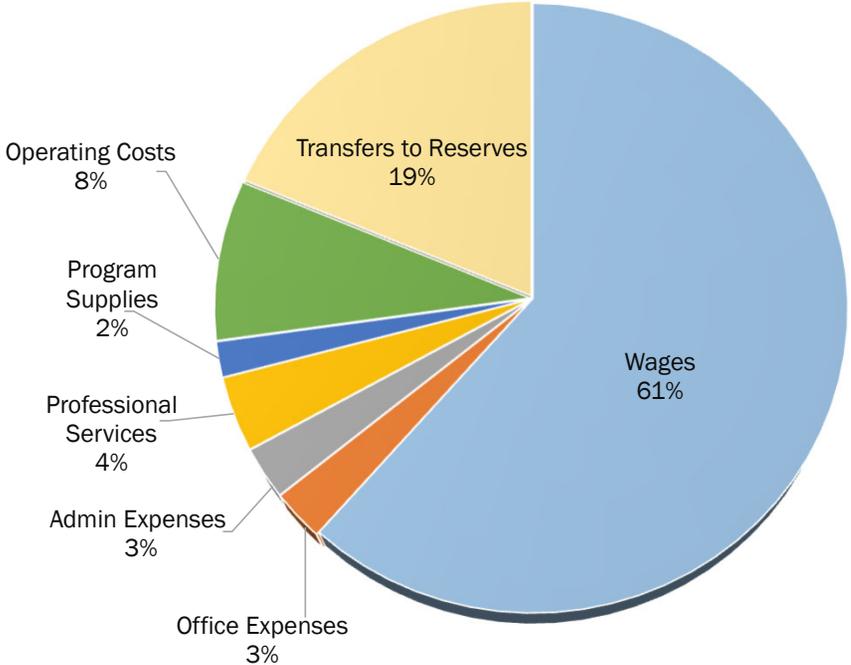
Fire Services provides fire suppression, water rescue and auto extrication services, municipal emergency planning, fire investigation, fire code inspection, fire prevention education and comment on development applications for fire code compliance.

BUDGET HIGHLIGHTS

<p>Major Operating Change Requests</p> <ul style="list-style-type: none">• Increases for the VFF agreement <p>Major Capital Projects</p> <ul style="list-style-type: none">• Bunker gear replacement program• Replacement of SCBA
--

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	1,396,813	1,445,384	1,520,151
Office Expenses	80,700	66,100	66,350
Admin Expenses	67,940	67,940	67,940
Professional Services	90,900	97,600	97,600
Program Supplies	45,000	45,000	46,500
Operating Costs	169,615	205,594	210,394
Transfers to Reserves	462,700	462,700	462,700
Total Expenses	2,313,668	2,390,318	2,471,635
Revenues	(81,000)	(81,000)	(81,000)
	-	(35,979)	-
Net Budget	2,232,668	2,273,339	2,390,635

	Change	Balance
Summary of Budget Changes		
2022 Budget		2,273,339
Add:		
*Annualized Salary and Wages	70,767	
Annualized for One-Time adjustments from prior year	35,979	
Budget Reallocations - IT Costs	(31,450)	
Budget Issues:		
2023-026 VFF Negotiations	4,000	
2023-027 Mandatory Training VFF	36,700	
2023-028 Fuel Increases	1,300	
Budget Changes Subtotal		117,296
Budget Issues funded through the Reserve		
		-
Net Levy Impact		117,296
2023 Budget		2,390,635



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			70,767	-	Division salary and wage adjustment	70,767	-
2 Annualized for One-Time adjustments from prior year			35,979	-	Division One-time adjustments from prior yea. See Appendix III for details	35,979	-
3 Budget Reallocations - IT Costs			(31,450)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(31,450)	-
4 Line Item Increase	2023-026	VFF Negotiations	4,000	-	Confidential due to negotiations	4,000	-
5 Legislated	2023-027	Mandatory Training VFF	36,700	34,700	<p>A) On July 1, 2022, the Fire Protection and Prevention Act provisions regarding mandatory training came into force resulting in a certain minimum level of mandatory training and certification of firefighters, including volunteer firefighters. That certification includes 400 hours of specialized training related to the level of service provided by the Lakeshore Fire Department. The training includes 240 hours of basic training, 40 hours of Hazmat Operations, 40 hours of Pump Operations, 40 hours of Vehicle Rescue Operations, and 40 hours of Ice Rescue Operations. The majority of this training will be completed in 2022 except for Hazmat Operations. This approximate 40 hour Hazmat Ops program delivery will occur in Q1 2023 for the 20 recruits and will require an average of 2.5 instructors to deliver. In total this will require \$13,000 to compensate the 20 recruits and \$2400 for instructor time or a total of \$15,400. This course will not be required again until the next recruiting cycle (historically every 2 years) so this request is a "One Time".</p> <p>B) The mandatory training includes Fire Officers, including volunteer Fire Officers. Based on the demographics of our fire service it is anticipated that Lakeshore will experience a significant turnover of existing officer staff in the next 4 years and will have to train and certify replacements and back up (acting officers). The department currently has 20 staffed officer positions with an additional 10 acting officers when required. With anticipated officer retirements in 2023, an additional 6 certified officers are required. The minimum provincial training standard for a fire officer includes 45 hours for the Team Lead Interior Attack certification , and 40 hours for the Training Officer certification. This anticipated 2023 training will require \$11,900 to compensate the 6 students and \$4,000 for instructor time or a total of \$15,900.</p> <p>C) The mandatory training also includes a requirement for certified Incident Safety Officers, including volunteer incident safety officers. The training consists of a total of 50 hours of on line and practical training. In 2023 we anticipate certification of 2 District Chiefs. This will require \$2300 to compensate the 2 students and \$1,100 for the instructor or a total of \$3400.</p> <p>D) Increases to permit staff training and conference opportunities to position staff for continuous</p>	36,700	-
6 Inflationary	2023-028	Fuel Increases	1,300	-	An adjustment to reflect the rising cost of fuel	1,300	-
Division Totals			<u>117,296</u>	<u>34,700</u>		<u>117,296</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	29,307	35,000	6,000	51,000	51,000	51,000	-
Miscellaneous Revenue	6,649	7,500	5,000	5,000	5,000	5,000	-
Proceeds from Sales	-	10,279	-	-	-	-	-
Recovery Of Expense	5,485	20,000	25,000	25,000	25,000	25,000	-
Restart Grant	-	-	-	-	-	-	-
Transfers from Reserves	-	35,979	-	-	35,979	-	(35,979)
Total Revenues	41,441	108,758	36,000	81,000	116,979	81,000	(35,979)
Expenses							
Wages and Benefits	1,221,899	1,433,220	1,305,166	1,396,813	1,445,384	1,520,151	74,767
Office Supplies	2,184	1,750	2,000	4,000	2,000	2,000	-
Advertising & Promotion	768	3,000	1,200	1,200	1,200	1,200	-
Meeting Expenses	669	1,500	1,750	2,250	2,250	2,250	-
Courier & Postage	252	600	600	600	600	600	-
Travel Expense	-	2,500	6,800	6,800	6,800	6,800	-
Training & Conferences	9,057	12,500	20,500	17,000	12,500	49,200	36,700
Memberships & Subscriptions	3,846	4,300	4,100	4,300	4,300	4,300	-
Telecommunications	21,407	23,750	22,250	23,750	23,750	-	(23,750)
Computer Expense	6,248	7,700	7,700	10,800	7,700	-	(7,700)
Pagers & Radios	-	3,500	3,500	8,500	3,500	3,500	-
Staff Appreciation	1,140	1,500	1,500	1,500	1,500	1,500	-
Pagers & Radios Airtime	51,062	67,940	67,940	67,940	67,940	67,940	-
Dispatch Services	88,269	97,600	90,900	90,900	97,600	97,600	-
Health & Safety Supplies	2,584	4,300	4,150	4,300	4,300	4,300	-
Materials & Supplies	8,562	10,500	10,500	10,500	10,500	10,500	-
Small Tools & Equipment	34,284	22,000	30,200	30,200	30,200	30,200	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Security Services	1,647	1,700	1,415	1,415	1,415	1,415	-
Equipment Repairs & Maintenz	26,056	30,000	22,500	22,500	22,500	22,500	-
Fuel & Oil	15,015	25,300	25,300	25,300	25,300	26,600	1,300
Equipment Rental	3,806	3,500	3,500	3,500	3,500	3,500	-
Insurance Premiums	14,305	46,879	10,900	10,900	46,879	46,879	-
Vehicle Repairs & Maintenance	114,894	112,000	104,500	106,000	106,000	106,000	-
Transfer To Reserves	362,700	472,979	362,700	462,700	462,700	462,700	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	1,990,655	2,390,518	2,111,571	2,313,668	2,390,318	2,471,635	81,317
Net Budget	1,949,214	2,281,760	2,075,571	2,232,668	2,273,339	2,390,635	117,296



OBJECTIVES AND RESPONSIBILITIES

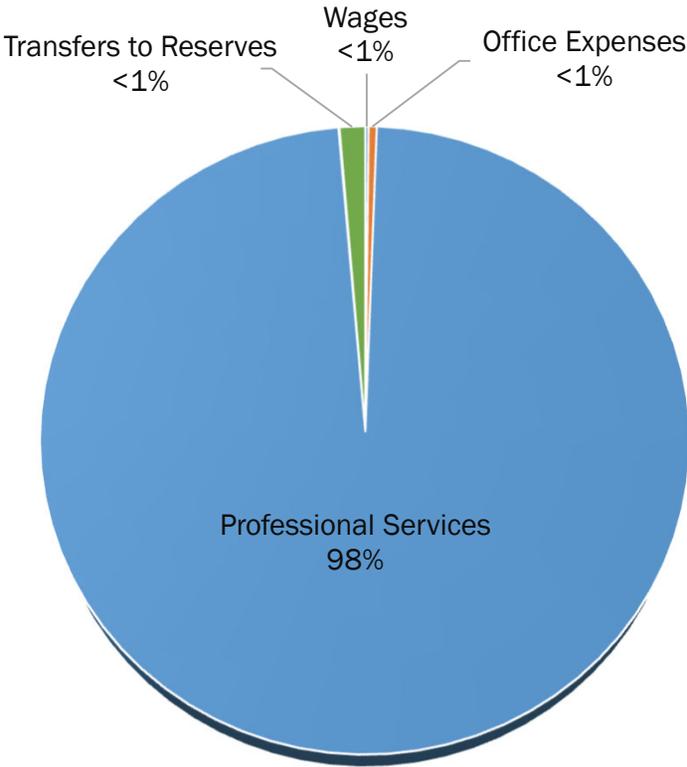
Policing Services are provided through a contract with the OPP. Staffing is determined by the detachment commander based on demand for services.
The Police are responsible for crime prevention and investigation, both on a reactive and proactive basis for the safety and protection of Lakeshore residents and visitors.

BUDGET HIGHLIGHTS

- Major Operating Change Requests
- OPP Contract decrease
- Major Capital Projects
- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	8,200	8,200	8,200
Office Expenses	20,700	20,700	20,700
Professional Services	5,048,024	4,975,031	4,863,781
Operating Costs	6,100	6,100	2,560
Transfers to Reserves	54,300	78,656	64,997
Total Expenses	5,137,324	5,088,687	4,960,238
Revenues	(138,500)	(138,500)	(138,500)
Transfers from Reserves	(48,637)	-	-
Net Budget	4,950,187	4,950,187	4,821,738

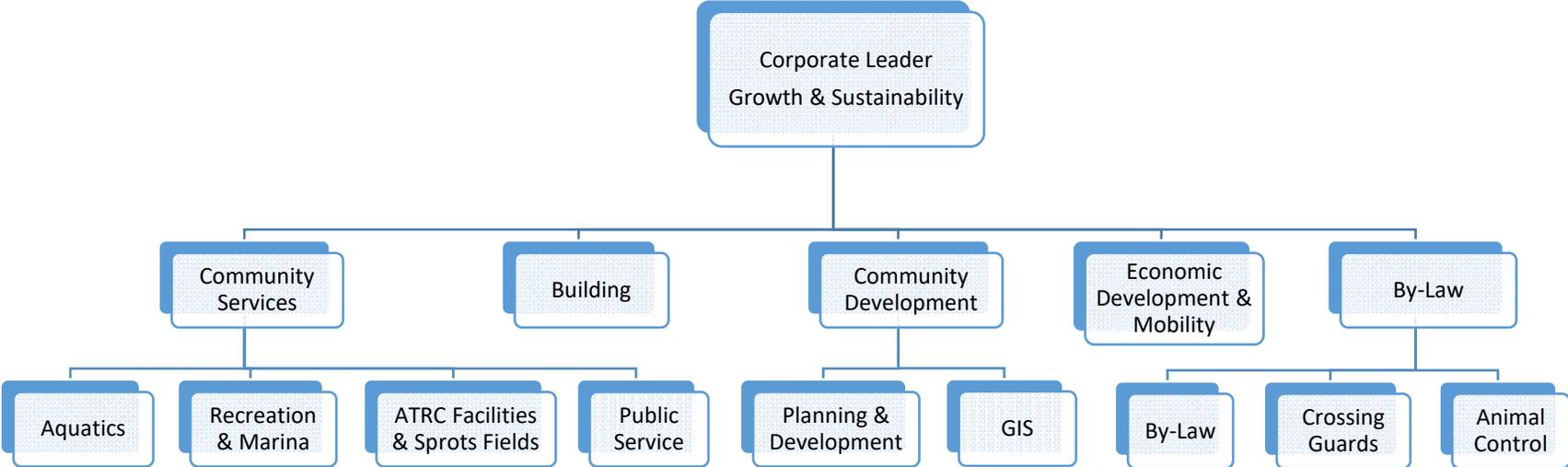
	Change	Balance
Summary of Budget Changes		
2022 Budget		4,950,187
Add:	-	
Budget Reallocations - IT Costs	(3,540)	
<u>Budget Issues:</u>		
2023-029 OPP Services	(124,909)	
Budget Changes Subtotal		(128,449)
<u>Budget Issues funded through the Reserve</u>		
		-
Net Levy Impact		(128,449)
2023 Budget		4,821,738



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Budget Reallocations - IT Costs			(3,540)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(3,540)	-
2 Contractual	2023-029	OPP Services	(124,909)	-	Annual Billing estimate adjustment based on OPP estimate obtained from the service for 2023.	(124,909)	-
Division Totals			<u>(128,449)</u>	-		<u>(128,449)</u>	-



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	25,676	20,000	30,000	30,000	30,000	30,000	-
Grant Revenue	29,132	108,500	108,500	108,500	108,500	108,500	-
Transfer From Reserves	135,779	-	135,779	48,637	-	-	-
Total Revenues	190,587	128,500	274,279	187,137	138,500	138,500	-
Expenses							
Wages and Benefits	5,490	8,200	8,200	8,200	8,200	8,200	-
Office Supplies	991	750	2,000	2,000	2,000	2,000	-
Advertising & Promotion	-	750	2,500	2,500	2,500	2,500	-
Travel Expense	-	-	500	500	500	500	-
Training & Conferences	2,962	3,500	14,100	14,100	14,100	14,100	-
Memberships & Subscriptions	1,506	1,600	1,600	1,600	1,600	1,600	-
OPP Contract	5,005,584	4,961,231	5,005,586	5,034,224	4,961,231	4,849,981	(111,250)
RIDE Program	13,277	13,254	13,800	13,800	13,800	13,800	-
Equipment Repairs & Maintenance	121	-	2,000	2,000	2,000	2,000	-
Equipment Rental	3,037	4,100	4,100	4,100	4,100	560	(3,540)
Transfer To Reserves	54,300	78,656	54,300	54,300	78,656	64,997	(13,659)
Total Expenses	5,087,268	5,072,041	5,108,686	5,137,324	5,088,687	4,960,238	(128,449)
Net Budget	4,896,681	4,943,541	4,834,407	4,950,187	4,950,187	4,821,738	(128,449)



OBJECTIVES AND RESPONSIBILITIES

The Corporate Leader is responsible for overseeing ATRC Facilities and Fields, Recreation, Marina, By-Law, Building, GIS, Public Service, Community Development, Animal Control, Crossing Guards, and the Economic Development and Mobility Divisions.

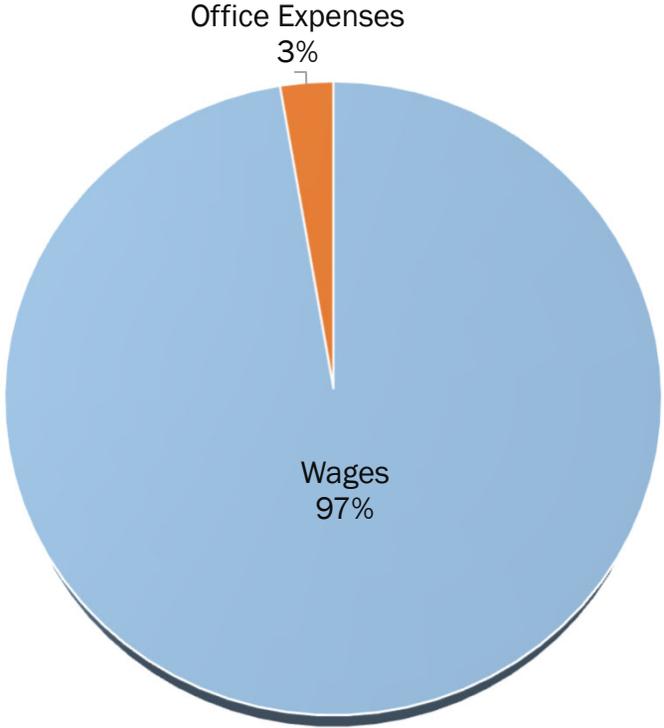
BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- None for 2023
- Major Capital Projects**
- None for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	178,495	203,543	222,553
Office Expenses	7,250	7,250	6,150
Net Budget	185,745	210,793	228,703

Summary of Budget Changes	Change	Balance
2022 Budget		210,793
Add:		
*Annualized Salary and Wages	19,010	
Budget Reallocations - IT Costs	(1,100)	

<u>Budget Issues:</u>		
Budget Changes Subtotal	-	17,910
<u>Budget Issues funded through the Reserve</u>	-	-
Net Levy Impact		17,910
2023 Budget		228,703

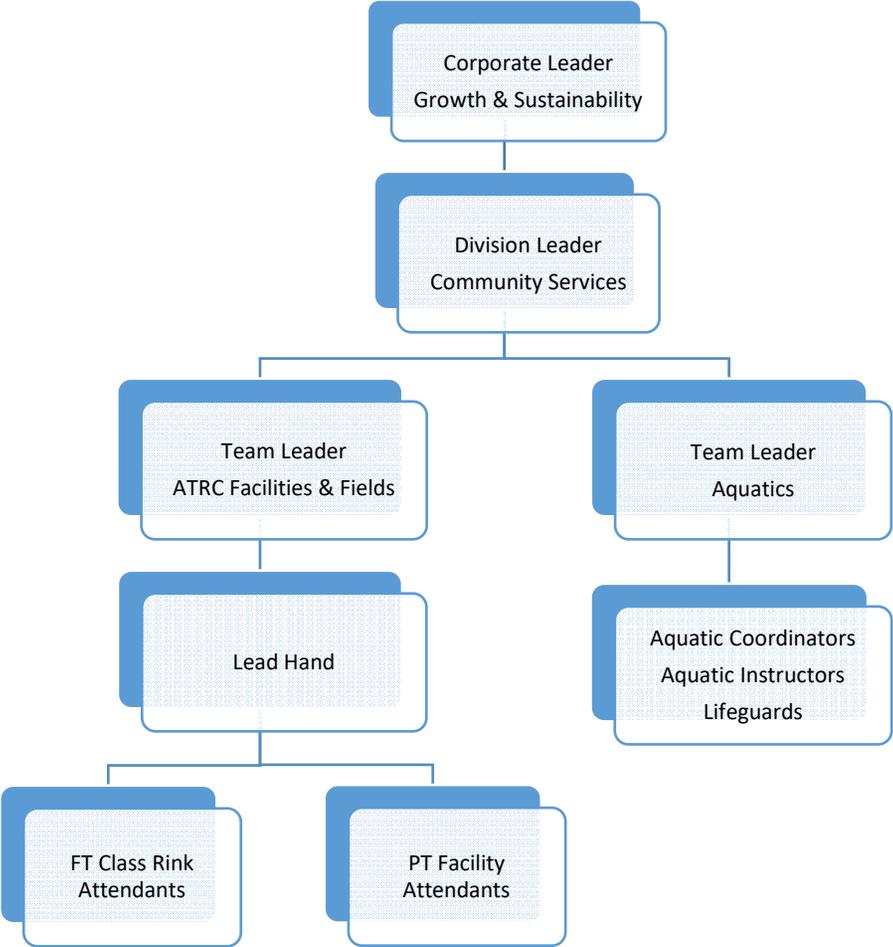


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		19,010	-	Division salary and wage adjustment	19,010	-
2 Budget Reallocations - IT Costs			(1,100)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(1,100)	-
Division Totals			<u><u>17,910</u></u>	<u>-</u>		<u><u>17,910</u></u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Expenses							
Wages and Benefits	167,777	203,543	169,624	178,495	203,543	222,553	19,010
Office Supplies	341	200	500	350	350	350	-
Advertising & Promotion	-	-	-	-	-	-	-
Meeting Expenses	98	500	1,000	1,000	1,000	1,000	-
Travel Expense	-	750	2,500	1,500	1,500	1,500	-
Training & Conferences	697	1,500	10,000	2,500	2,500	2,500	-
Memberships & Subscriptions	754	800	800	800	800	800	-
Telecommunications	1,420	1,100	1,990	1,100	1,100	-	(1,100)
Computer Expense	-	-	-	-	-	-	-
Transfer to Reserves	-	-	-	-	-	-	-
Total Expenses	171,087	208,393	186,414	185,745	210,793	228,703	17,910
Net Budget	171,087	208,393	186,414	185,745	210,793	228,703	17,910



OBJECTIVES AND RESPONSIBILITIES

The Atlas Tube Recreation Centre (ATRC) Facilities & Fields budget centre includes costs associated with operation of the multi- purpose recreation facility, including the WFCU Community Pools and Splash pad. The ATRC also houses Essex-Toldo Library.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Reductions in Utilities Cost due to Conversion of lights at the ATRC
- Inflationary Pressures on Wages, Snow Removal, Fuel, Pool Chemicals and Insurance

Major Capital Projects

- None for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	1,206,314	1,719,676	1,937,736
Office Expenses	63,300	85,000	28,250
Admin Expenses	416,970	378,110	378,110
Program Supplies	103,700	135,000	138,600
Debt Payments	507,430	559,590	559,590
Operating Costs	1,422,748	1,439,568	1,375,422
Transfers to Reserves	582,500	582,500	582,500
Total Expenses	4,302,962	4,899,444	5,000,208
Revenues	(1,052,015)	(1,777,815)	(1,777,815)
Transfers from Reserves	(780,000)	(796,820)	(780,000)
Net Budget	2,470,947	2,324,809	2,442,393

Summary of Budget Changes

	Change	Balance
2022 Budget		2,324,809
Add:		
*Annualized Salary and Wages	16,820	
Annualized for One-Time adjustments from prior year	141,925	
Budget Reallocations - IT Costs	(56,750)	
Budget Reallocations - Position	71,335	

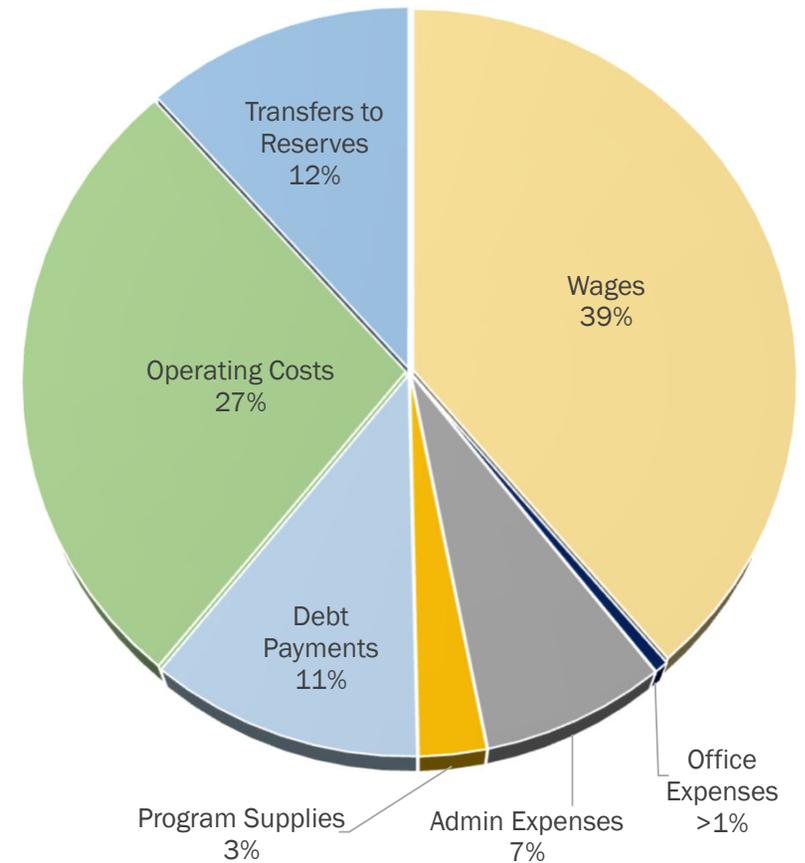
Budget Issues:

2023-016 Insurance Premiums	14,004	
2023-030 ATRC - Clothing Allowance	4,800	
2023-031 ATRC - Snow Removal	1,850	
2023-032 ATRC - Security Services	1,000	
2023-033 Fuel Increase for Resurfacers	2,000	
2023-034 ATRC - Pool Chemicals	3,600	
2023-035 ATRC - Electricity	(83,000)	
Budget Changes Subtotal		117,584

Budget Issues funded through the Reserve

	-	
Net Levy Impact		117,584

2023 Budget		2,442,393
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Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves	
1	*Annualized Salary and Wages *		141,925	-	Division salary and wage adjustment	141,925	-	
2	Annualized for One-Time adjustments from prior year		16,820	-	Division One-time adjustments from prior year See Appendix III for details	16,820	-	
3	Budget Reallocations - IT Costs		(56,750)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(56,750)	-	
4	Budget Reallocations - Position		71,335	-	Consolidate positions previously assigned to multiple divisions into one division	71,335	-	
5	Contractual	2023-016	Insurance Premiums	14,004	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	14,004	-
6	Line Item Increase	2023-030	ATRC - Clothing Allowance	4,800	-	Clothing Allowance - ATRC Site Services (Collective Agreement increases) Current \$19,300. Estimate increase of \$200 per employee, 24 employees \$4800. On January 11 2022 and report was brought to Council outlining the Collective Agreement with the Part Time IBEW Local 636. In the report, the increase to the ATRC Site Services Clothing Account are as follows: 1) Increased safety shoe allowance from \$200 to \$250; 2) Increased clothing provision in keeping with the approach to consistent branding standards and identity in the busy facility: Increase pants from 2 to 3; Added option for light jacket instead of sweatshirt; Added winter hat and changed entitlement timing of winter coat from 1 every 5 years to 1 every 4 years.	4,800	-
7	Line Item Increase	2023-031	ATRC - Snow Removal	1,850	-	ATRC Site Services - Snow Removal (Estimated cost increase of 10%). Current \$18,500. Estimate increase of \$1,850.	1,850	-
8	Line Item Increase	2023-032	ATRC - Security Services	1,000	-	ATRC Site Services - Security Alarm (Estimated cost increase and addition of panic buttons at service desks). Current 2500. Estimate increase \$1000.	1,000	-
9	Line Item Increase	2023-033	Fuel Increase for Resurfacers	2,000	-	ATRC Site Services - Fuel for Ice Resurfacers (Estimated cost increase of 20%) Current \$10,000. Estimate increase \$2,000.	2,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
10 Line Item Increase	2023-034	ATRC - Pool Chemicals	3,600	-	Aquatics - Pool Chemicals (Estimated cost increase of 20%.) Current \$18,000. Estimate increase \$3,600.	3,600	
11 Line Item Decrease	2023-035	ATRC - Electricity	(83,000)	-	ATRC Site Services - Electricity Cost Savings (Estimated based on LED Retrofit Conversion) Estimate \$83,000 annual savings. On January 18 2022, a report was brought to Council for the tender award for the LED light conversion of the Atlas Tube Recreation Centre. The controls are expected to be installed in Q1 of 2023. The current annual electrical savings estimate from Tandem Engineering Group is estimated at \$83,000 without the controls. Once the controls are installed, we may see more cost savings in 2023. On January 18 2022, a report was brought to Council for the tender award for the LED light conversion of the Atlas Tube Recreation Centre. The controls are expected to be installed in Q1 of 2023. The current annual electrical savings estimate from Tandem Engineering Group is estimated at \$83,000 without the controls. Once the controls are installed, we may see more cost savings in 2023: Material + Labour + Engineering Costs - \$235,000; Incentive - \$30,500, Annual Electrical Savings - \$83,000; Annual Maintenance Savings - \$15,000; Simple Payback - 2 years; ROI - 51%; 10 Year NPV - \$506,000.	(83,000)	-
Division Totals			<u><u>117,584</u></u>	<u><u>-</u></u>		<u><u>117,584</u></u>	<u><u>-</u></u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Grant Revenue	-	-	-	-	-	-	-
Sponsorships & Donations	12,726	1,200	-	-	-	-	-
Advertising Revenue	7,500	5,500	15,000	15,000	15,000	15,000	-
Miscellaneous Revenue	50,613	48,000	48,000	48,000	48,000	48,000	-
Concession Revenue	67,663	70,000	144,000	91,500	144,000	144,000	-
Rental Income	38,609	50,000	77,550	57,550	77,550	77,550	-
Wage Subsidy	-	-	-	-	-	-	-
Aquatics Revenue	143,350	425,000	506,500	284,900	506,500	506,500	-
Ice Revenue	616,869	850,000	986,765	555,065	986,765	986,765	-
Transfer From Reserves	51,701	-	51,701	-	-	-	-
Transfer From Reserve Funds	332,600	796,820	332,600	780,000	796,820	780,000	(16,820)
Total Revenues	1,321,632	2,246,520	2,162,116	1,832,015	2,574,635	2,557,815	(16,820)
Expenses							
Wages and Benefits	1,128,597	1,480,886	1,685,756	1,206,314	1,719,676	1,937,736	218,060
Office Supplies	3,559	1,200	1,700	1,700	1,700	1,700	-
Advertising & Promotion	1,448	1,500	3,000	3,000	3,000	3,000	-
Meeting Expenses	267	250	250	250	250	250	-
Courier & Postage	76	250	250	250	250	250	-
Travel Expense	285	750	1,550	1,550	1,550	1,550	-
Training & Conferences	6,613	7,500	20,000	20,000	20,000	20,000	-
Memberships & Subscriptions	848	1,500	1,500	1,500	1,500	1,500	-
Telecommunications	7,387	7,250	7,250	7,250	7,250	-	(7,250)
Computer Expense	24,476	49,500	49,500	27,800	49,500	-	(49,500)
Events and Functions	26	-	-	-	-	-	-
Debt Payments	524,132	559,590	507,430	507,430	559,590	559,590	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Cash Over/Short	222	200	200	200	200	200	-
Transaction Fees	13,378	35,000	30,500	17,200	30,500	30,500	-
Interest Expense	382,693	347,410	399,570	399,570	347,410	347,410	-
Consulting Services	-	15,000	-	-	-	-	-
Grounds Maintenance	7,925	23,500	23,500	23,500	23,500	23,500	-
Winter Control Services	36,400	42,000	37,300	37,300	37,300	39,150	1,850
Cost Of Good Sold	36,602	37,500	71,500	40,200	71,500	71,500	-
Health & Safety Supplies	5,997	3,500	3,000	3,000	3,000	3,000	-
Materials & Supplies	19,333	43,000	43,000	43,000	43,000	46,600	3,600
Program Supplies	6,887	17,500	17,500	17,500	17,500	17,500	-
Facility Maintenance	171,669	170,048	170,048	170,048	170,048	170,048	-
Utilities	834,331	890,000	925,000	925,000	925,000	842,000	(83,000)
Security Services	4,423	4,500	2,500	2,500	2,500	3,500	1,000
Waste Collection	13,292	13,000	13,000	13,000	13,000	13,000	-
Equipment Repairs & Maintenance	145,523	110,000	147,500	147,500	147,500	147,500	-
Vehicle Repairs & Maintenance	793	-	-	-	-	-	-
Fuel & Oil	5,630	10,000	10,000	10,000	10,000	12,000	2,000
Equipment Rental	322	1,700	3,000	3,000	3,000	3,000	-
Insurance Premiums	102,923	107,720	90,900	90,900	107,720	121,724	14,004
Transfer To Reserves	582,500	582,500	582,500	582,500	582,500	582,500	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	4,068,557	4,564,254	4,848,704	4,302,962	4,899,444	5,000,208	100,764
Net Budget	2,746,925	2,317,734	2,686,588	2,470,947	2,324,809	2,442,393	117,584



OBJECTIVES AND RESPONSIBILITIES

The Recreation Services division plans, organizes and leads leisure activities for the enjoyment of Lakeshore’s residents and community groups.

BUDGET HIGHLIGHTS

Major Operating Change Requests

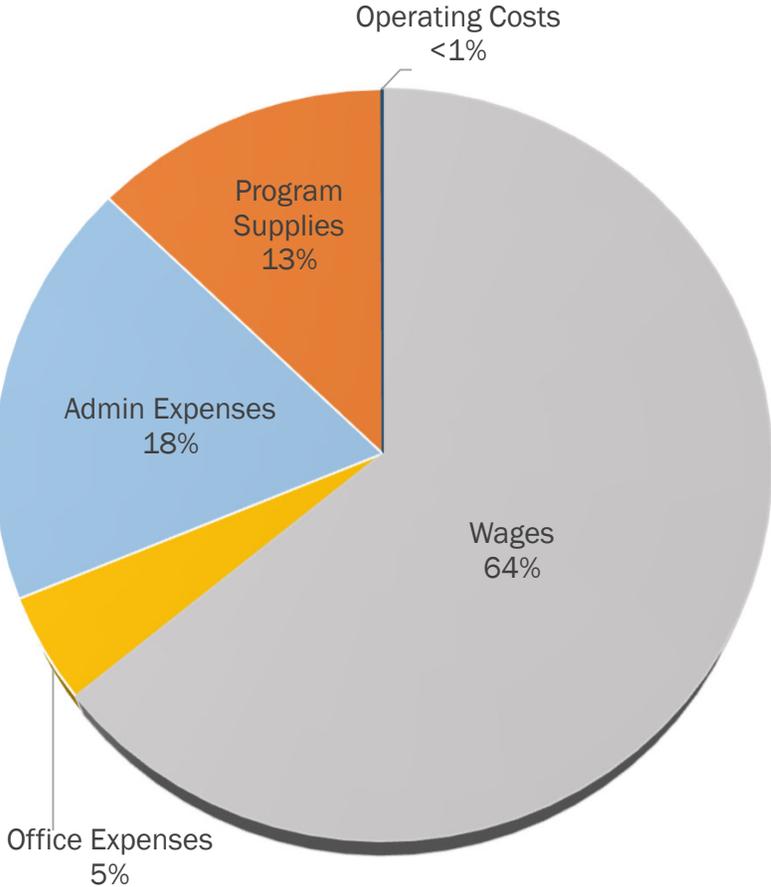
- One-time increase to Canada Day Celebration at the waterfront

Major Capital Projects

- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	1,032,296	700,224	637,676
Office Expenses	59,250	67,050	46,500
Admin Expenses	163,865	163,865	183,865
Program Supplies	103,400	126,600	126,600
Operating Costs	6,900	6,900	500
Total Expenses	1,365,711	1,064,639	995,141
Revenues	(273,605)	(486,405)	(486,405)
Transfers from Reserves	-	-	-
Net Budget	1,092,106	578,234	508,736

	Change	Balance
Summary of Budget Changes		
2022 Budget		578,234
Add:		
*Annualized Salary and Wages	13,331	
Budget Reallocations - IT Costs	(26,950)	
Budget Reallocations - Position	(75,879)	
Budget Issues:		
2023-060 Canada Day Increase	20,000	
Budget Changes Subtotal		(69,498)
Budget Issues funded through the Reserve		
		-
Net Levy Impact		(69,498)
2023 Budget		508,736



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages *		13,331	-	Division salary and wage adjustment	13,331	-
2	Budget Reallocations - IT Costs		(26,950)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(26,950)	-
3	Budget Reallocations - Position		(75,879)	-	Consolidate positions previously assigned to multiple divisions into one division	(75,879)	-
4	Line Item Increase	2023-060 Canada Day Increase	20,000	20,000	The Canada Day Celebration rotates throughout Lakeshore to three locations. The rotation includes the Waterfront, Stoney Point Park, and Woodslee Millen Park. Each rotation that lands on the Waterfront carries more costs associated with this great event, as the participation numbers increase. Most recently, the participation numbers are: Waterfront - 7000+ visitors; Stoney Point Park - 600+ visitors; Woodslee Millen Park - 400+ visitors. Increased Police presence, and water based fireworks are the main source of increased budget requirements.	20,000	-
Division Totals			(69,498)	20,000		(69,498)	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	91,640	384,724	480,905	269,405	480,905	480,905	-
Grant Revenue	-	24,000	5,500	4,200	5,500	5,500	-
Sponsorships & Donations	754	-	-	-	-	-	-
Wage Subsidy	-	-	-	-	-	-	-
Transfer From Reserves	-	-	-	-	-	-	-
Total Revenues	92,394	408,724	486,405	273,605	486,405	486,405	-
Expenses							
Wages and Benefits	718,486	601,126	1,124,809	1,032,296	700,224	637,676	(62,548)
Office supplies	4,529	5,000	5,000	5,000	5,000	5,000	-
Advertising & Promotion	2,659	27,000	30,000	30,000	30,000	30,000	-
Courier & Postage	76	300	300	300	300	300	-
Travel Expense	2,090	1,500	2,100	2,100	2,100	2,100	-
Training & Conferences	1,511	3,500	7,100	7,100	7,100	7,100	-
Memberships & Subscriptions	4,601	2,000	2,000	2,000	2,000	2,000	-
Telecommunications	1,053	2,750	2,750	2,750	2,750	-	(2,750)
Computer Expense	585	12,000	17,800	10,000	17,800	-	(17,800)
Events & Functions	6,000	37,000	42,500	42,500	42,500	62,500	20,000
Debt Payments	134,206	141,133	121,365	121,365	121,365	121,365	-
Transaction Fees	173	3,500	9,000	5,100	9,000	9,000	-
Interest Expense	20,758	13,832	33,600	33,600	33,600	33,600	-
Program Supplies	-	35,000	69,000	49,700	69,000	69,000	-
Program Discounts	13,729	12,000	15,000	15,000	15,000	15,000	-
Small Tools & Equipment	3,298	-	-	-	-	-	-
Material & Supplies	2,125	-	-	-	-	-	-
Equipment Rental	4,666	6,400	6,400	6,400	6,400	-	(6,400)
Miscellaneous Expense	-	500	500	500	500	500	-
Total Expenses	920,546	904,541	1,489,224	1,365,711	1,064,639	995,141	(69,498)
Net Budget	828,153	495,817	1,002,819	1,092,106	578,234	508,736	(69,498)



OBJECTIVES AND RESPONSIBILITIES

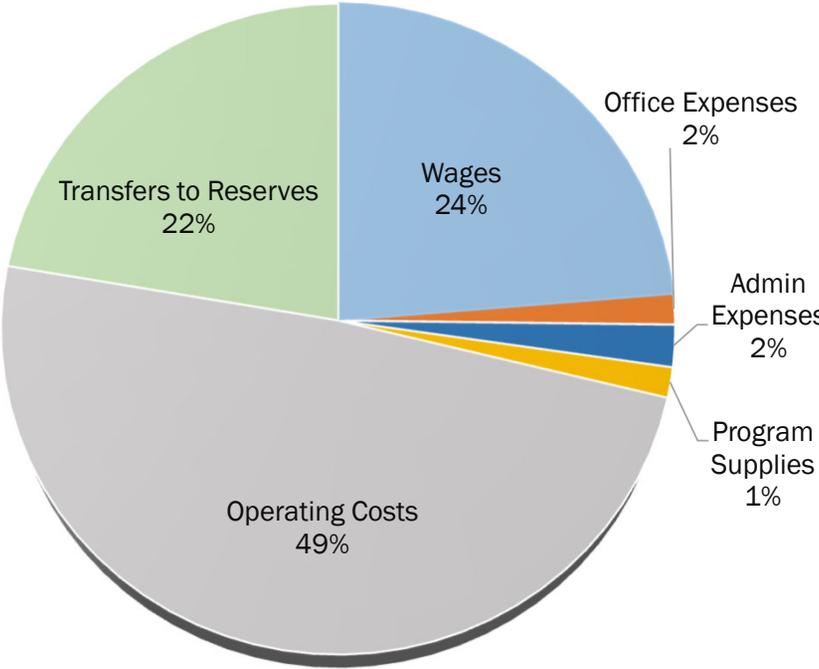
This division is responsible for the Marina operations. This includes customer service, booking boat wells, boat launch, fuelling, special activities, etc.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Increases to both fuel sales and fuel cost to reflect current historical trends
 - Increase to User fee revenue to reflect historical trends
- Major Capital Projects**
- Golf Cart

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	211,334	200,415	172,008
Office Expenses	33,400	33,400	11,000
Admin Expenses	15,200	15,200	15,200
Professional Services	3,000	3,000	-
Program Supplies	10,900	10,900	10,900
Operating Costs	270,100	284,780	355,130
Transfers to Reserves	162,000	162,000	162,000
Total Expenses	705,934	709,695	726,238
Revenues	(619,865)	(619,865)	(734,865)
Transfers from Reserves	-	(8,680)	-
Net Budget	86,069	81,150	(8,627)

	Change	Balance
Summary of Budget Changes		
2022 Budget		81,150
Add:		
*Annualized Salary and Wages	5,706	
Annualized for One-Time adjustments from prior year	8,680	
Budget Reallocations - IT Costs	(22,400)	
Budget Reallocations - Position	(34,113)	
Budget Issues:		
2023-016 Insurance Premiums	2,350	
2023-082 Increase in Sales and Fuel Costs	(50,000)	
Budget Changes Subtotal		(89,777)
Budget Issues funded through the Reserve		
		-
Net Levy Impact		(89,777)
2023 Budget		(8,627)



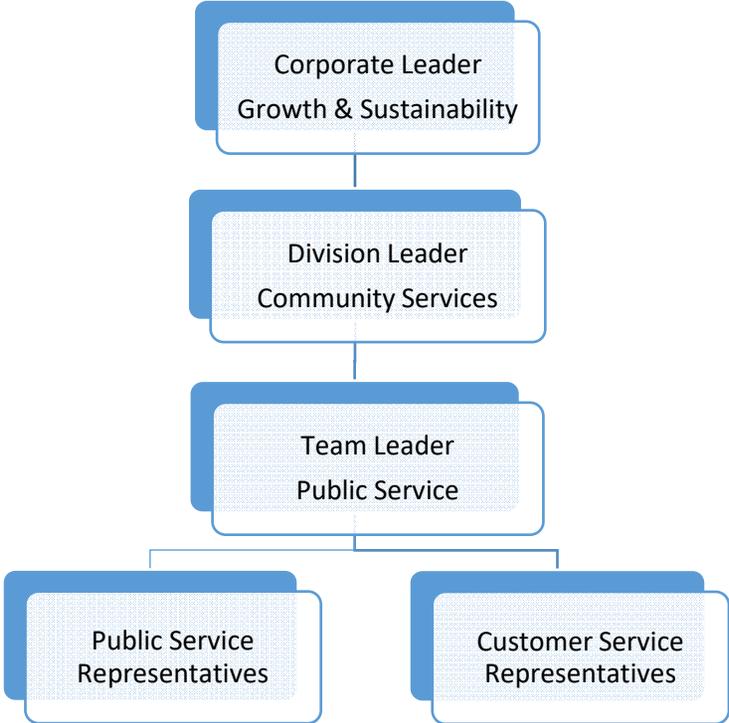
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			5,706	-	Division salary and wage adjustment	5,706	-
2 Annualized for One-Time adjustments from prior year			8,680	-	Division One-time adjustments from prior year See Appendix III for details	8,680	-
3 Budget Reallocations - IT Costs			(22,400)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(22,400)	-
4 Budget Reallocations - Position			(34,113)	-	Consolidate positions previously assigned to multiple divisions into one division	(34,113)	-
5 Contractual	2023-016	Insurance Premiums	2,350	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	2,350	-
6 Line Item Increase	2023-082	Increase in User fees , Sales and Fuel Costs	(50,000)	-	Increase User Fees to historical trends by increasing by \$40,000. Also to adjust fuel sales by historical trends to increase revenue by \$75,000. With increased fuel sales comes increased fuel cost of \$65,000.	(50,000)	-
Division Totals			<u>(89,777)</u>	-		<u>(89,777)</u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	63,731	35,000	25,000	25,000	25,000	65,000	40,000
Grant Revenue	-	-	250	250	250	250	-
Miscellaneous Revenue	955	200	1,200	1,200	1,200	1,200	-
Concession Revenue	2,363	1,755	3,100	3,100	3,100	3,100	-
Rental Income	6,848	10,815	10,815	10,815	10,815	10,815	-
Slip Rentals	304,916	397,017	360,000	360,000	360,000	360,000	-
Fuel and Oil Sales	277,420	303,410	215,800	215,800	215,800	290,800	75,000
Wage Subsidy	21,147	34,037	3,700	3,700	3,700	3,700	-
Transfer From Reserves	6,500	8,680	6,500	-	8,680	-	(8,680)
Total Revenues	683,880	790,914	626,365	619,865	628,545	734,865	106,320
Expenses							
Wages and Benefits	238,968	200,415	211,031	211,334	200,415	172,008	(28,407)
Office Supplies	2,185	2,000	2,000	2,000	2,000	2,000	-
Advertising & Promotion	-	100	100	100	100	100	-
Courier & postage	8	-	-	-	-	-	-
Training & Conferences	-	500	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	741	200	1,000	1,000	1,000	1,000	-
Telecommunications	3,509	3,200	3,200	3,200	3,200	-	(3,200)
Computer Expense	9,053	19,200	19,200	19,200	19,200	-	(19,200)
Lease Expense	8,003	5,900	5,900	5,900	5,900	5,900	-
Events & Functions	-	6,000	6,000	6,000	6,000	6,000	-
Cash Over/Short	-	200	200	200	200	200	-
Transaction Fees	20,071	15,000	15,000	15,000	15,000	15,000	-
Grounds Maintenance	4,743	3,000	3,000	3,000	3,000	3,000	-
Cost Of Good Sold	1,409	2,000	2,000	2,000	2,000	2,000	-
Health & Safety Supplies	1,592	500	500	500	500	500	-
Materials & Supplies	3,472	2,400	2,400	2,400	2,400	2,400	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Facility Maintenance	18,342	17,500	17,500	17,500	17,500	17,500	-
Utilities	19,632	26,500	26,500	26,500	26,500	26,500	-
Waste Collection	1,105	6,000	-	-	6,000	6,000	-
Security Services	38,789	35,400	35,400	35,400	35,400	35,400	-
Equipment Repairs & Maintenance	13,340	4,500	11,000	4,500	4,500	4,500	-
Fuel & Oil	238,904	264,665	176,800	176,800	176,800	241,800	65,000
Insurance Premiums	4,723	18,080	9,400	9,400	18,080	20,430	2,350
Transfer To Reserves	162,000	162,000	162,000	162,000	162,000	162,000	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	790,589	795,260	712,131	705,934	709,695	726,238	16,543
Net Budget	106,709	4,346	85,766	86,069	81,150	(8,627)	(89,777)



OBJECTIVES AND RESPONSIBILITIES

The Public Service Division is responsible for responding to inquiries, requests, and concerns from the public, accepting payment of various fees at identified municipal offices, providing general information, programs and facility registration bookings.

BUDGET HIGHLIGHTS

Major Operating Change Requests

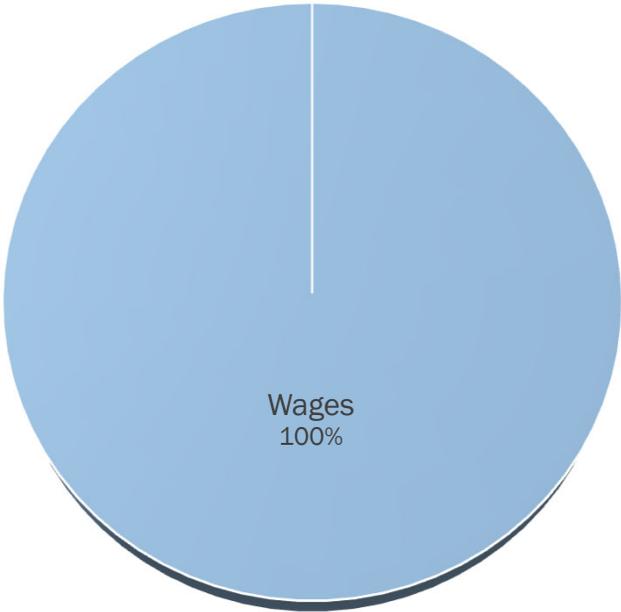
- None for 2023

Major Capital Projects

- No Requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	-	613,642	636,743
Office Expenses	-	3,180	-
Net Budget	-	616,822	636,743

	Change	Balance
Summary of Budget Changes		
2022 Budget		616,822
Add:		
*Annualized Salary and Wages	23,101	
Annualized for One-Time adjustments from prior year	(2,880)	
Budget Reallocations - IT Costs	(300)	
Budget Changes Subtotal		19,921
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		19,921
2023 Budget		636,743



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			23,101	-	Division salary and wage adjustment	23,101	-
2 Annualized for One-Time adjustments from prior year			(2,880)	-	Division One-time adjustments from prior year See Appendix III for details	(2,880)	-
3 Budget Reallocations - IT Costs			(300)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(300)	-
Division Totals			<u><u>19,921</u></u>	<u><u>-</u></u>		<u><u>19,921</u></u>	<u><u>-</u></u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Expenses							
Wages and Benefits	-	521,982	-	-	613,642	636,743	23,101
Telecommunications	-	400	-	-	400	-	(400)
Computer Expense	-	2,780	-	-	2,780	-	(2,780)
Total Expenses	-	525,162	-	-	616,822	636,743	19,921
Net Budget	-	525,162	-	-	616,822	636,743	19,921





OBJECTIVES AND RESPONSIBILITIES

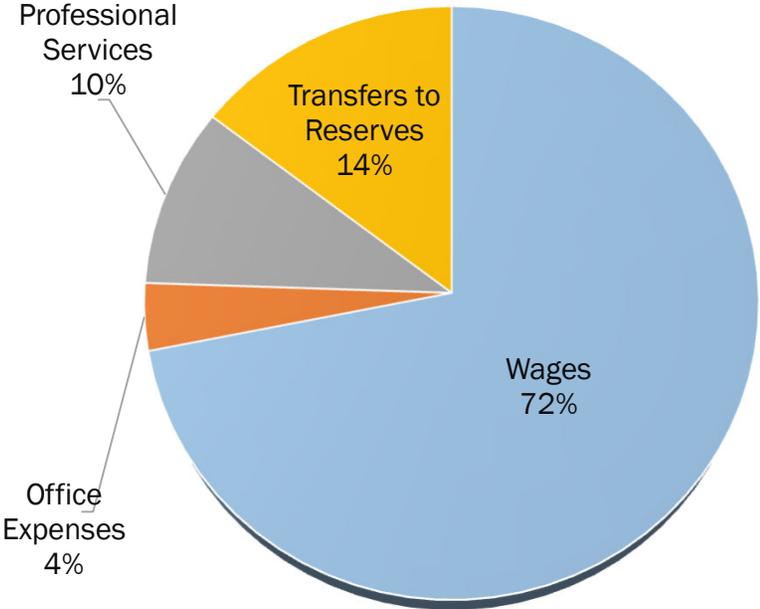
The Community Planning division provides professional planning advice to Council, the public and Council endorsed committees on a wide variety of development applications and policy related issues. The division is accountable for protecting provincial policy interest as set out in the 2020 Provincial Policy Statement (PPS) and for ensuring conformity with the Municipality and the County’s Official Plans. Community Services carries out plan review and approval responsibilities and provides for the delivery of the municipal services as mandated under the Ontario Planning Act and subsection 15.1 (3) 15.06(1) of the Ontario Building Code Act (Property Stand Appeals); Committee of Adjustment, land use planning and long range planning.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Indigenous Consultation Professional Fees
- Major Capital Projects**
- Official Plan Amendment
 - Community Benefit Charge Plan
 - County Road 22 Design

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	558,219	579,860	620,839
Office Expenses	42,600	45,160	31,600
Professional Services	75,000	79,305	85,000
Transfers to Reserves	126,300	126,300	126,300
Total Expenses	802,119	830,625	863,739
Revenues	(79,900)	(79,900)	(79,900)
Transfers from Reserves	-	-	-
Net Budget	722,219	750,725	783,839

Summary of Budget Changes	Change	Balance
2022 Budget		750,725
Add:		
*Annualized Salary and Wages	40,979	
Budget Reallocations - IT Costs	(17,865)	
<u>Budget Issues:</u>		
2023-036 Indigenous Consultation	10,000	
Budget Changes Subtotal		33,114
<u>Budget Issues funded through the Reserve</u>		
		-
Net Levy Impact		33,114
2023 Budget		783,839



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		40,979	-	Division salary and wage adjustment	40,979	-
2 Budget Reallocations - IT Costs			(17,865)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(17,865)	-
3 Legislated	2023-036	Indigenous Consultation	10,000	-	Caldwell First Nation has approached Lakeshore to be engaged in consultation regarding the Wallace Woods Secondary Plan. In addition, Caldwell wishes to be informed of all land use planning applications. The budget request is to cover the expenses associated with joint meetings and for Caldwell to engage consultants to review planning applications and the associated background studies and information. A memorandum of understanding will need to be signed to set out the scope of the engagement. A \$10,000 budget request is recommended. This amount will be reviewed and adjusted for the 2024 budget. It is intended that this budget could be used for engagement with other indigenous communities. The need to consult stems from the Crown's duty to consult on matters which could impact indigenous peoples and their treaty rights. In addition, it is beneficial for municipalities to develop relationships with indigenous communities, which will develop through the consultation process.	10,000	-
Division Totals			33,114	-		33,114	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2023 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	61,961	70,000	79,900	79,900	79,900	79,900	-
Wage Subsidy	-	16,980	-	-	-	-	-
Transfer From Reserves	-	-	-	-	-	-	-
Total Revenues	61,961	86,980	79,900	79,900	79,900	79,900	-
Expenses							
Wages and Benefits	378,407	541,715	497,778	558,219	579,860	620,839	40,979
Office Supplies	649	750	1,000	1,000	1,000	1,000	-
Advertising & Promotion	-	7,500	2,200	12,000	12,000	12,000	-
Meeting Expenses	-	250	500	500	500	500	-
Courier & Postage	1,892	2,500	3,000	3,000	3,000	3,000	-
Travel Expense	261	1,250	1,500	1,500	2,500	2,500	-
Training & Conferences	1,276	3,500	8,000	8,000	8,000	8,000	-
Memberships & Subscriptions	2,974	4,600	4,600	4,600	4,600	4,600	-
Telecommunications	504	800	800	800	800	-	(800)
Computer Expense	11,504	-	7,500	11,200	12,760	-	(12,760)
Consulting Services	25,410	50,000	75,000	75,000	75,000	85,000	10,000
Equipment Rental	-	4,305	-	-	4,305	-	(4,305)
Transfer To Reserves	138,620	126,300	126,300	126,300	126,300	126,300	-
Total Expenses	561,496	743,470	728,178	802,119	830,625	863,739	33,114
Net Budget	499,535	656,490	648,278	722,219	750,725	783,839	33,114



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

The GIS division is responsible for providing the most up-to-date data for the Municipality’s land-based infrastructure including water, sanitary, storm, roads, fire hydrants, parks, zoning and aerial photography. The GIS System allows for viewing, understanding, questioning, interpreting, and visualizing data in many ways that reveal relationships, patterns, and trends in the form of maps, reports and charts which helps answer questions and solve problems by looking at data in a way that is quickly understood and easily shared.

BUDGET HIGHLIGHTS

- Major Operating Change Requests
- Wages for one GIS Technologist moved to DTCS in 2023 as part of reorganization of DTCS services
 - GIS Co-op student is being requested in 2023
 - GIS Master plan implementation
- Major Capital Projects
- None for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	183,330	188,058	113,329
Office Expenses	17,000	22,000	-
Professional Services	-	-	30,000
Transfers to Reserves	-	-	-
Total Expenses	200,330	210,058	143,329

Transfers from Reserves		-	-
Net Budget	200,330	210,058	143,329

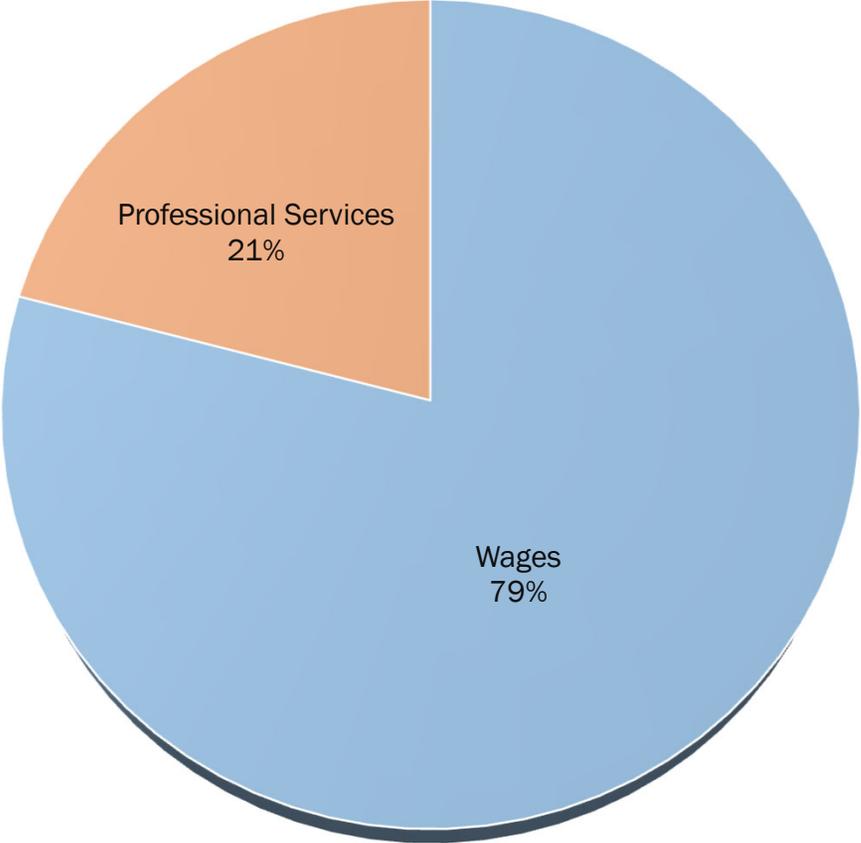
Summary of Budget Changes	Change	Balance
2022 Budget		210,058
Add:		
*Annualized Salary and Wages	2,246	
Budget Reallocations - IT Costs	(22,000)	
Budget Reallocations - Position	(92,084)	

Budget Issues:		
2023-038 GIS Co-op Student	15,109	
2023-072 GIS Masterplan	30,000	
Budget Changes Subtotal		(66,729)

Budget Issues funded through the Reserve		
	-	-

Net Levy Impact (66,729)

2023 Budget 143,329



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			2,246	-	Division salary and wage adjustment	2,246	-
2 Budget Reallocations - IT Costs			(22,000)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(22,000)	-
3 Budget Reallocations - Position			(92,084)	-	A former GIS Specialist is now the Business Application Support in DTCS team	(92,084)	-
4 Service Enhancement	2023-038	GIS Co-op Student	15,109	-	GIS Services historically consisted of two full-time GIS Technicians, and recently the one GIS Technician positions was converted into Business Application Specialist, which was required to fill other business needs. The new position of a GIS Coop Student will fill some of the gap and will provide for on the job work experience for the student.	15,109	-
5 Service Enhancement	2023-072	GIS Masterplan Implementation	30,000	30,000	At this time the GIS Master Plan is being developed, and is anticipated to be completed and approved in Sept 2022. As part of the Plan a project priority list will be prepared, but at this time some potential projects that have been identified could be: 1) Procurement of recommended solution, ETL tools, licenses; 2) Design, develop, and implement Lakeshore Web application; 3) Implement ArcGIS, Enterprise with Datastore and Geocortex 5; 4) Transition to ArcGIS Pro; 5) Laserfiche Integration with GIS; 6) Cityworks Integration with GIS; 7) CityView Integration with GIS.	30,000	-
Division Totals			<u>(66,729)</u>	<u>30,000</u>		<u>(66,729)</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Expenses							
Wages and Benefits	175,545	141,491	176,236	183,330	188,058	113,329	(74,729)
Travel Expense	-	-	-	-	-	-	-
Training & Conferences	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Computer Expense	20,613	26,176	17,000	17,000	22,000	-	(22,000)
Consulting Services	-	-	-	-	-	30,000	30,000
Transfer To Reserves	-	-	-	-	-	-	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	196,158	167,667	193,236	200,330	210,058	143,329	(66,729)
Net Budget	196,158	167,667	193,236	200,330	210,058	143,329	(66,729)



OBJECTIVES AND RESPONSIBILITIES

The Building division is responsible for the enforcement of The Building Code Act by providing compliance inspections which helps to promote a safe and healthy environment, and issuing permits for the construction, renovation, change of use or demolition of buildings that conform to the requirements of the Building Code Act and the Building Code.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Transfer from the Building reserve to the Building operations for the net changes of the 2023 budget - \$(37,859)
- Major Capital Projects**
- None for 2023

Summary

	2021 Budget	2022 Budget	2023 Budget
Wages	824,891	844,877	877,188
Office Expenses	46,047	49,537	23,633
Program Supplies	1,500	1,500	1,500
Operating Costs	244,899	312,174	312,174
Transfers to Reserves	3,500	3,500	3,500
Total Expenses	1,120,837	1,211,588	1,217,995
Revenues	(818,300)	(1,018,300)	(1,018,300)
Transfers from Reserves	-	-	-
Transfer From Reserve Funds	(302,537)	(193,288)	(199,695)
Net Budget	-	-	-

Summary of Budget Changes

	Change	Balance
2022 Budget		-
Add:		
*Annualized Salary and Wages	32,311	
Annualized for One-Time adjustments from prior year	193,038	
Budget Reallocations - IT Costs	(25,904)	
Budget Reallocation - Consolidate transfer from Building Reserve	250	

Budget Issues:

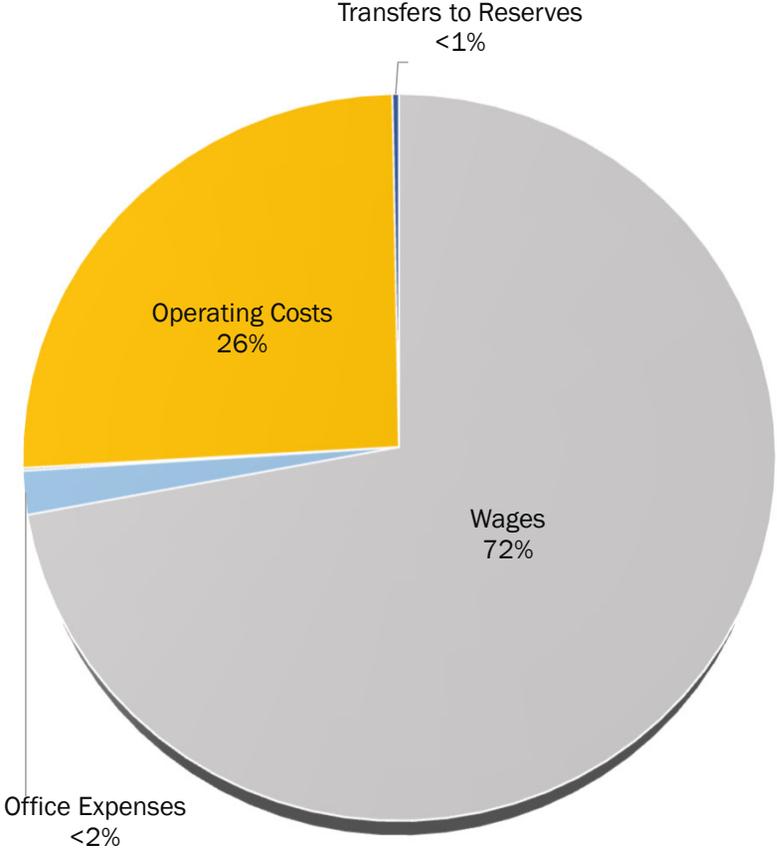
2023-081 Building Reserve Fund Operations Transfer	(199,695)	
Budget Changes Subtotal	-	

Budget Issues funded through the Reserve

	-	
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Net Levy Impact -

2023 Budget -



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		32,311	-	Division salary and wage adjustment	32,311	-
2 Annualized for One-Time adjustments from prior year			193,038	-	Division One-time adjustments from prior year See Appendix III for details	193,038	-
3 Budget Reallocations - IT Costs			(25,904)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(25,904)	-
4 Budget Reallocation - Consolidate transfer from Building Reserve			250	-	Consolidate separate transfer from Building Reserve to fund CityView License	250	-
5 Legislated	2023-081	Building Reserve Fund Operations Transfer	(199,695)	(199,695)	Transfer from Building Reserve to fund operating shortfall.	(199,695)	-
Division Totals			<u>-</u>	<u>(199,695)</u>		<u>-</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Licences & Permits	1,225,857	1,090,000	775,000	775,000	975,000	975,000	-
Miscellaneous Revenue	58,427	60,000	43,300	43,300	43,300	43,300	-
Transfer From Reserves	2,230	-	-	-	-	-	-
Transfer From Reserve Funds		63,115	240,000	302,537	193,288	199,695	6,407
Total Revenues	1,286,514	1,213,115	1,058,300	1,120,837	1,211,588	1,217,995	6,407
Expenses							
Wages and Benefits	783,747	802,527	793,240	824,891	844,877	877,188	32,311
Office Supplies	925	1,500	3,000	3,000	3,000	3,000	-
Courier & Postage	439	-	2,000	-	-	-	-
Travel Expense	-	500	1,000	833	833	833	-
Training & Conferences	9,720	4,500	15,000	15,000	15,000	15,000	-
Memberships & Subscriptions	4,662	4,800	4,800	4,800	4,800	4,800	-
Telecommunications	5,192	5,614	6,550	5,614	5,614	-	(5,614)
Computer Expense	16,789	75,000	16,550	16,800	20,290	-	(20,290)
Service Contract	-	1,500	-	-	-	-	-
Signs & Safety Devices	27	1,500	1,500	1,500	1,500	1,500	-
Fuel & Oil	7,336	-	-	-	-	-	-
Insurance Premiums	52,461	69,252	37,800	37,800	69,252	69,252	-
Overhead Allocation	140,964	234,422	164,360	198,599	234,422	234,422	-
Vehicle Repairs & Maintenance	7,962	8,500	12,500	8,500	8,500	8,500	-
Transfer To Reserves	286,875	3,500	-	3,500	3,500	3,500	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	1,317,099	1,213,115	1,058,300	1,120,837	1,211,588	1,217,995	6,407
Net Budget	30,585	-	-	-	-	-	-



OBJECTIVES AND RESPONSIBILITIES

The Economic Development Office is responsible for the attraction & retention of business development programs, marketing employment lands, developing an economic development strategic plan, being the initial contact for potential employers , the liaison with Invest Windsor Essex, TWEPI, County, other levels of government and overseeing Mobility (Active Transportation, Transit, Goods Movement).

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- None for 2023
- Major Capital Projects**
- Transit Plan

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	137,808	138,565	151,885
Office Expenses	7,360	15,360	13,350
Professional Services	10,000	15,000	15,000
Transfers to Reserves	-	25,000	25,000
Net Budget	155,168	193,925	205,235

	Change	Balance
Summary of Budget Changes		
2022 Budget		193,925
Add: Wage Adjustments	13,320	
Budget Reallocations - IT Costs	(2,010)	

Budget Issues:

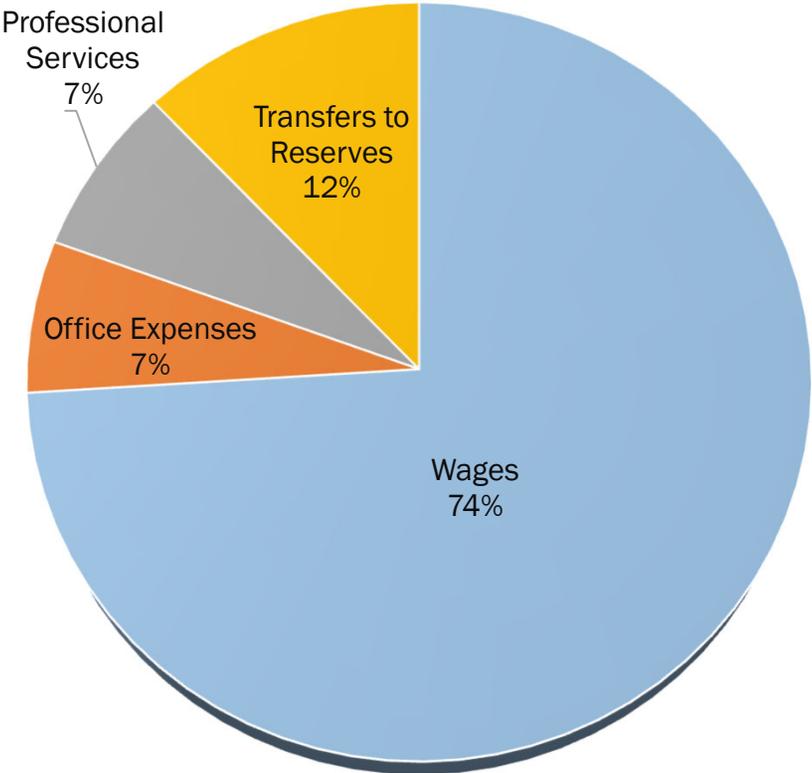
Budget Changes Subtotal	11,310
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Budget Issues funded through the Reserve

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Net Levy Impact	11,310
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2023 Budget	205,235
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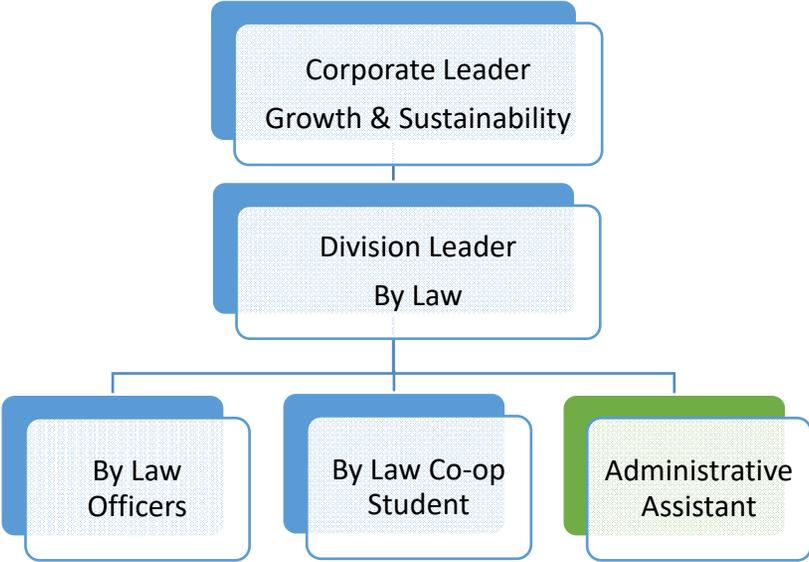


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		13,320	-	Division salary and wage adjustment	13,320	-
2 Budget Reallocations - IT Costs			(2,010)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(2,010)	-
Division Totals			<u><u>11,310</u></u>	<u>-</u>		<u><u>11,310</u></u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Expenses							
Wages and Benefits	14,031	138,565	33,750	137,808	138,565	151,885	13,320
Office Supplies	-	150	-	150	150	150	-
Advertising & Promotion	-	3,000	-	-	3,000	3,000	-
Travel Expense	-	2,000	-	-	4,000	4,000	-
Training & Conferences	-	2,500	-	5,000	5,000	5,000	-
Memberships & Subscriptions	-	1,200	-	1,200	1,200	1,200	-
Telecommunications	-	1,010	-	1,010	1,010	-	(1,010)
Computer Expense	4,165	-	-	-	1,000	-	(1,000)
Senior Transit Services	8,151	15,000	10,000	10,000	15,000	15,000	-
Transfer To Reserves	-	25,000	-	-	25,000	25,000	-
Total Expenses	26,347	188,425	43,750	155,168	193,925	205,235	11,310
Net Budget	26,347	188,425	43,750	155,168	193,925	205,235	11,310



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

The By Law division is responsible for the enforcement of the Municipality’s by-laws. By-laws are created to address issues and concerns of the community. They are created to protect the environment, public health, safety and to maintain a pleasant community for everyone.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Addition of the Administrative Assistant is being requested in 2023
- Additional training and memberships are being requested

Major Capital Projects

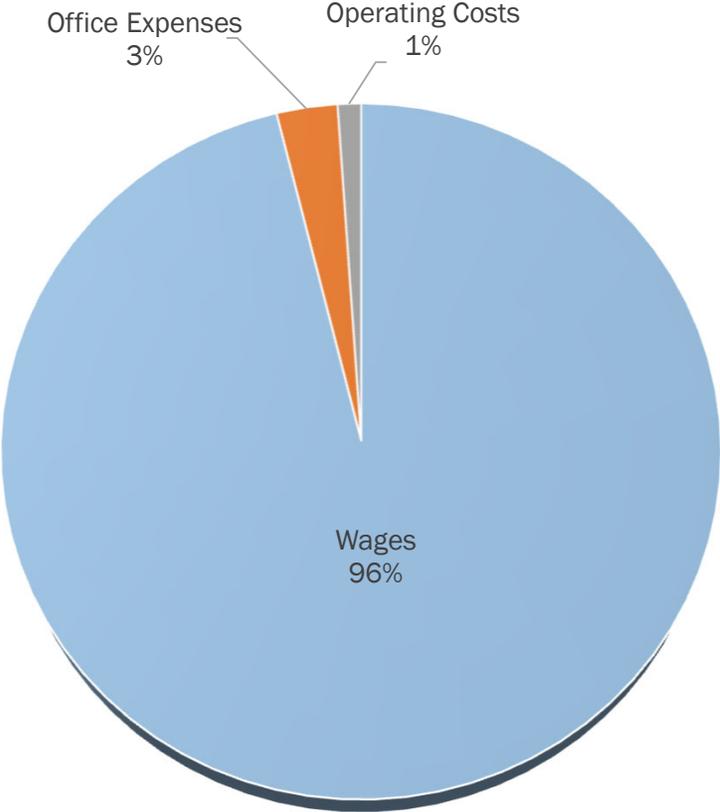
- Rat Abatement Pilot Project

Summary

	2021 Budget	2022 Budget	2023 Budget
Wages	201,602	336,982	443,509
Office Expenses	7,503	11,883	13,000
Operating Costs	4,000	4,878	4,992
Transfers to Reserves	-	-	-
Total Expenses	213,105	353,743	461,501
Revenues	-	-	-
Transfer From Reserve Funds	-	(878)	-
Net Budget	213,105	352,865	461,501

Summary of Budget Changes

	Change	Balance
2022 Budget		352,865
Add:		
*Annualized Salary and Wages	22,065	
Annualized for One-Time adjustments from prior year	(2,602)	
Budget Reallocations - IT Costs	(3,236)	
Budget Issues:		
2023-016 Insurance Premiums	114	
2023-039 By-Law - Memberships & Subscriptions	1,000	
2023-040 By-Law - Training & Conferences	6,000	
2023-041 By-Law - Travel Expenses	833	
2023-089 Administrative Assistant - By Law	84,462	
Budget Changes Subtotal		108,636
Budget Issues funded through the Reserve		-
Net Levy Impact		108,636
2023 Budget		461,501



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			22,065	-	Division salary and wage adjustment	22,065	-
2 Annualized for One-Time adjustments from prior year			(2,602)	-	Division One-time adjustments from prior year See Appendix III for details	(2,602)	-
3 Budget Reallocations - IT Costs			(3,236)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(3,236)	-
4 Contractual	2023-016	Insurance Premiums	114	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	114	-
5 Line Item Increase	2023-039	By-Law - Memberships & Subscriptions	1,000	-	Bylaw Enforcement Officers and the Division Leader of Bylaw are required to retain membership in certain organizations in order to gain access to required training programs offered to its membership. These memberships also provide savings when securing training dates which actually end paying for themselves over the course of the fiscal year. The organizations include the Municipal Law Enforcement Officers Association (MLEO), Ontario Association of Property Standards Officers (OAPSO) and the Ontario Building Officials Association (OBOA). The annual fees are as follows: MLEO \$337.00 OAPSO \$176.00 OBOA \$320.00	1,000	-
6 Line Item Increase	2023-040	By-Law - Training & Conferences	6,000	-	The Bylaw Enforcement Division is required to obtain training in order to meet obligations set out in their job descriptions. Due to the increased costs of travel and course registrations, the current budget falls short of meeting the basic requirements to send each Bylaw Officer to 1 training course per calendar year.	6,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
7 Line Item Increase	2023-041	By-Law - Travel Expenses	833	-	The Bylaw Enforcement Division is required to obtain training in order to meet obligations set out in their job descriptions. The majority of the training is held outside of Essex County and requires staff members to use their own vehicles on occasion due to operational requirements. The current budget is \$167 and is proposed to be increased by \$833 for a total of \$1,000.	833	-
8 Service Enhancement	2023-089	Administrative Assistant - By Law	84,462	-	The Bylaw Enforcement Division is currently made up of a Division Leader, 2 full-time Bylaw Enforcement Officers and 1 seasonal student. The full-time Building Services Administrative Assistant is shared between the Building and Bylaw Divisions. As a result of the Organizational Review, Dog Tag licensing, Lakeshore Dog Pound operations and Crossing Guards now fall under the Bylaw Enforcement Division. The administrative functions associated with these additional responsibilities are currently still with the Civic Affairs Division but will have to eventually transition to Bylaw Enforcement. See Appendix IV for details.	84,462	-
Division Totals			<u><u>108,636</u></u>	-		<u><u>108,636</u></u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Miscellaneous Revenue	-	-	-	-	-	-	-
Recovery of Expense	5,975	-	-	-	-	-	-
Wage Subsidy	5,938	-	-	-	-	-	-
Transfer From Reserve Funds	-	878	2,750	-	878	-	(878)
Total Revenues	11,913	878	2,750	-	878	-	(878)
Expenses							
Wages and Benefits	162,159	305,278	181,200	201,602	336,982	443,509	106,527
Office Supplies	173	-	-	-	-	-	-
Courier & Postage	29	2,000	-	2,000	2,000	2,000	-
Travel Expense	58	167	-	167	167	1,000	833
Training & Conferences	-	2,000	3,000	3,000	3,000	9,000	6,000
Membership & Subscriptions	-	-	-	-	-	1,000	1,000
Telecommunications	616	2,536	-	936	2,536	-	(2,536)
Computer Expense	2,230	4,180	4,150	1,400	4,180	-	(4,180)
Software Expense	-	-	-	-	-	-	-
Service Contract	15,773	1,760	-	-	-	-	-
Insurance Premiums	-	878	-	-	878	992	114
Vehicle Repairs & Maintenance	4,319	4,000	-	4,000	4,000	4,000	-
Transfer To Reserves	-	-	3,500	-	-	-	-
Total Expenses	185,357	322,799	191,850	213,105	353,743	461,501	107,758
Net Budget	173,444	321,921	189,100	213,105	352,865	461,501	108,636



OBJECTIVES AND RESPONSIBILITIES

Animal Control is responsible for overseeing the Animal Control contract, dog licensing, cat spray/neuter voucher program and livestock valuation program.

Note: Lakeshore is responsible for the operations and maintenance of the joint Area 3 Dog Pound on a cost recovery/cost-share basis. The Municipality issues dog tags to help offset costs. Lakeshore employees staff the dog pound and are included in the Area 3 Dog Pound budget, which is not part of the Animal Control Budget Centre.

BUDGET HIGHLIGHTS

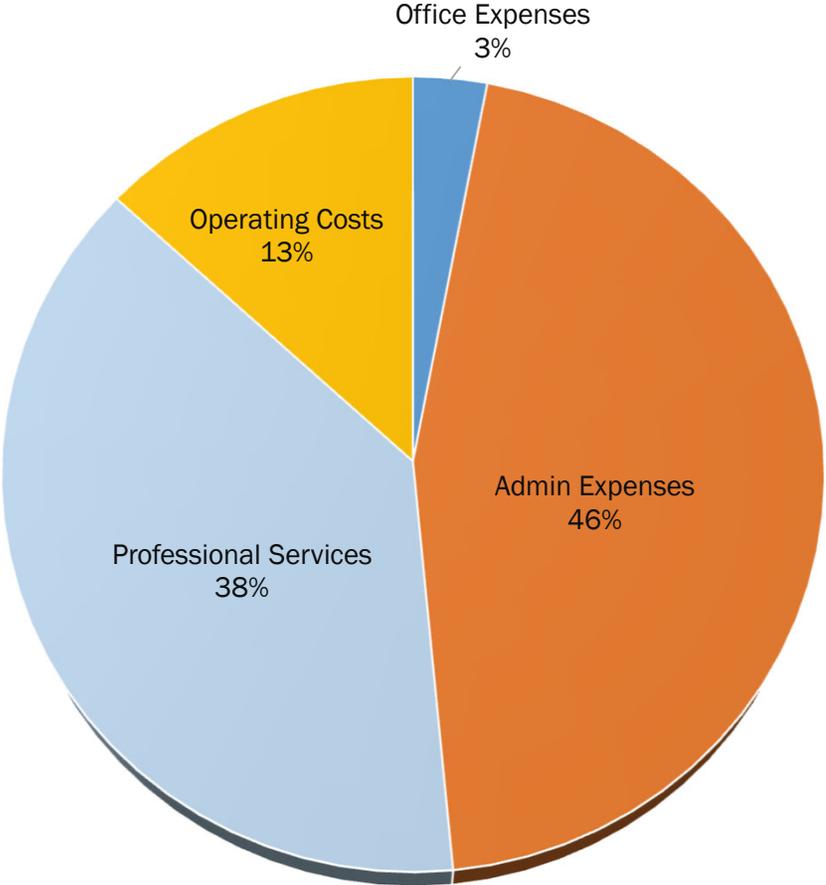
- Major Operating Change Requests
- Increases in the Animal Control Contract
- Major Capital Projects
- Chest Freezer and Washer and Dryer at Dog Pound

Summary

	2021 Budget	2022 Budget	2023 Budget
Office Expenses	2,500	2,500	2,500
Admin Expenses	38,000	38,000	38,000
Professional Services	19,600	19,600	32,000
Operating Costs	10,950	11,015	11,015
Total Expenses	71,050	71,115	83,515
Revenues	(40,900)	(40,965)	(40,900)
Net Budget	30,150	30,150	42,615

Summary of Budget Changes

	Change	Balance
2022 Budget		30,150
Add:		
Annualized for One-Time adjustments from prior y	65	
<u>Budget Issues:</u>		
2023-037 Animal Control Yearly Contract	12,400	
Budget Changes Subtotal		12,465
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		12,465
2023 Budget		42,615



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Annualized for One-Time adjustments from prior year			65	-	Division One-time adjustments from prior year See Appendix III for details	65	-
2 Contractual	2023-037	Animal Control Yearly Contract	12,400	-	The Municipality of Lakeshore contracts the services of an Animal Control Officer. The Animal Control Officer responds to calls from the public regarding dogs that are lost and the owner cannot be located. When attempts to locate the owner of the dog are exhausted, the Animal Control provides transportation of the dogs to the Lakeshore Dog Pound for processing. The Animal Control Officer is responsible to remove and dispose of dead animals from all public highways and public property within the limits of the Municipality at the request of the Municipality. On a weekly basis, the Animal Control Officer will attend the Dog Pound to collect, remove and transport all dead animals to the Essex Windsor Regional Landfill Site. The current contract was in effect from October 2020 until October 2022. The current provider has agreed to extend the current contract until January 2023 to ensure the budget process has been followed. The Animal Control Services Request for Proposal term of service was 1 year plus an additional 1 year. The only respondent to the Animal Control Services RFP was \$32,000 (plus applicable taxes) for each year 1 and year 2. The Animal Control Base Budget of \$19,600 would have to be increased by \$12,400.	12,400	-
Division Totals			<u>12,465</u>	-		<u>12,465</u>	-



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Licences & Permits	21,793	32,000	35,800	25,300	25,300	25,300	-
Fines Revenue	726	1,700	1,700	1,700	1,700	1,700	-
Recovery of Staff	13,900	13,900	13,900	13,900	13,900	13,900	-
Transfers from Reserves	-	65	-	-	65	-	(65)
Total Revenues	36,419	47,665	51,400	40,900	40,965	40,900	(65)
Expenses							
Office Supplies	140	1,500	1,000	1,000	1,000	1,000	-
Courier & Postage	-	1,500	1,500	1,500	1,500	1,500	-
Administration Fee	52,708	38,000	38,000	38,000	38,000	38,000	-
Service Contract	-	-	10,000	-	-	-	-
Animal Control Officer	20,152	22,000	19,600	19,600	19,600	32,000	12,400
Insurance Premiums	-	65	-	-	65	65	-
Stray Cats	4,625	3,500	5,000	5,000	5,000	5,000	-
Cat Spay & Neuter	2,300	3,500	5,000	5,000	5,000	5,000	-
Miscellaneous Expense	899	950	950	950	950	950	-
Total Expenses	80,824	71,015	81,050	71,050	71,115	83,515	12,400
Net Budget	44,406	23,350	29,650	30,150	30,150	42,615	12,465



OBJECTIVES AND RESPONSIBILITIES

The Crossing Guard division is responsible for helping children safely cross the street as they walk or bicycle to and from school.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- No Requests for 2023

Major Capital Projects

- No Requests for 2023

Summary

	2021 Budget	2022 Budget	2023 Budget
Wages	59,469	64,716	68,836
Office Expenses	3,670	3,250	3,250
Operating Costs	-	-	-
Transfers to Reserves	-	-	-
Total Expenses	63,139	67,966	72,086
Transfers from Reserves	-	-	-
Net Budget	63,139	67,966	72,086

Summary of Budget Changes

	Change	Balance
2022 Budget		67,966
Add:		
*Annualized Salary and Wages	4,120	

Budget Issues:

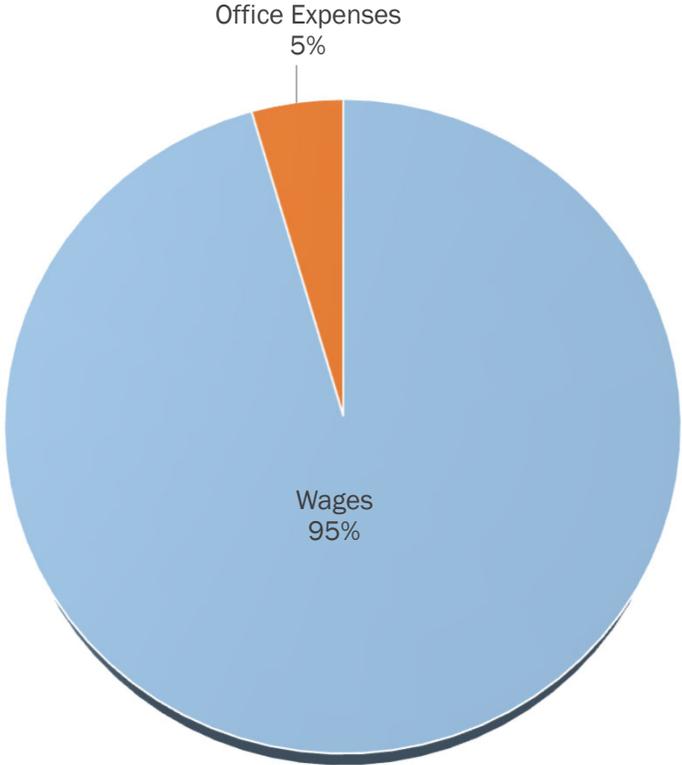
Budget Changes Subtotal	-	4,120
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Budget Issues funded through the Reserve

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Net Levy Impact		4,120
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2023 Budget		72,086
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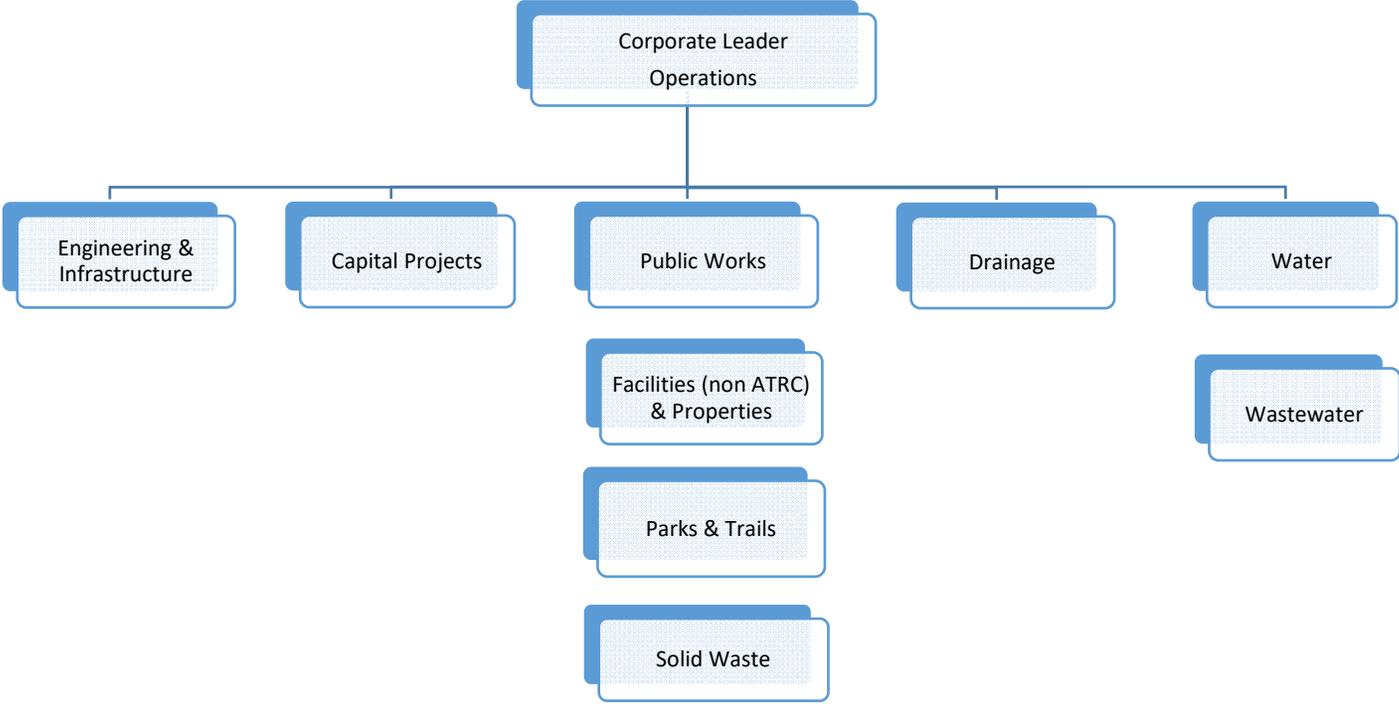


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		4,120	-	Division salary and wage adjustment	4,120	-
Division Totals			<u>4,120</u>	<u>-</u>		<u>4,120</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserves	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Expenses							
Wages and Benefits	34,751	64,716	51,677	59,469	64,716	68,836	4,120
Office Supplies	1,614	1,000	3,170	1,420	1,000	1,000	-
Meeting Expenses	-	-	-	-	-	-	-
Travel Expense	2,756	2,250	2,250	2,250	2,250	2,250	-
Training & Conferences	-	-	-	-	-	-	-
Transfer To Reserves	-	-	-	-	-	-	-
Total Expenses	39,120	67,966	57,097	63,139	67,966	72,086	4,120
Net Budget	39,120	67,966	57,097	63,139	67,966	72,086	4,120



OBJECTIVES AND RESPONSIBILITIES

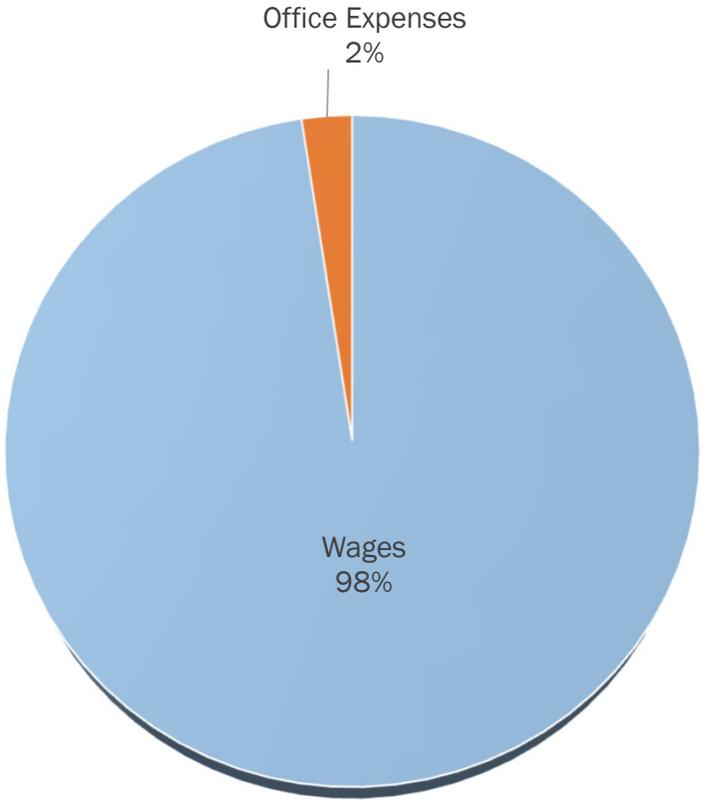
The Corporate Leader in this department is responsible for overseeing the following Divisions: Engineering & Infrastructure, Capital Projects & Drainage, Roads & Fleet, Non ARTC Facilities & Properties, Parks and Trails, Solid Waste, Water and Wastewater.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Additional training expense
- Major Capital Projects**
- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	178,505	203,543	222,553
Office Expenses	4,050	4,050	5,500
Total Expenses	182,555	207,593	228,053
Revenues	-	-	-
Net Budget	182,555	207,593	228,053

	Change	Balance
Summary of Budget Changes		
2022 Budget		207,593
Add:		
*Annualized Salary and Wages	19,010	
Budget Reallocations - IT Costs	(550)	
<u>Budget Issues:</u>		
2023-048 Ops Admin - Training & Conference	2,000	
Budget Changes Subtotal		20,460
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		-
2023 Budget		228,053



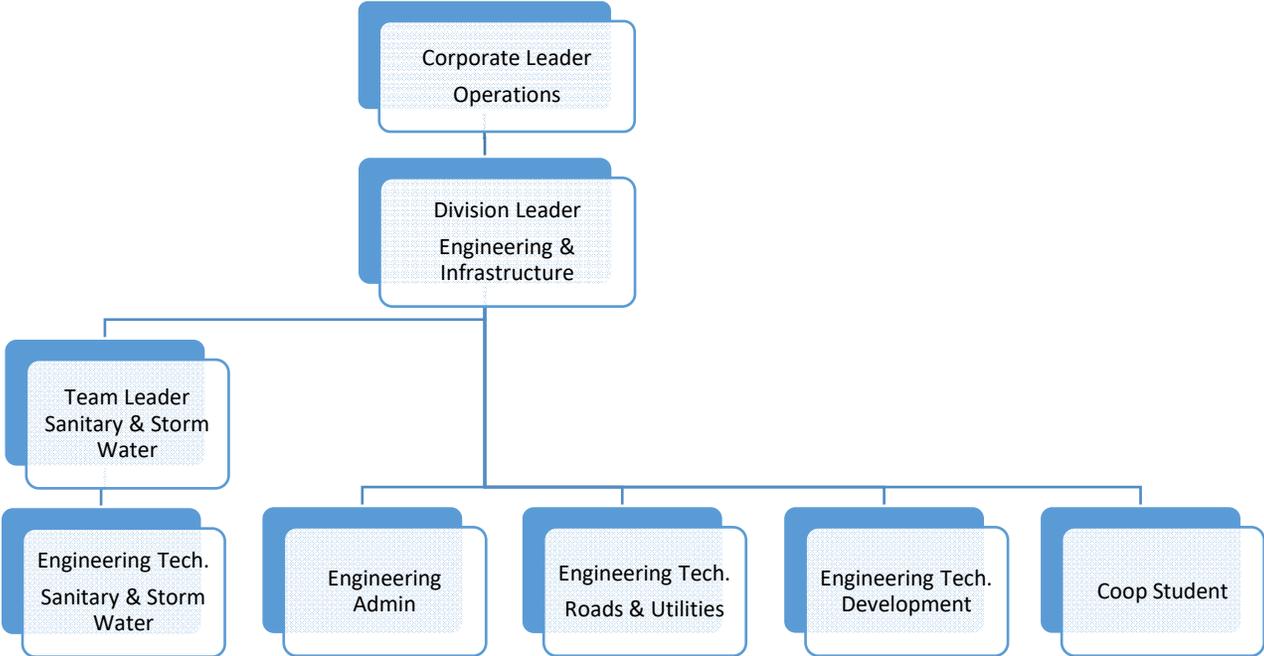
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages *		19,010	-	Division salary and wage adjustment	19,010	-
2	Budget Reallocations - IT Costs		(550)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(550)	-
3	Line Item Increase	2023-048 Training & Conferences	2,000	-	Training Budget to be increased for Corporate Leader use by \$2,000. This includes cultural change support in Operations.	2,000	-
Division Totals			<u>20,460</u>	-		<u>20,460</u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserves	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Expenses							
Wages and Benefits	186,583	203,543	189,545	178,505	203,543	222,553	19,010
Travel Expense	-	500	1,000	1,000	1,000	1,000	-
Training & Conferences	4,391	1,000	2,000	2,000	2,000	4,000	2,000
Memberships & Subscriptions	224	500	500	500	500	500	-
Telecommunications	550	550	550	550	550	-	(550)
Transfer To Reserves	-	-	-	-	-	-	-
Total Expenses	191,748	206,093	193,595	182,555	207,593	228,053	20,460
Net Budget	191,748	206,093	193,595	182,555	207,593	228,053	20,460





OBJECTIVES AND RESPONSIBILITIES

The Engineering & Infrastructure Division is responsible for the review and inspection of all development proposals, site plans and other planning applications to ensure compliance with the Municipal’s Development Standards. Staff provide engineering technical support, review, and coordinate comments from the various Operation Divisions on all planning applications. This Division assists with the updating of the Municipal’s infrastructure asset inventory and ensuring that the material is available for use by all Municipal staff. Engineering and technical support is provided to the Operation Divisions on all Municipal safety, capital, Environmental Assessment, and traffic projects, as required. This Division includes support for other infrastructure projects and responds to external agencies and utilities on various special projects. In late 2021, Flooding Mitigation and Protection was added.

BUDGET HIGHLIGHTS

Major Operating Change Requests

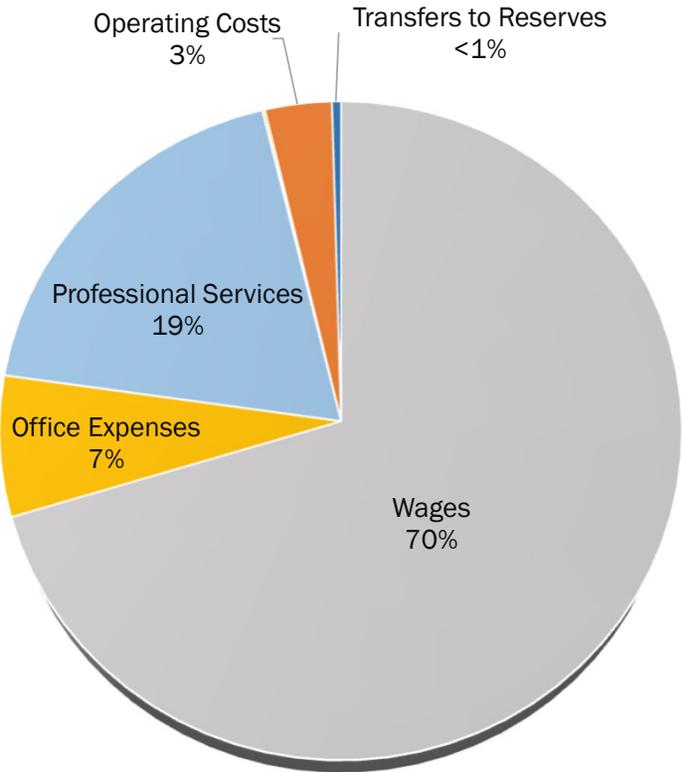
- Increases to Training and Conferences
- Increases for Vehicle Maintenance

Major Capital Projects

- Bridge Needs Study
- Water, Wastewater Master Plan
- Roads Needs Study
- Stormwater Levy Study

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	589,387	649,559	668,233
Office Expenses	29,975	79,310	65,600
Professional Services	45,000	180,000	180,000
Program Supplies	500	1,200	1,200
Operating Costs	27,500	23,500	30,900
Transfers to Reserves	4,200	4,200	4,200
Total Expenses	696,562	937,769	950,133
Revenues	(36,000)	(171,000)	(171,000)
Transfers from Reserves	(170,000)	(20,000)	(20,000)
Net Budget	490,562	746,769	759,133

	Change	Balance
Summary of Budget Changes		
2022 Budget		746,769
Add:		
*Annualized Salary and Wages	18,674	
Annualized for One-Time adjustments from prior year	(8,160)	
Budget Reallocations - IT Costs	(10,550)	
Budget Issues:		
2023-042 EIS - Training & Conferences	5,000	
2023-043 EIS - Vehicle Cleaning	7,400	
Budget Changes Subtotal		12,364
Budget Issues funded through the Reserve		
		-
Net Levy Impact		12,364
2023 Budget		759,133



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1	*Annualized Salary and Wages *		18,674	-	Division salary and wage adjustment	18,674	-
2	Annualized for One-Time adjustments from prior year		(8,160)	-	Division One-time adjustments from prior year See Appendix III for details	(8,160)	-
3	Budget Reallocations - IT Costs		(10,550)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(10,550)	-
4	Line Item Increase	2023-042 Training & Conferences	5,000	-	Training budget increase due to two additional staff and increase in technical training costs.	5,000	-
5	Line Item Increase	2023-043 Vehicle Cleaning	7,400	-	The Engineering vehicle pool consists of three vehicles: two SUV's and a pick-up truck. There is currently no funding for vehicle maintenance or cleaning. This request is to cover oil changes, tires, cleaning and minor repairs.	7,400	-
Division Totals			12,364	-		12,364	-

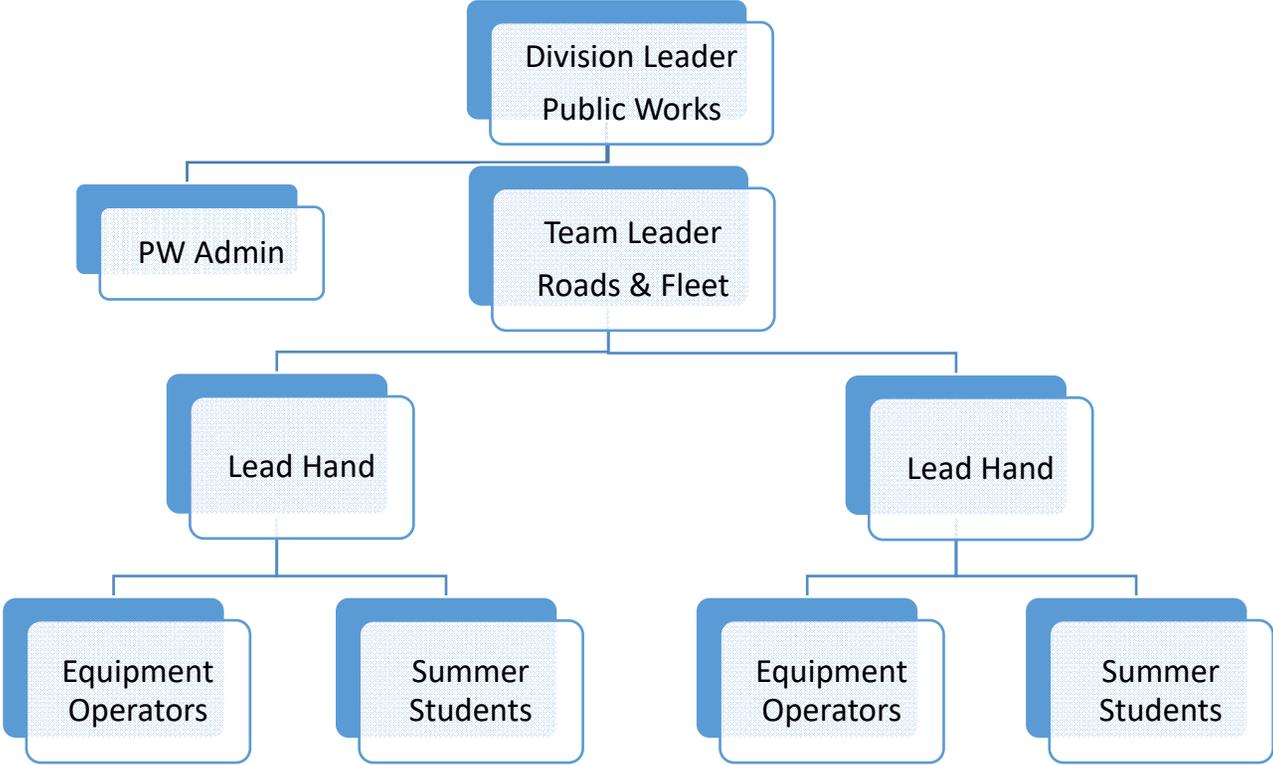
* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



2023 Budget

Engineering and Infrastructure

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	600	1,000	1,000	1,000	1,000	1,000	-
Licences & Permits	29,880	60,000	35,000	35,000	35,000	35,000	-
Recovery of Expense	-	135,000	-	-	135,000	135,000	-
Wage Subsidy	-	2,100	-	-	-	-	-
Proceeds on Sale of Land	84,800	41,400	-	-	-	-	-
Transfer From Reserves	-	-	1,550	150,000	-	-	-
Transfer From Reserve Funds	1,356	-	20,000	20,000	20,000	20,000	-
Total Revenues	116,636	239,500	57,550	206,000	191,000	191,000	-
Expenses							
Wages and Benefits	611,390	542,565	638,529	589,387	649,559	668,233	18,674
Office Supplies	2,322	2,500	4,500	4,500	4,500	4,500	-
Meeting Expenses	338	500	500	500	500	500	-
Courier & Postage	770	600	600	600	600	600	-
Travel Expense	1,613	750	3,000	3,000	3,000	3,000	-
Training & Conferences	-	2,500	8,200	8,200	10,500	15,500	5,000
Memberships & Subscriptions	623	1,500	1,300	1,300	1,500	1,500	-
Telecommunications	3,191	5,000	4,350	5,025	7,100	-	(7,100)
Computer Expense	2,764	5,000	4,000	6,850	11,610	-	(11,610)
Grants & Subsidies	-	40,000	-	-	40,000	40,000	-
Consulting Services	12,361	85,000	45,000	45,000	180,000	180,000	-
Health & Safety Supplies	199	700	500	500	700	700	-
Materials & Supplies	-	500	-	-	500	500	-
Fuel & Oil	-	5,000	3,500	3,500	3,500	3,500	-
Facility Maintenance	-	-	-	4,000	-	-	-
Equipment Rental	1,191	-	-	-	-	-	-
Tree Services	24,015	20,000	20,000	20,000	20,000	20,000	-
Vehicle Repairs & Maintenance	746	-	-	-	-	7,400	7,400
Transfer To Reserves	64,285	25,600	3,500	4,200	4,200	4,200	-
Total Expenses	725,808	737,715	737,479	696,562	937,769	950,133	12,364
Net Budget	609,173	498,215	679,929	490,562	746,769	759,133	12,364



OBJECTIVES AND RESPONSIBILITIES

The Roads & Fleet Division is responsible the operations and maintenance of municipal infrastructure systems including roads, storm sewers, bridges and culverts, signs, sidewalks, safety devices and streetlights. They perform winter control operations on all local roads within Lakeshore and are also responsible for all routine maintenance on the equipment used in the day-to-day operations.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Increases to Fuel and Oil due to inflation
- Increases to Center Line Painting, dust control, sign replacement programs
- Reallocation of Larvicide Program from Environmental Services
- Increase to road salt cost due to inflation
- Asset Management Plan Increase to Reserve Transfer of 3% of Tax Rate for Core Infrastructure -\$1,239,249

Major Capital Projects

- Roads Lifecycle Surface Treatment Program
- Lifecycle Asphalt Road Resurfacing Program
- Storm Pond Sediment Removal
- Storm water pump stations monitoring
- Community Winter Lights
- Single Axle and Tandem Axle & Chassis
- Sidewalk Lifecycle Replacement
- Fence Lifecycle Replacement Program

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	1,721,665	1,809,108	1,993,730
Office Expenses	93,300	75,800	32,500
Admin Expenses	10,000	-	-
Professional Services	530,500	608,330	25,000
Program Supplies	607,500	619,554	664,554
Operating Costs	2,241,900	2,527,410	3,377,860
Transfers to Reserves	9,152,400	9,502,400	10,741,649
Total Expenses	14,357,265	15,142,602	16,835,293
Revenues	(138,800)	(138,800)	(138,800)
Transfers from Reserves	-	(225,510)	-
Net Budget	14,218,465	14,778,292	16,696,493

Summary of Budget Changes	Change	Balance
2022 Budget		14,778,292
Add:		
*Annualized Salary and Wages	105,775	
Annualized for One-Time adjustments from prior year	225,510	
Budget Reallocations - IT Costs	(43,300)	
Budget Reallocations - Position	78,847	
Budget Reallocations - Larvicide Program	5,000	

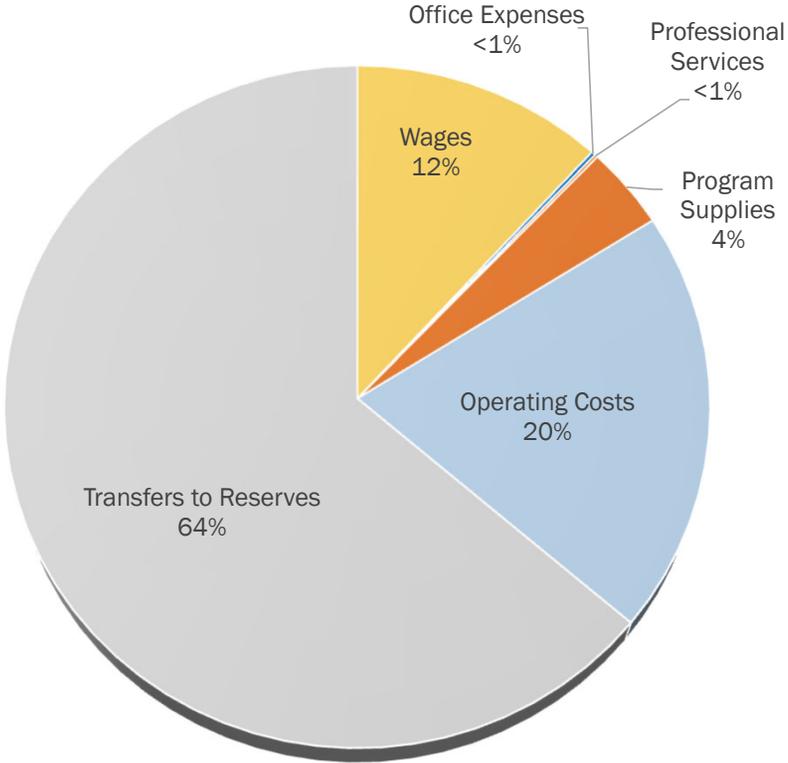
<u>Budget Issues:</u>	
2023-016 Insurance Premiums	69,720
2023-049 Dust Control	10,000
2023-050 Road Salt Maintenance Increase	25,000
2023-051 Signs for Private Roads	30,000
2023-052 Centre Line Painting	30,000
2023-053 GPS Vehicle Monitoring	1,400
2023-083 Fuel & Oil	141,000
2023-086 AMP Increase	1,239,249
Budget Changes Subtotal	1,918,201

Budget Issues funded through the Reserve

 -

Net Levy Impact _____ 1,918,201

2023 Budget _____ **16,696,493**



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves	
1	*Annualized Salary and Wages *		105,775	-	Division salary and wage adjustment	105,775	-	
2	Annualized for One-Time adjustments from prior year		225,510	-	Division One-time adjustments from prior year See Appendix III for details	225,510	-	
3	Budget Reallocations - IT Costs		(43,300)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(43,300)	-	
4	Budget Reallocations - Position		78,847	-	Consolidate positions previously assigned to multiple divisions into one division	78,847	-	
5	Budget Reallocations - Larvicide Program		5,000	-	Larvicide Program is reallocated from Solid Waste to Roads and Fleet division	5,000	-	
6	Contractual	2023-016	Insurance Premiums	69,720	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	69,720	-
7	Service Enhancement	2023-049	Dust Control	10,000	-	Increasing dust control portion of loose top maintenance from \$10,000 to \$20,000 to provide additional LOS for dust control.	10,000	-
8	Service Enhancement	2023-050	Road Salt Maintenance Increase	25,000	-	In 2022 the Municipality has converted eight kilometers of gravel roads to tar and chip and several new subdivision roads have been developed and are now serviced by the Municipality. An average of seventy tonnes of road salt per storm is calculated @ 139kg of salt per lane kilometer. Road salt is purchased from K + S Salt in Windsor and is delivered by truck to both Public Works yards (East & West Yards). Operations requires an increase of \$25,000 to this account to cover these additional roads, rising costs to manufacture salt and additional fuel charges for delivery. Below is the rising costs per tonne of salt supplied since 2018, this does not include the cost for delivery. 2018 - \$73.90 2019 - \$76.50 2020 - \$80.00 2021 - \$83.50 2022 - \$85.50	25,000	-
9	Service Enhancement	2023-051	Signs for Private Roads	30,000	-	Roadway signage has been increasing and requires maintenance. Currently the Municipality does not have signage placed for the private roadways. This needs to be added in 2023.	30,000	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
10 Service Enhancement	2023-052	Centre Line Painting	30,000	-	The Municipality completes centerline painting for its rural roads at a cost of \$20,000 - \$25,000.00 annually for approximately 100km. More road painting is required annually and this increase will allow the Municipality to complete more center line painting on a rotational basis. The cost of center line painting was previously included in the Signs and Safety devices in the Roads Operating budget. With the increased costs of supplies the trend over the past 3 consecutive years will continue, an increase in budget by \$30,000.00 will keep this account from being in a deficit. This increase will also help address the increased inventory resulting from the assumption of new roads and infrastructure.	30,000	-
11 Line Item Increase	2023-053	GPS Vehicle Monitoring	1,400	-	Annual Monitoring Fee for upgraded system.	1,400	-
12 Inflationary	2023-083	Fuel & Oil	141,000	-	Increase due to inflationary pressures on fuel cost for the fleet of the municipality.	141,000	-
13 Legislated	2023-086	AMP Increase	1,239,249	-	On September 27, 2022 Council approved the following: Approve the Municipality of Lakeshore Asset Management Plan 2022; Direct the Corporate Leader - Chief Financial Officer to submit the Municipality of Lakeshore Asset Management Plan 2022 to the Ontario Ministry of Infrastructure; Direct that the Municipality of Lakeshore Asset Management Plan 2022 be made available on the Municipal website; Direct that the financial strategies outlined in Municipality of Lakeshore Asset Management Plan 2022 Report presented at the September 27, 2022 Council meeting be adopted and considered in future budgets and fiscal planning and policy documents. The Asset Management Plan calls for a 3% increase to tax increase to be transferred to reserves to fund lifecycle replacement of infrastructure.	1,239,249	-
Division Totals			<u>1,918,201</u>	-		<u>1,918,201</u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee-Missed Appt	55	6,000	-	-	-	-	-
Licences & Permits	96,609	90,000	62,800	62,800	62,800	62,800	-
Miscellaneous Revenue	30,640	1,500	-	-	-	-	-
Proceeds From Sale Of Equi	-	-	-	-	-	-	-
Recovery Of Wages	33,822	40,000	40,000	40,000	40,000	40,000	-
Recovery Of Expense	26,898	36,000	36,000	36,000	36,000	36,000	-
Wage Subsidy	3,430	21,773	-	-	-	-	-
Transfer From Reserves	-	225,510	-	-	225,510	-	(225,510)
Total Revenues	191,454	420,783	138,800	138,800	364,310	138,800	(225,510)
Expenses							
Wages and Benefits	1,327,851	1,650,082	1,522,041	1,721,665	1,809,108	1,993,730	184,622
Office Supplies	1,477	2,032	-	-	-	-	-
Courier & postage	623	2,000	-	-	-	-	-
Travel Expense	440	500	500	500	500	500	-
Training & Conferences	13,022	12,000	25,000	25,000	30,000	30,000	-
Memberships & Subscriptio	1,857	2,000	2,000	2,000	2,000	2,000	-
Telecommunications	58,802	32,000	35,500	35,500	28,500	-	(28,500)
Computer Expense	14,673	6,000	20,800	30,300	14,800	-	(14,800)
Grants & Subsidies	5,625	1,350	10,000	10,000	-	-	-
Interest Expense	1,956	-	-	-	-	-	-
Pagers & Radio Airtime	-	22,500	-	-	22,500	22,500	-
Consulting Services	60,370	25,000	-	-	25,000	25,000	-
Service Contract	-	24,830	-	-	24,830	24,830	-
Grounds Maintenance	126,760	135,000	118,300	118,300	150,800	150,800	-
Winter Control Services	139,915	240,000	237,200	237,200	260,200	260,200	-
Locate Services	72,243	125,000	175,000	175,000	125,000	125,000	-
Health & Safety Supplies	8,021	7,500	7,500	7,500	7,500	7,500	-
Salt	315,233	375,000	375,000	375,000	375,000	400,000	25,000

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Signs & Safety Devices	237,737	197,054	185,000	185,000	197,054	257,054	60,000
Small Tools & Equipment	26,387	40,000	40,000	40,000	40,000	40,000	-
Hardtop Road Maintenance	321,183	300,000	350,000	350,000	400,000	400,000	-
Loosetop Maintenance	360,676	480,000	335,000	335,000	335,000	345,000	10,000
Roadside Maintenance	62,817	81,500	81,500	81,500	81,500	86,500	5,000
Traffic Calming Measures	-	35,000	-	40,000	40,000	40,000	-
Bridges & Culverts Mainte	58,963	35,000	40,000	40,000	40,000	40,000	-
Sidewalk Maintenance	29,419	25,000	25,000	25,000	30,000	30,000	-
Streetlights Maintenance	57,457	66,329	30,000	30,000	35,000	35,000	-
Storm Sewer Maintenance	170,895	185,000	125,000	325,000	325,000	325,000	-
Facility Maintenance	32,875	35,000	25,000	25,000	25,000	25,000	-
Janitorial Services	9,769	9,800	9,800	9,800	9,800	9,800	-
Utilities	219,938	238,800	238,800	238,800	238,800	238,800	-
Waste Collection	16,816	28,000	28,000	28,000	28,000	28,000	-
Fuel & Oil	120,915	375,000	147,000	147,000	147,000	288,000	141,000
Insurance Premiums	405,390	536,310	310,800	310,800	536,310	606,030	69,720
Vehicle Repairs & Maintena	252,869	256,000	256,000	256,000	256,000	257,400	1,400
Equipment Repairs & Main	40,948	-	-	-	-	-	-
Transfer To Reserves	9,199,685	9,502,400	9,102,400	9,152,400	9,502,400	10,741,649	1,239,249
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	13,773,605	15,088,987	13,858,141	14,357,265	15,142,602	16,835,293	1,692,691
Net Budget	13,582,151	14,668,204	13,719,341	14,218,465	14,778,292	16,696,493	1,918,201



OBJECTIVES AND RESPONSIBILITIES

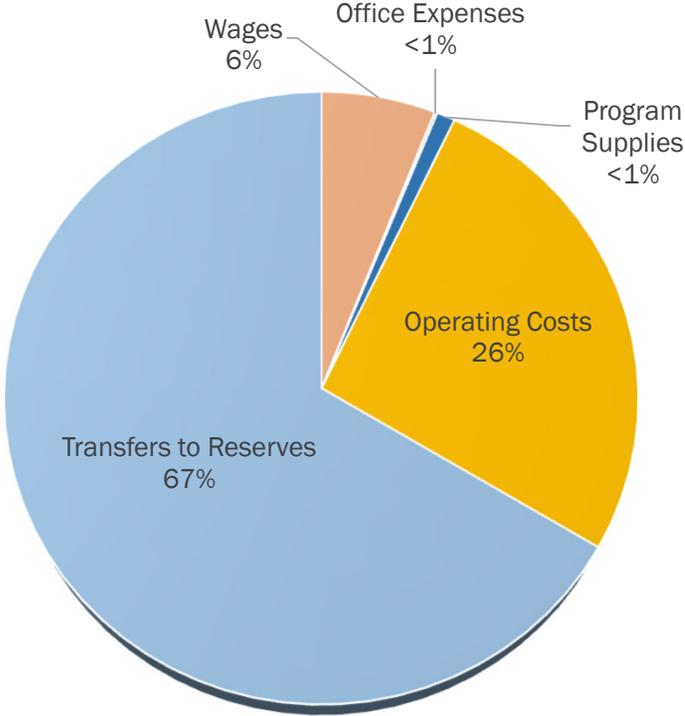
The Facilities Division is responsible for the preventative maintenance, repairs and safety of all municipal facilities (except for the ATRC).

BUDGET HIGHLIGHTS

<p>Major Operating Change Requests</p> <ul style="list-style-type: none">• Increase in Insurance Cost <p>Major Capital Projects</p> <ul style="list-style-type: none">• West Public Works Shop Design and Upgrades• Temporary Office Space• Furnace Replacement and East PW Shop and overhead heater replacement at Fire Hall 2

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	133,169	140,034	104,930
Office Expenses	10,340	10,340	2,500
Professional Services	56,775	56,775	-
Program Supplies	18,350	18,350	16,850
Operating Costs	426,025	400,892	461,568
Transfers to Reserves	1,160,400	1,160,400	1,160,400
Total Expenses	1,805,059	1,786,791	1,746,248
Revenues	(24,100)	(24,100)	(24,100)
Transfers from Reserves	-	(6,367)	-
Net Budget	1,780,959	1,756,324	1,722,148

	Change	Balance
Summary of Budget Changes		
2022 Budget		1,756,324
Add:		
*Annualized Salary and Wages	5,132	
Annualized for One-Time adjustments from prior year	6,367	
Budget Reallocations - IT Costs	(7,840)	
Budget Reallocations - Position	(40,236)	
Budget Issues:		
2023-016 Insurance Premiums	2,401	
Budget Changes Subtotal		(34,176)
Budget Issues funded through the Reserve		
	-	-
Net Levy Impact		(34,176)
2023 Budget		1,722,148



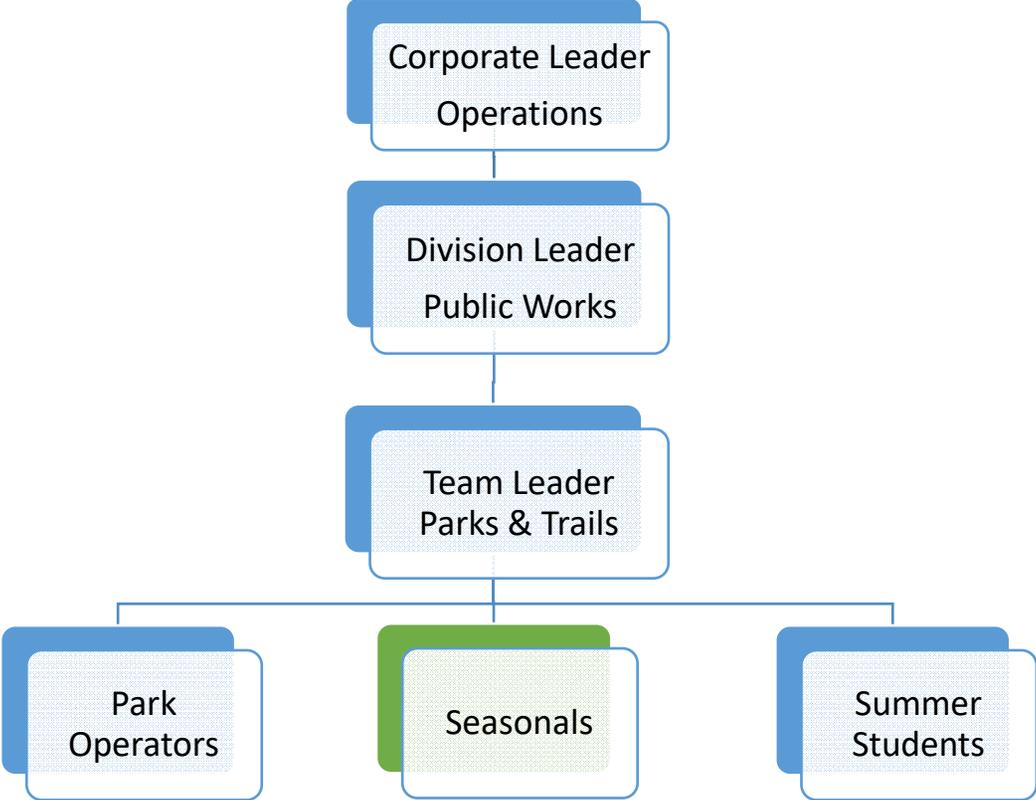
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		5,132	-	Division salary and wage adjustment	5,132	-
2 Annualized for One-Time adjustments from prior year			6,367	-	Division One-time adjustments from prior year See Appendix III for details	6,367	-
3 Budget Reallocations - IT Costs			(7,840)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(7,840)	-
4 Budget Reallocations - Position			(40,236)	-	Consolidate positions previously assigned to multiple divisions into one division	(40,236)	-
5 Contractual	2023-016	Insurance Premiums	2,401	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	2,401	-
Division Totals			(34,176)	-		(34,176)	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Miscellaneous Revenue	-	-	-	-	-	-	-
Rental Income	8,522	24,100	24,100	24,100	24,100	24,100	-
Transfer From Reserves	-	6,367	-	-	6,367	-	(6,367)
Total Revenues	8,522	30,467	24,100	24,100	30,467	24,100	(6,367)
Expenses							
Wages and Benefits	105,955	140,034	134,675	133,169	140,034	104,930	(35,104)
Office Supplies	349	-	-	-	-	-	-
Advertising & Promotion	-	250	500	500	500	500	-
Training & Conferences	1,486	1,000	2,000	2,000	2,000	2,000	-
Memberships & Subscriptions	-	-	-	-	-	-	-
Telecommunications	6,754	7,840	7,840	7,840	7,840	-	(7,840)
Consulting Services	3,043	-	-	-	-	-	-
Grounds Maintenance	9,746	6,550	6,550	6,550	6,550	6,550	-
Winter Control Services	42,390	60,000	50,225	50,225	50,225	50,225	-
Health & Safety Supplies	-	500	500	500	500	500	-
Materials & Supplies	10,698	20,000	16,350	16,350	16,350	16,350	-
Small Tools & Equipment	865	1,500	1,500	1,500	1,500	1,500	-
Facility Maintenance	63,396	121,775	119,575	119,575	121,775	121,775	-
Janitorial Services	72,905	90,000	85,550	85,550	85,550	85,550	-
Utilities	133,338	154,800	154,800	154,800	154,800	154,800	-
Rent Expense	10,685	-	33,700	33,700	-	-	-
Property Taxes	2,562	2,215	2,500	2,500	2,500	2,500	-
Security Services	1,948	2,950	2,950	2,950	2,950	2,950	-
Waste Collection	9,268	8,500	8,500	8,500	8,500	8,500	-
Fuel & Oil	1,852	6,350	6,350	6,350	6,350	6,350	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Equipment Rental	1,542	-	-	-	-	-	-
Insurance Premiums	14,533	18,467	12,100	12,100	18,467	20,868	2,401
Vehicle Repairs & Maintenance	792	-	-	-	-	-	-
Transfer To Reserves	1,060,400	1,160,400	1,060,400	1,160,400	1,160,400	1,160,400	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	1,554,506	1,803,131	1,706,565	1,805,059	1,786,791	1,746,248	(40,543)
Net Budget	1,545,984	1,772,664	1,682,465	1,780,959	1,756,324	1,722,148	(34,176)



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

The Parks and Trails Division is responsible for the operation and maintenance of the Municipally owned parks and sports fields including keeping them playable and safe for all users and to make our signature parks inviting to all residents, neighboring communities, and others.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Increase in seasonal staffing
- Pedestrian bridge maintenance
- Utilities at River Ridge Park
- Cost to cover vandalism in parks

Major Capital Projects

- Lakeview Park Playground Resurfacing
- Park Surveillance Cameras

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	622,874	637,367	729,855
Office Expenses	6,500	6,500	11,500
Program Supplies	26,500	28,700	39,200
Operating Costs	600,520	619,888	671,239
Capital From Rates	-	-	-
Transfers to Reserves	604,300	604,300	604,300
Total Expenses	1,860,694	1,896,755	2,056,094
Revenues	(38,200)	(38,200)	(38,200)
Transfers from Reserves	-	(19,368)	-
Net Budget	1,822,494	1,839,187	2,017,894

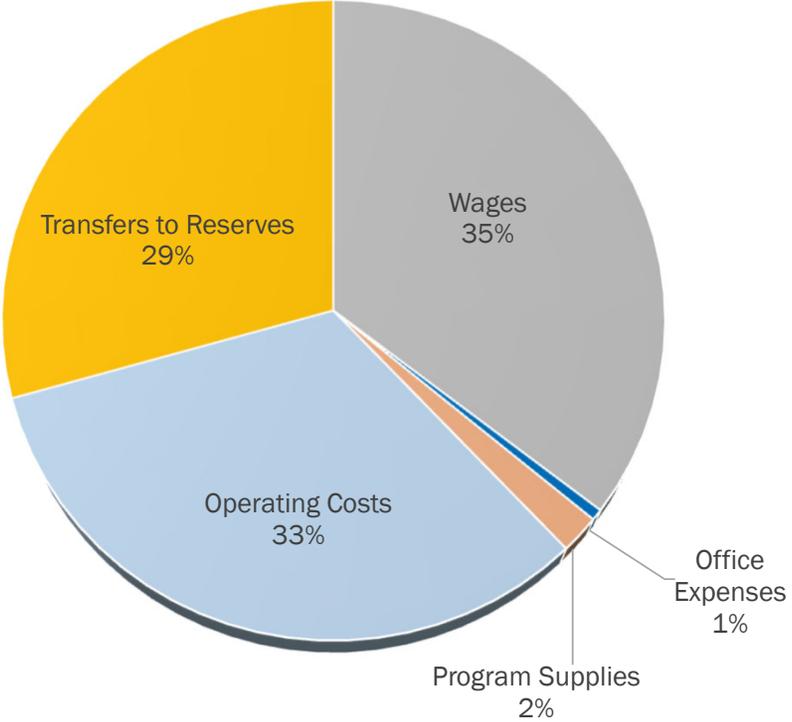
Summary of Budget Changes	Change	Balance
2022 Budget		1,839,187
Add:		
*Annualized Salary and Wages	37,054	
Annualized for One-Time adjustments from prior year	19,368	
Budget Reallocations - IT Costs	(6,520)	
Budget Reallocations - Position	7,931	

Budget Issues:	
2023-016 Insurance Premiums	4,871
2023-054 Parks Washroom Supplies	3,500
2023-055 Horticulture Supplies	7,000
2023-056 Pedestrian Bridge Maintenance	6,000
2023-057 Port-a-John Rentals	4,000
2023-058 PRK- Training & Conferences	5,000
2023-059 Vandalism Maintenance	10,000
2023-084 River Ridge Park - Utilities	33,000
2023-092 Seasonal Parks #6	47,503
Budget Changes Subtotal	178,707

Budget Issues funded through the Reserve -

Net Levy Impact 178,707

2023 Budget **2,017,894**



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		37,054	-	Division salary and wage adjustment	37,054	-
2 Annualized for One-Time adjustments from prior year			19,368	-	Division One-time adjustments from prior year See Appendix III for details	19,368	-
3 Budget Reallocations - IT Costs			(6,520)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(6,520)	-
4 Budget Reallocations - Position			7,931	-	Consolidate positions previously assigned to multiple divisions into one division	7,931	-
5 Contractual	2023-016	Insurance Premiums	4,871	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	4,871	-
6 Service Enhancement	2023-054	Parks Washroom Supplies	3,500	-	Additional operating costs required based on increase costs for supplies and additional facilities. Lakeshore has now 6 washroom facilities within the parks with the introduction of River Ridge Park this year. Projected costs are based on the average cost for each park facility.	3,500	-
7 Service Enhancement	2023-055	Horticulture Supplies	7,000	-	New - Purchase and maintain flowers, plants and shrubs in the flower and sign beds in Lakeshore's Parks.	7,000	-
8 Service Enhancement	2023-056	Pedestrian Bridge Maintenance	6,000	-	New - Materials needed for repairs and maintenance of 6 pedestrian bridges including painting materials, replacement boards and locks for bollards. Repairs to approaches, movement of bridges require approach adjustments to mitigate any tripping hazards.	6,000	-
9 Alternative Service Delivery	2023-057	Port-a-John Rentals	4,000	-	Rentals needed for parks without facilities and to assist when facilities are closed due to vandalism. It is expected that the contract for rentals will increase by 30%.	4,000	-
10 Line Item Increase	2023-058	PRK- Training & Conferences	5,000	-	The training budget for parks does not allow for safety awareness & customer service training for seasonal and student staff.	5,000	-

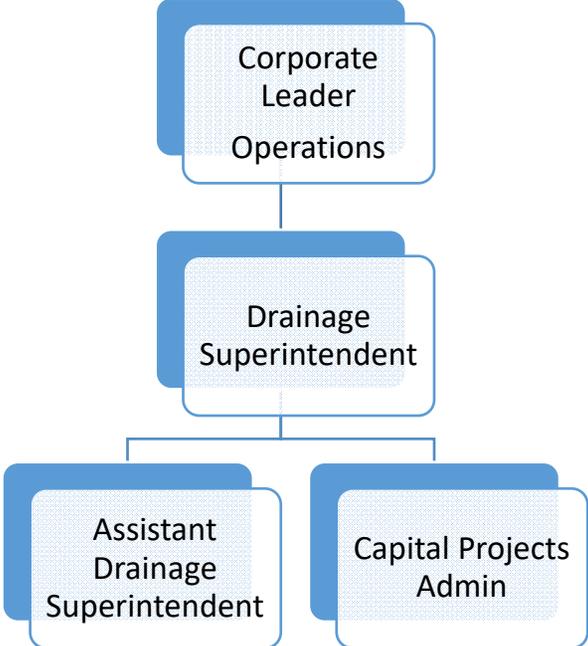
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
11 Line Item Increase	2023-059	Vandalism Maintenance	10,000	-	Due to the unfortunate trend of vandalism in local parks, an increase in this budget is required.	10,000	-
12 Service Enhancement	2023-084	River Ridge Park - Utilities	33,000	-	The splash pad & park washroom facility at River Ridge Park are now operational and an increase of utilities budget is required.	33,000	-
13 Service Enhancement	2023-092	Seasonal Parks #6	47,503	-	With the addition of River Ridge Park, spray/splash pad, full season washrooms, 200 trees, trails, and playground structures, as well as the anticipated major improvements to St. Clair Shores Park, Lakeview Park, West Beach and Stoney Point Park in the immediate future, current staffing levels are/will be struggling to meet a consistent level of service for our sports fields as well as general park maintenance. Though the summer student positions do help alleviate some of the maintenance demand, it is our position that additional seasonal workers are required. Currently, any work orders over and above regularly scheduled maintenance is taking upwards of 7 days – which is less than desirable. These timelines will only result in further backlog until the staffing issue is addressed. See Appendix IV for details.	47,503	-
Division Totals			178,707	-		178,707	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	5,762	30,000	23,000	23,000	23,000	23,000	-
Grant Revenue	-	-	-	-	-	-	-
Sponsorships & Donations	3,027	5,000	-	-	-	-	-
Rental Income	10,560	16,712	4,300	15,200	15,200	15,200	-
Proceeds From Sale Of Equipment	14,314	12,220	-	-	-	-	-
Wage Subsidy	27,440	37,269	-	-	-	-	-
Transfer From Reserves	-	19,368	-	-	19,368	-	(19,368)
Transfer From Reserve Funds	-	-	-	-	-	-	-
Total Revenues	61,104	120,569	27,300	38,200	57,568	38,200	(19,368)
Expenses							
Wages and Benefits	490,660	582,425	624,199	622,874	637,367	729,855	92,488
Advertising & Promotion	-	500	1,000	1,000	1,000	1,000	-
Training & Conferences	200	2,500	5,000	5,000	5,000	10,000	5,000
Memberships & Subscriptions	170	500	500	500	500	500	-
Telecommunications	5,813	6,420	6,420	6,420	6,420	-	(6,420)
Computer Expense	1,445	100	100	100	100	-	(100)
Consulting Services	6,411	-	-	-	-	-	-
Grounds Maintenance	191,460	145,000	170,800	170,800	170,800	170,800	-
Winter Control Services	-	-	-	-	-	-	-
Health & Safety Supplies	5,329	3,000	3,000	3,000	3,000	3,000	-
Materials & Supplies	10,119	20,000	18,500	18,500	18,500	29,000	10,500
Signs & Safety Devices	4,378	7,200	5,000	5,000	7,200	7,200	-
Small Tools & Equipment	8,210	15,000	15,000	15,000	15,000	15,000	-
Facility Maintenance	18,885	48,500	48,500	48,500	48,500	58,500	10,000
Utilities	29,120	59,000	59,000	59,000	59,000	77,000	18,000
Rent Expense	25,236	-	23,050	-	-	-	-
Waste Collection	4,284	7,000	7,000	7,000	7,000	7,000	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Equipment Repairs & Maintenance	6,945	15,000	15,000	15,000	15,000	15,000	-
Fuel & Oil	17,968	30,000	30,000	30,000	30,000	30,000	-
Equipment Rental	574	13,000	13,000	13,000	13,000	17,000	4,000
Insurance Premiums	21,632	37,468	18,100	18,100	37,468	42,339	4,871
Playground Equipment Maintenance	10,911	25,000	25,000	25,000	25,000	25,000	-
Trail Maintenance	25,635	80,000	82,800	82,800	82,800	88,800	6,000
Sports field Maintenance	18,842	35,000	48,000	48,000	48,000	48,000	-
Tree Services	12,528	20,000	20,000	20,000	20,000	20,000	-
Drain Assessments	1,434	19,800	19,800	19,800	19,800	19,800	-
Vehicle Repairs & Maintenance	19,627	22,000	22,000	22,000	22,000	37,000	15,000
Transfer To Reserves	518,614	604,300	504,300	604,300	604,300	604,300	-
Transfer To Capital	30,000	-	30,000	-	-	-	-
Total Expenses	1,486,431	1,798,713	1,815,069	1,860,694	1,896,755	2,056,094	159,339
Net Budget	1,425,327	1,678,144	1,787,769	1,822,494	1,839,187	2,017,894	178,707



OBJECTIVES AND RESPONSIBILITIES

The Drainage Division is responsible for the management of the creation, improvement, and upkeep of all Municipal Drains under the Drainage Act of Ontario. Primary responsibilities include receiving and researching drainage requests, correspondence with consultants, conducting site meetings, obtaining permits, initiating drainage boards processes under the act, project tendering, and site inspection.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Vehicle Maintenance Cost Increase
- Major Capital Projects**
- Lefaive Drain Reassessments

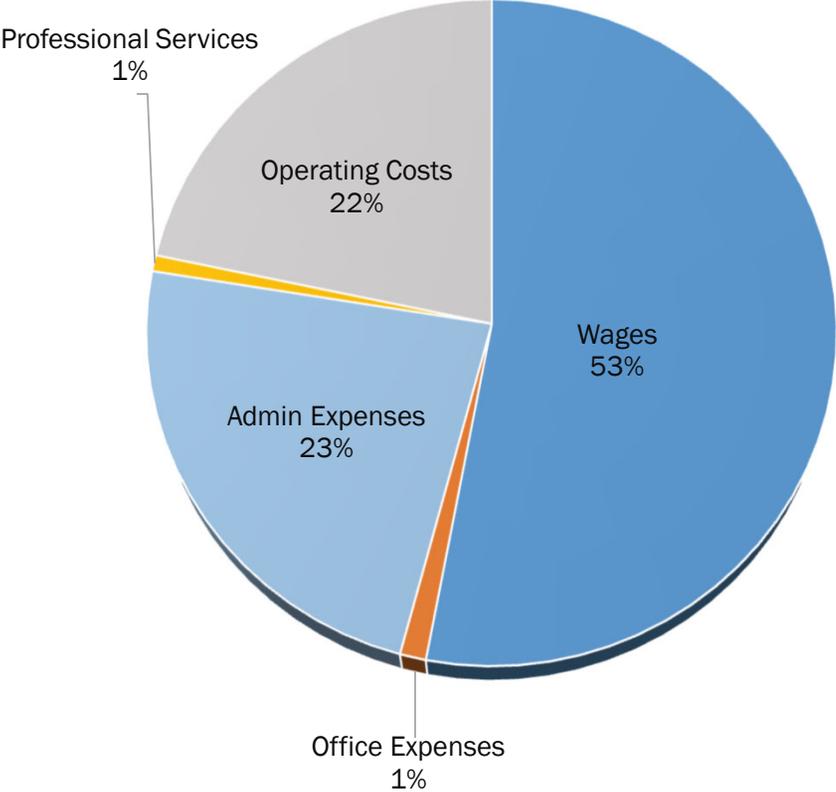
	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	297,176	303,490	339,595
Office Expenses	9,040	9,040	7,650
Admin Expenses	281,640	149,967	149,767
Professional Services	5,000	5,000	5,000
Operating Costs	134,000	135,756	138,984
Total Expenses	726,856	603,253	640,996
Revenues	(376,280)	(376,280)	(376,280)
Transfers from Reserves	-	(1,756)	-
Net Budget	350,576	225,217	264,716

Summary of Budget Changes	Change	Balance
2022 Budget		225,217
*Annualized Salary and Wages	36,105	
Annualized for One-Time adjustments from prior year	1,756	
Budget Reallocations - IT Costs	(2,090)	

Budget Issues	
2023-016 Insurance Premiums	228
2023-046 Vehicle Maintenance	3,000
2023-047 Office Supplies	500
Budget Changes Subtotal	39,499

Budget Issues funded through the Reserve	
	-

Net Levy Impact	39,499
2023 Budget	264,716

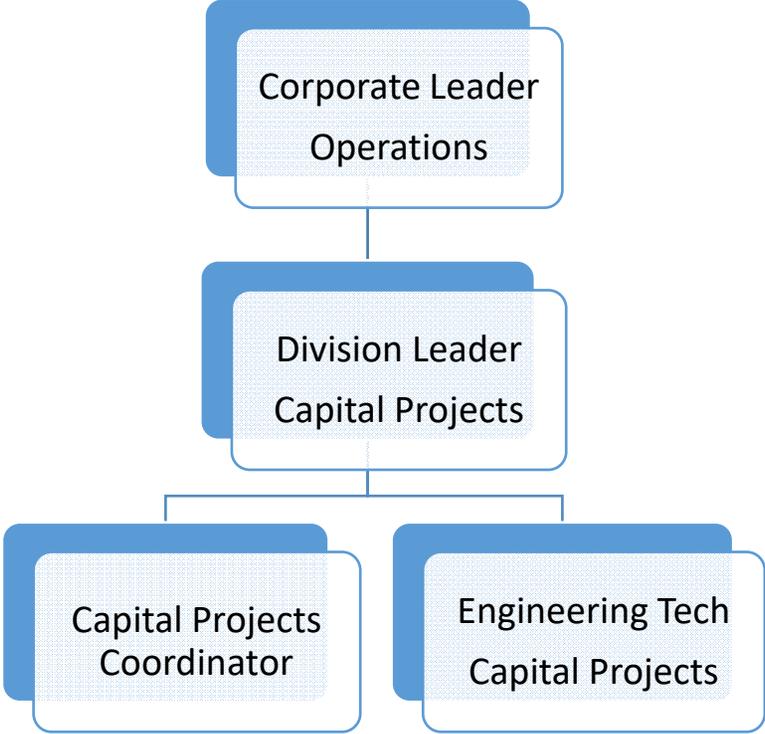


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		36,105	-	Division salary and wage adjustment	36,105	-
2 Annualized for One-Time adjustments from prior year			1,756	-	Division One-time adjustments from prior year See Appendix III for details	1,756	-
3 Budget Reallocations - IT Costs			(2,090)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(2,090)	-
4 Contractual	2023-016	Insurance Premiums	228	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	228	-
5 Line Item Increase	2023-046	Vehicle Maintenance	3,000	-	Ongoing maintenance for drainage truck; currently there is no budget to maintain this vehicle within the Drainage budget; requesting \$3,000 for annual maintenance of the truck. A portion of these costs will be costs recoverable through OMAFRA.	3,000	-
6 Line Item Increase	2023-047	Office Supplies	500	-	Purchase of office supplies and meetings. Drainage Division is requesting \$500 and office supplies will be cost recoverable through OMAFRA.	500	-
Division Totals			39,499	-		39,499	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Licences & Permits	2,981	-	-	-	-	-	-
Grant Revenue	74,859	97,340	97,340	97,340	97,340	97,340	-
Miscellaneous Revenue	-	-	-	-	-	-	-
Special Charges On Taxes	170,619	275,000	278,940	278,940	278,940	278,940	-
Transfer From Reserves	-	1,756	-	-	1,756	-	(1,756)
Total Revenues	248,459	374,096	376,280	376,280	378,036	376,280	(1,756)
Expenses							
Wages and Benefits	230,873	307,438	249,812	297,176	303,490	339,595	36,105
Office Supplies	530	-	-	-	-	500	500
Meeting Expense	-	-	-	-	-	-	-
Courier & Postage	1,009	1,000	2,000	2,000	2,000	2,000	-
Travel Expense	306	150	350	350	350	350	-
Training & Conferences	1,403	1,500	3,600	3,600	3,600	3,600	-
Memberships & Subscriptions	1,042	1,200	1,200	1,200	1,200	1,200	-
Telecommunications	1,046	1,890	1,890	1,890	1,890	-	(1,890)
Computer Expense	-	200	200	200	200	-	(200)
Debt Payments	34,793	147,267	278,940	278,940	147,267	147,267	-
Interest Expense	191,363	16,469	-	-	-	-	-
Bad Debts & Write-offs	55	2,500	2,500	2,500	2,500	2,500	-
Consulting Services	-	5,000	5,000	5,000	5,000	5,000	-
Health & Safety Supplies	1,424	-	-	-	-	-	-
Drain Assessments	135,506	175,000	130,000	130,000	130,000	130,000	-
Fuel & Oil	1,057	4,000	4,000	4,000	4,000	4,000	-
Vehicle Repairs & Maintenance	787	-	-	-	-	3,000	3,000
Insurance Premiums	-	1,756	-	-	1,756	1,984	228
Total Expenses	601,194	665,370	679,492	726,856	603,253	640,996	37,743
Net Budget	352,735	291,274	303,212	350,576	225,217	264,716	39,499



OBJECTIVES AND RESPONSIBILITIES

The Capital Projects Division is responsible for the project management of Municipal infrastructure projects, being the point of contact for both external consulting projects and as well as internal lifecycle projects. This Division supports the Operations Department with development, prioritization and updating of the multi-year capital infrastructure and planning projects and delivers through tendering and construction.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Membership and clothing expense increases

Major Capital Projects

- East Puce, Major St., & Lilydale Ave Reconstruction
- County Road 22 Watermain Replacement
- Annual Bridge Engineering and WM Replacement Design
- Patillo Road Reconstruction \$9,314,0000
- Bridge Life-cycle Rehabilitation

<u>Summary</u>	<u>2021</u> <u>Budget</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>
Wages	282,383	345,286	364,539
Office Expenses	9,775	5,750	5,300
Operating Costs	4,000	-	-
Total Expenses	296,158	351,036	369,839
Transfers from Reserves	-	-	-
Net Budget	296,158	351,036	369,839

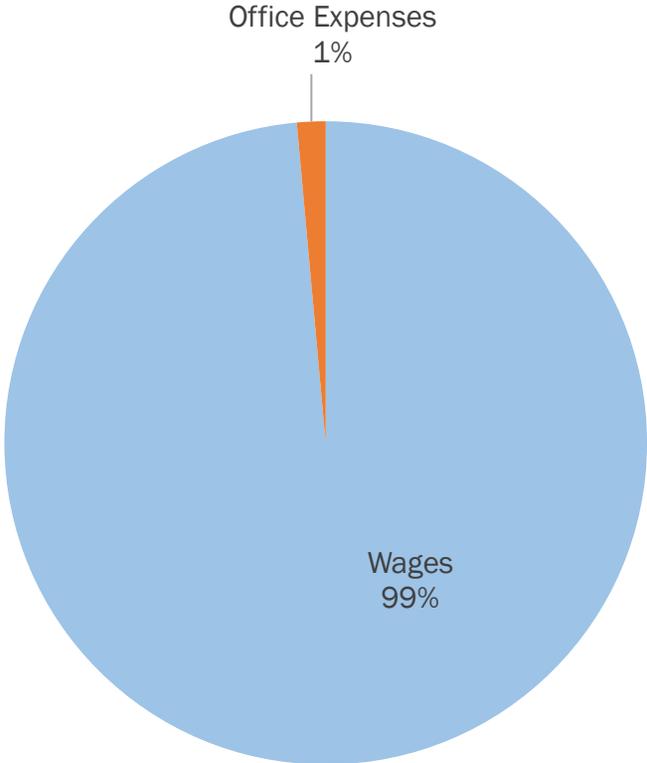
<u>Summary of Budget Changes</u>	<u>Change</u>	<u>Balance</u>
2022 Budget		351,036
Add:		
*Annualized Salary and Wages	18,753	
Budget Reallocations - IT Costs	(1,050)	

<u>Budget Issues:</u>		
2023-044 Capital Projects - Clothing Allowance	500	
2023-045 Capital Projects - Memberships	600	
Budget Changes Subtotal		18,803

<u>Budget Issues funded through the Reserve</u>		
	-	

Net Levy Impact 18,803

2023 Budget 369,839



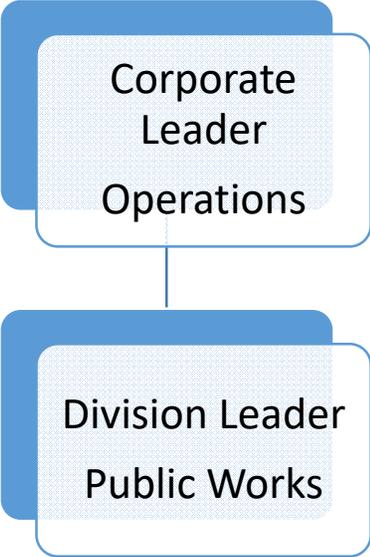
Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves	
1	*Annualized Salary and Wages	*	18,753	-	Division salary and wage adjustment	18,753	-	
2	Budget Reallocations - IT Costs		(1,050)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(1,050)		
3	Line Item Increase	2023-044	Capital Projects - Clothing Allowance	500	-	Annual Clothing Allowance for new division for applicable staff. Currently was not funded.	500	-
4	Line Item Increase	2023-045	Capital Projects - Memberships	600	-	Annual membership renewals for new division: CET Renewal & P. Eng. Renewal, currently being funded from Engineering budget.	600	-
Division Totals			<u><u>18,803</u></u>	-		<u><u>18,803</u></u>	-	

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserves	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Expenses							
Wages and Benefits	-	345,286	-	282,383	345,286	364,539	19,253
Meeting Expense	-	200	-	-	200	200	-
Training & Conferences	-	2,500	-	-	4,500	4,500	-
Memberships & Subscriptions	-	-	-	-	-	600	600
Telecommunications	-	600	-	1,325	600	-	(600)
Computer Expense	-	450	-	4,450	450	-	(450)
Facility Maintenance	-	-	-	4,000	-	-	-
Total Expenses	-	349,036	-	292,158	351,036	369,839	18,803
Net Budget	-	349,036	-	292,158	351,036	369,839	18,803





OBJECTIVES AND RESPONSIBILITIES

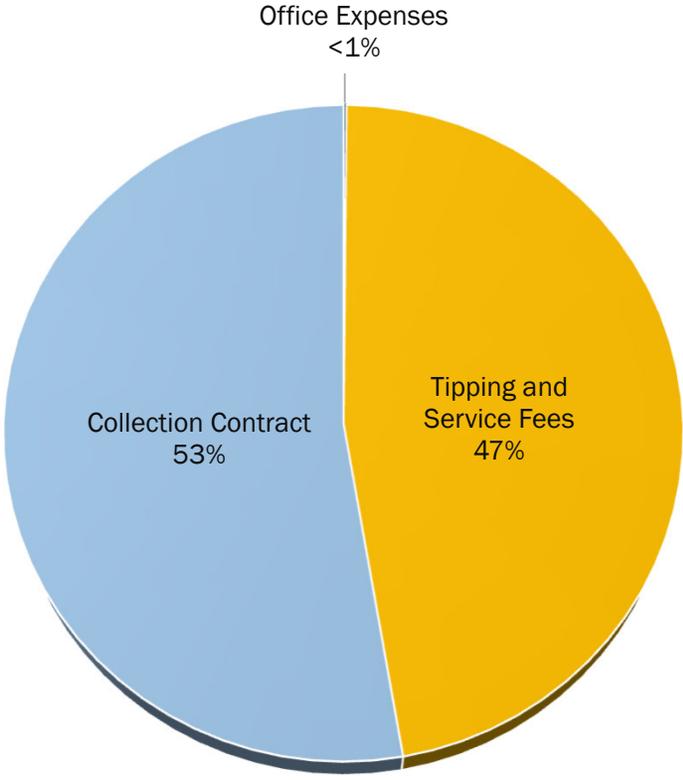
The Solid Waste Division includes management of the collection and disposal of waste generated by households and businesses.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Solid Waste Contract Increase and Tipping Fee Increase
 - Reallocation of Larvicide Program
- Major Capital Projects**
- No requests for 2023

Summary	2021 Budget	2022 Budget	2023 Budget
Wages	7,616	7,885	-
Office Expenses	3,500	3,500	4,500
Tipping and Service Fees	1,420,453	1,465,690	1,465,690
Collection Contract	1,458,100	1,520,899	1,639,710
Total Expenses	2,889,669	2,997,974	3,109,900
Revenues	(1,453,100)	(1,518,899)	(1,518,899)
Net Budget	1,436,569	1,479,075	1,591,001

Summary of Budget Changes	Change	Balance
2022 Budget		1,479,075
Add:		
*Annualized Salary and Wages	-	
Budget Reallocations - Position	(7,885)	
Budget Reallocations - Larvicide Program	(5,000)	
Budget Issues:		
2023-071 Solid Waste Increases	124,811	
Budget Changes Subtotal		111,926
Budget Issues funded through the Reserve		-
Net Levy Impact		111,926
2023 Budget		1,591,001



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		-	-	Division salary and wage adjustment	-	-
2 Budget Reallocations - Position			(7,885)	-	Consolidate positions previously assigned to multiple divisions into one division	(7,885)	-
3 Budget Reallocations - Larvicide Program			(5,000)	-	Larvicide Program is reallocated from Solid Waste to Roads and Fleet division	(5,000)	-
4 Contractual	2023-071	Solid Waste Increases	124,811	-	The volume of waste collected in 2023 will be slightly higher with the average waste collection increases based on a conservative additional 230 homes (reconciliation December 2022). If we stay on track for 2022 costs for waste disposal will be approximately \$1,439,665. We will be applying the CPI to those rates which is expected to be 8.6% for 2023. Therefore the new disposal cost will be \$1,563,476. The waste collection increase will be \$123,811. The waste & recycling calendar had a 15% increase in 2022, with expected 2023 costs to be even higher, leaving a shortfall approximately \$1,000.	124,811	-
Division Totals			<u><u>111,926</u></u>	<u><u>-</u></u>		<u><u>111,926</u></u>	<u><u>-</u></u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Waste Collection	1,372,208	1,514,786	1,319,100	1,453,100	1,518,899	1,518,899	-
Total Revenues	1,372,208	1,514,786	1,319,100	1,453,100	1,518,899	1,518,899	-
Expenses							
Wages and Benefits	6,828	7,616	6,817	7,616	7,885	-	(7,885)
Advertising & Promotion	3,383	3,500	3,500	3,500	3,500	4,500	1,000
Service Fees	35,954	38,820	40,000	40,000	41,688	41,688	-
Tipping Fees	1,313,457	1,348,076	1,222,000	1,380,453	1,424,002	1,424,002	-
Waste Collection Contract	1,370,410	1,515,965	1,319,100	1,458,100	1,520,899	1,639,710	118,811
Total Expenses	2,730,032	2,913,977	2,591,417	2,889,669	2,997,974	3,109,900	111,926
Net Budget	1,357,825	1,399,191	1,272,317	1,436,569	1,479,075	1,591,001	111,926



OBJECTIVES AND RESPONSIBILITIES

The Corporate Leader in this department is responsible for overseeing Accounting & Revenue and Financial Planning & Analysis.

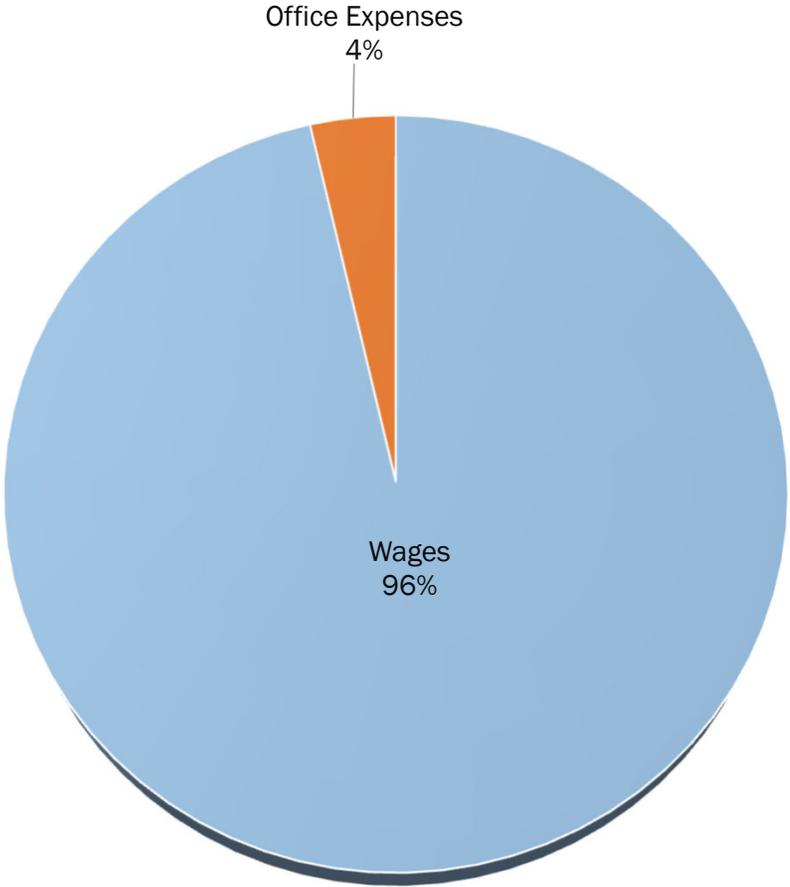
BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Reduction in Memberships
- Major Capital Projects**
- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Expenses			
Wages	191,835	211,143	222,553
Office Expenses	13,509	13,509	8,400
Total Expenses	205,344	224,652	230,953
Revenue	-	-	-
Net Budget	205,344	224,652	230,953

Summary of Budget Changes	Change	Balance
2022 Budget		224,652
Add:		
*Annualized Salary and Wages	11,410	
Budget Reallocations - IT Costs	(2,820)	
Budget Reallocations - Membership and Training	(2,289)	

<u>Budget Issues:</u>		
Budget Changes Subtotal		6,301
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		6,301
2023 Budget		230,953

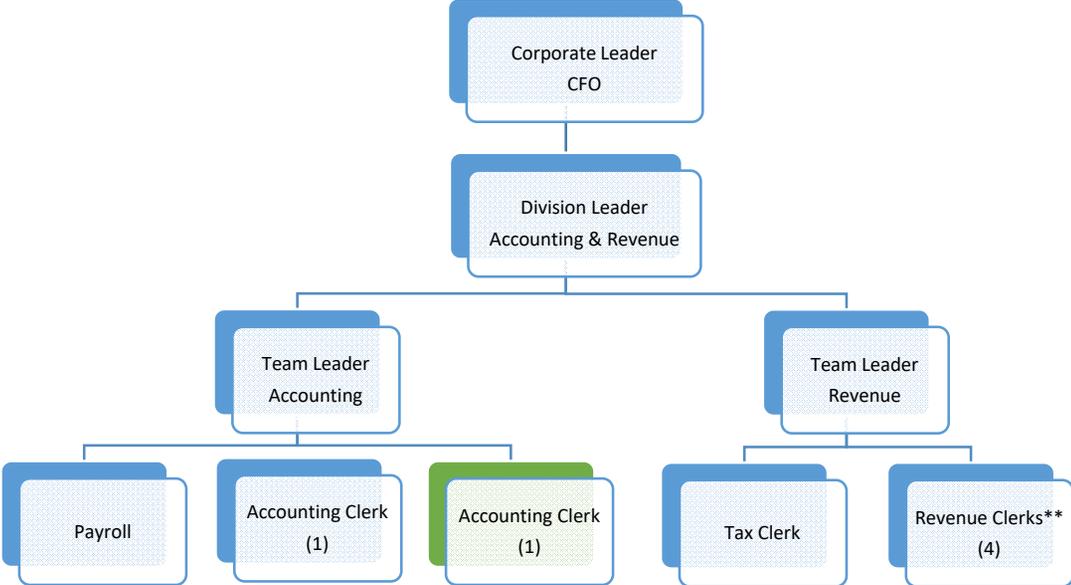


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages	*		11,410	-	Division salary and wage adjustment	11,410	-
2 Budget Reallocations - IT Costs			(2,820)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(2,820)	-
3 Budget Reallocations - Membership and Training	2023-063		(2,289)	-	To adjust to actual requirements for professional designations for Accounting and Revenue and training for staffing in that Area, currently in Finance Admin budget.	(2,289)	-
Division Totals			<u>6,301</u>	<u>-</u>		<u>6,301</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserves	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Expenses							
Wages and Benefits	189,895	211,143	189,545	191,835	211,143	222,553	11,410
Meeting Expenses	334	250	500	500	500	500	-
Travel Expense	135	800	2,400	2,400	2,400	2,400	-
Training & Conferences	4,537	1,500	4,500	2,500	2,500	2,500	-
Memberships & Subscriptions	3,137	1,520	5,289	5,289	5,289	3,000	(2,289)
Telecommunications	772	-	2,820	2,820	2,820	-	(2,820)
Transfer To Reserves	-	-	-	-	-	-	-
Total Expenses	198,810	215,213	205,054	205,344	224,652	230,953	6,301
Net Budget	198,810	215,213	205,054	205,344	224,652	230,953	6,301



* Green highlights indicate staffing request for 2023

** 3 Staff funded by Water Rates and Found in Water Budget

OBJECTIVES AND RESPONSIBILITIES

The Tax & Revenue division is responsible for the billing and collection of all property tax, water and wastewater, accounts receivable, cash management, invoices for recoverable costs, drainage maintenance, and billing of developer services.

The Accounting division is responsible for accounts payable, payroll, general ledger account reconciliations and balancing, financial statement preparation, statutory reporting, and investments.

BUDGET HIGHLIGHTS

Major Operating Change Requests

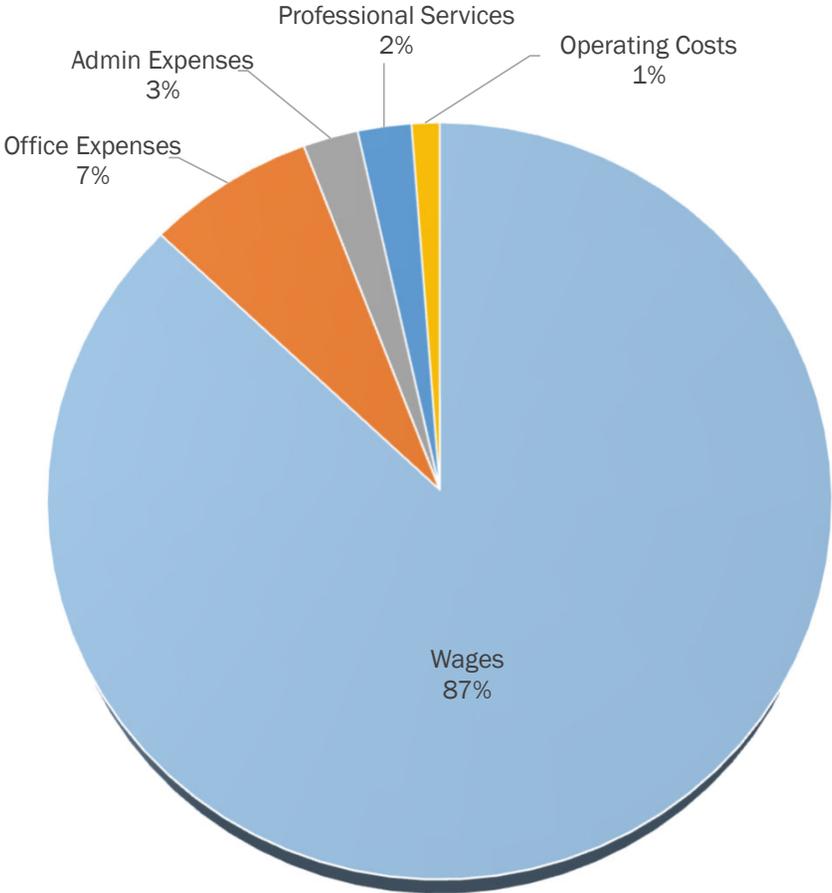
- Additional Accounting Clerk Requested
- Increased Revenue from Investment Income
- Increased Audit Fees

Major Capital Projects

- None for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	656,890	742,619	864,985
Office Expenses	68,605	68,605	70,705
Admin Expenses	8,200	8,200	23,200
Professional Services	27,600	27,600	22,600
Operating Costs	42,800	42,800	11,800
Total Expenses	804,095	889,824	993,290
Revenues	(1,446,000)	(1,448,240)	(1,658,240)
Transfers from Reserves	-	-	-
Net Budget	(641,905)	(558,416)	(664,950)

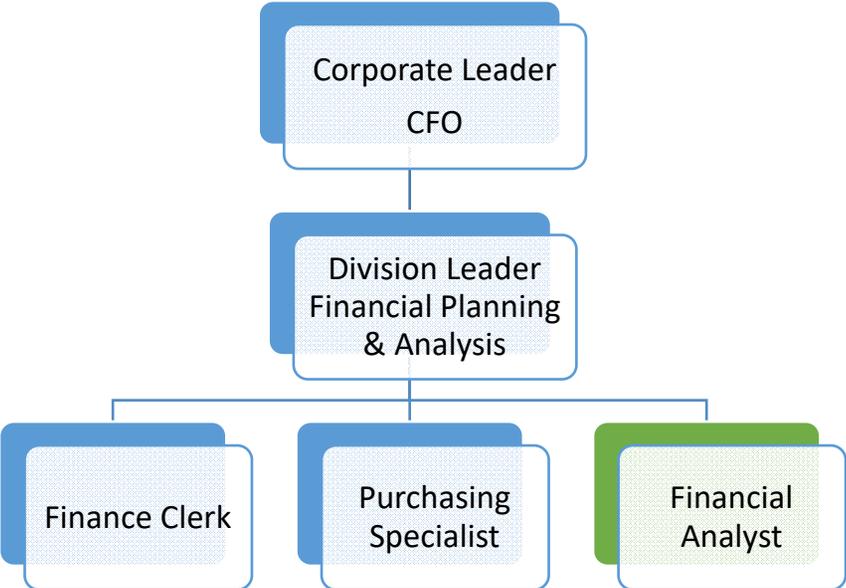
	Change	Balance
Summary of Budget Changes		
2022 Budget		(558,416)
Add:		
*Annualized Salary and Wages	34,269	
Budget Reallocations - IT Costs	(36,900)	
<u>Budget Issues:</u>		
2023-061 Increase in User Fees	(35,000)	
2023-062 Increases in Investment	(175,000)	
2023-063 Increase in Membership	3,000	
2023-064 Increase in Audit Fees	15,000	
2023-090 Accounting Clerk	88,097	
Budget Changes Subtotal		(106,534)
<u>Budget Issues funded through the Reserve</u>		-
Net Levy Impact		(106,534)
2023 Budget		(664,950)



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			34,269	-	Division salary and wage adjustment	34,269	-
2 Budget Reallocations - IT Costs			(36,900)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(36,900)	-
3 Revenue Increase	2023-061	Increase in User Fees	(35,000)	-	Increase in User fee Revenue forecasted as there is an increase in administration fees adding to tax role.	(35,000)	-
4 Revenue Increase	2023-062	Increases in Investment	(175,000)	-	Increase in investment income forecasted for 2023.	(175,000)	-
5 Line Item Increase	2023-063	Increase in Membership	3,000	-	To adjust to actual requirements for professional designations for Accounting and Revenue and training for staffing in that Area, \$2,289 currently in Finance Admin budget, actual increase is \$711.	3,000	-
6 Legislated	2023-064	Increase in Audit Fees	15,000	10,000	In order to get a full valuation of post retirement benefits as per Auditors Recommendation and best practice professional fees are needed due a full valuation (cost if \$15,000 for full and is needed every 3 years and \$5,000 in other years)	15,000	-
7 Service Enhancement	2023-090	Accounting Clerk	88,097	-	The recommendation is to turn a contract finance clerk into a full time position as Lakeshore has the highest operating budget per Financial Clerk in Essex County. Lakeshore is also processing more T4's, Records of Employment and is processing more than double the number of invoices then average in Essex County. Lakeshore is doing so with less than average staffing in the county, however major service level risk exists at this time. Since 2019, one contract staff has been in place to help try and relieve some pressure it is recommended to make this a permanent job in the organization structure. And explore additional resources upon completion of the transition to a new accounting software in future budget years. Should Council not approve the position the service level in finance which is as outlined above will fall from our current state and further delays in financial information can be expected as well as difficulty paying vendors in a timely manner. See Appendix IV for details.	88,097	-
Division Totals			(106,534)	10,000		(106,534)	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	146,260	220,000	185,000	185,000	185,000	220,000	35,000
Recovery of Staff	737,000	737,000	737,000	737,000	737,000	737,000	-
Miscellaneous Revenue	209,114	7,500	16,000	16,000	18,240	18,240	-
Interest Revenue	532,022	525,000	503,000	503,000	503,000	678,000	175,000
Debenture Revenue	7,483	5,000	5,000	5,000	5,000	5,000	-
Total Revenues	1,631,879	1,494,500	1,446,000	1,446,000	1,448,240	1,658,240	210,000
Expenses							
Wages and Benefits	795,708	712,932	632,658	656,890	742,619	864,985	122,366
Office Supplies	13,973	20,000	14,500	14,500	14,500	14,500	-
Advertising & Promotion	-	500	500	500	500	500	-
Courier & Postage	42,941	47,000	47,000	47,000	47,000	47,000	-
Training & Conferences	-	2,000	2,000	4,000	4,000	6,000	2,000
Memberships & Subscriptions	1,341	1,705	1,705	1,705	1,705	2,705	1,000
Computer Expense	-	900	-	900	900	-	(900)
Bank Charges	8,197	8,000	7,100	7,100	7,100	7,100	-
Bad Debts & Write-offs	-	1,000	1,000	1,000	1,000	1,000	-
Cash Over/Short	21	100	100	100	100	100	-
Consulting Services	-	-	-	-	-	15,000	15,000
Legal Services	1,080	-	-	-	-	-	-
Audit Fee	23,405	30,000	22,600	22,600	22,600	22,600	-
Outside Printing	1,247	5,000	5,000	5,000	5,000	5,000	-
Security Services	790	6,800	6,800	6,800	6,800	6,800	-
Equipment Rental	22,190	36,000	36,000	36,000	36,000	-	(36,000)
Transfer To Reserves	283,500	102,500	102,500	102,500	102,500	102,500	-
Total Expenses	1,194,392	974,437	879,463	906,595	992,324	1,095,790	103,466
Net Budget	(437,486)	(520,063)	(566,537)	(539,405)	(455,916)	(562,450)	(106,534)



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

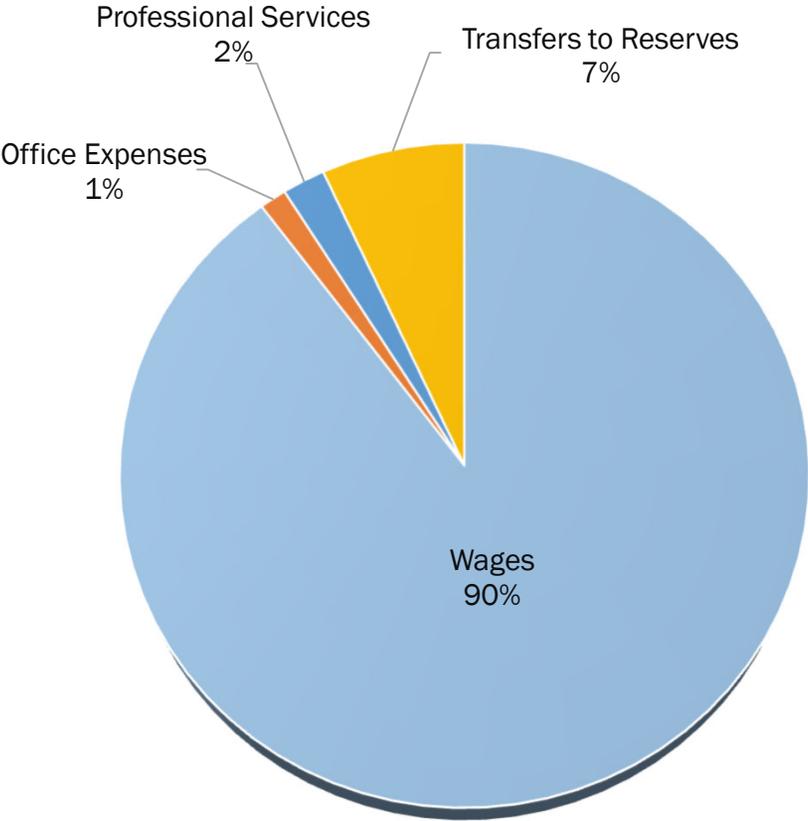
The Financial Planning & Analysis division is responsible for asset management, grant applications, budget preparation with input from the various other departments, and planning to ensure that the financial resources are available for the provision of necessary services, now and in the long term, budget monitoring and financial analysis support. This area is also responsible for the centralized procurement services for the Municipality.

BUDGET HIGHLIGHTS

- Major Operating Change Requests**
- Addition of a Financial Analyst
- Major Capital Projects**
- No requests for 2023

	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	310,579	315,128	431,691
Office Expenses	6,276	6,276	6,276
Professional Services	10,000	10,000	10,000
Transfers to Reserves	33,300	33,300	33,300
Total Expenses	360,155	364,704	481,267
Revenue	-	-	-
Net Budget	360,155	364,704	481,267

	Change	Balance
Summary of Budget Changes		
2022 Budget		364,704
Add:		
*Annualized Salary and Wages	16,006	
<u>Budget Issues:</u>		
2023-091 Financial Analyst	100,557	
Budget Changes Subtotal		116,563
<u>Budget Issues funded through the Reserve</u>		
		-
Net Levy Impact		116,563
2023 Budget		481,267



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			16,006	-	Division salary and wage adjustment	16,006	-
2 Service Enhancement	2023-091	Financial Analyst	100,557	-	<p>The intent of the financial analyst position is to improve and enact enhanced financial practices of the municipality going forward; specifically, this will be done in conjunction with the work being done by the Division Leader Financial Planning and Analysis within the operational areas. In addition, the position will assist in the financial management of the asset management plan and other key financial initiatives.</p> <p>The position will contribute to the preparation of budgets. The financial analyst and Division Leader Financial Planning and Analysis will work in a coordinated effort to make recommendations to the Corporate Leadership Team and Council on the prioritization of capital projects and operational business cases for service delivery. This practice will allow for an enhanced decision-making process moving forward.</p> <p>In addition, the Financial Analyst will provide analytical assistance, research assistance and will compile statistical information provided through the operational and infrastructure areas. This type of financial review will increase the compliance, integrity, accuracy and timeliness of the Municipalities financial information going forward. In many cases the introduction of a financial analyst will create further efficiencies in the departments and build upon the works presently being done within the operational areas of the Municipality.</p> <p>Currently business case and major RFP reviews are undertaken by the Corporate Leader CFO or the Division Leader Financial Planning and Analysis. The current practice requires a significant use the Senior management time. Establishing this position will allow the financial analysis to undertake this review process going forward allowing for the senior management to reprioritize time on other significant planning and business decisions for the municipality such as strategic financial plans and multiple year budgeting. See Appendix IV for details.</p>	100,557	-
Division Totals			<u>116,563</u>	-		<u>116,563</u>	-

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
Transfer From Reserves	19,600	-	2,050	-	-	-	-
Total Revenues	19,600	-	2,050	-	-	-	-
Expenses							
Wages and Benefits	205,957	283,521	298,476	310,579	315,128	431,691	116,563
Office Supplies	-	1,000	1,000	1,000	1,000	1,000	-
Training & Conferences	-	2,000	4,000	4,000	4,000	4,000	-
Memberships & Subscriptions	997	1,276	1,276	1,276	1,276	1,276	-
Computer Expense	2,230	-	2,950	-	-	-	-
Consulting Services	34,683	10,000	10,000	10,000	10,000	10,000	-
Equipment Rental	-	33,300	-	-	-	-	-
Transfer To Reserves	33,300	-	33,300	33,300	33,300	33,300	-
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	277,167	331,097	351,002	360,155	364,704	481,267	116,563
Net Budget	257,567	331,097	348,952	360,155	364,704	481,267	116,563

Corporate Accounts

OBJECTIVES AND RESPONSIBILITIES

The Corporate budget centre captures accounts that are of a corporate nature and not part of the costs of any one service area. Included in corporate accounts is the annual tax levy and all tax related revenue and expense account accounts. OMPF Funding a Provincial Offences are also included in this budget centre as well as taxes payable to the County and the School Boards, grants, and conservation authority budgets as well as grants to third party agencies.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Additional Supplementary Tax and Payment in Lieu Revenue
- Increase to Conservation Authority Levy
- Increase to OCIF Funding & Offsetting Transfer to Reserves
- Increase to Federal Gas Tax Funding & Offsetting Transfer to Reserves
- Reduction in Provincial Offences Office fines revenue
- Draw from the Tax Stabilization Reserve to Balance the Tax Rate

Major Capital Projects

- No requests for 2023

Summary

Tax Levy

	2021 Budget	2022 Budget	2023 Budget
Municipal Tax Levy	34,980,140	36,448,510	36,448,510
County Levy	26,723,101	27,864,575	27,864,575
Education Levy	13,129,747	11,804,287	11,804,287
Less: Remittances	(39,852,848)	(39,668,862)	(39,668,862)
Municipal Portion of Tax Levy	34,980,140	36,448,510	36,448,510

Expenses

Wage Allowances	211,877	268,400	108,570
Municipal Grants	109,844	121,344	121,344
Insurance Premiums	-	15,451	17,460
Conservation Authorities	457,237	467,021	476,361
Transfers to Reserves	3,767,395	5,275,103	5,370,322
	4,546,353	6,147,319	6,094,057

Total Expenses

4,546,353 6,147,319 6,094,057

Revenues

Net Tax Based Revenue	865,000	865,000	1,245,000
Recovery of Expense	198,599	234,422	234,422
External Grants	3,806,755	5,325,563	5,432,074
Wind Farm Revenue	394,640	394,640	394,640
Provincial Offences Act	160,000	160,000	90,000
Interest	555,000	555,000	555,000
Transfers from Reserves	-	180,451	1,109,679
Total Revenue	5,979,994	7,715,076	9,060,815

Net Budget

(36,413,781) **(38,016,267)** **(39,415,268)**

Summary of Budget Changes

	Change	Balance
2022 Budget		(38,016,267)
Add:		
Annualized for One-Time adjustments from prior year	15,451	

Budget Issues:

2023-016 Insurance Premiums	2,009	
2023-066 Transfer From Tax Stabilization	(1,109,679)	
2023-067 Conservation Levy	9,340	
2023-068 Tax Write Off	(50,000)	
2023-069 POA Revenue	70,000	
2023-070 Revenue & Reserve Adjustments	(341,292)	
2023-085 Retiree Benefit	5,170	
Budget Changes Subtotal		(1,399,001)

Budget Issues funded through the Reserve

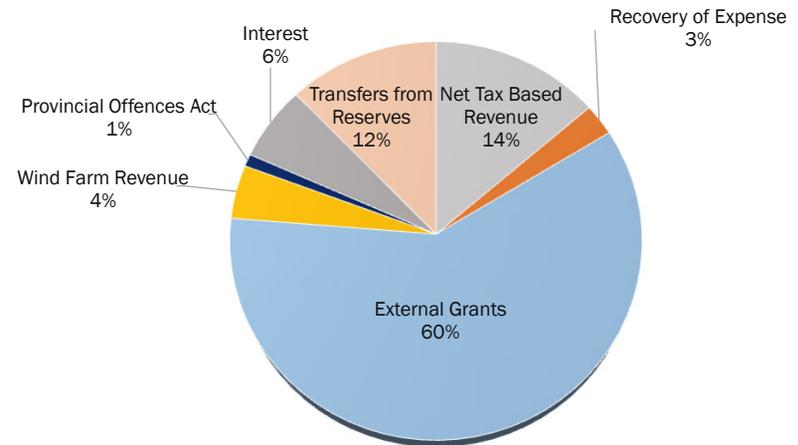
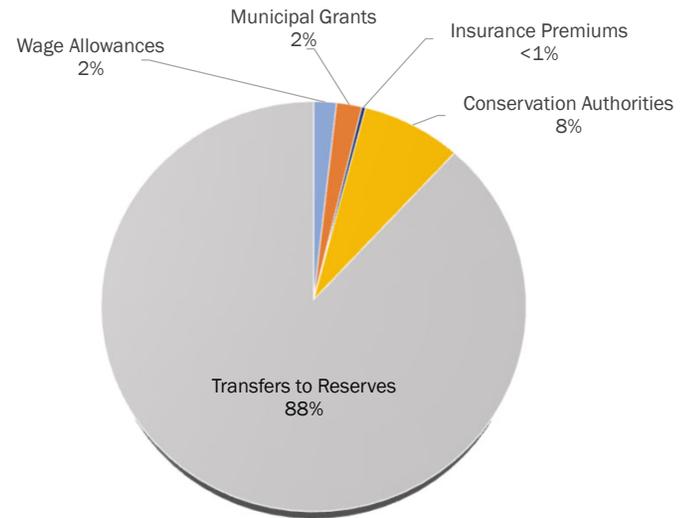
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Net Levy Impact

(1,399,001)

2023 Budget

(39,415,268)

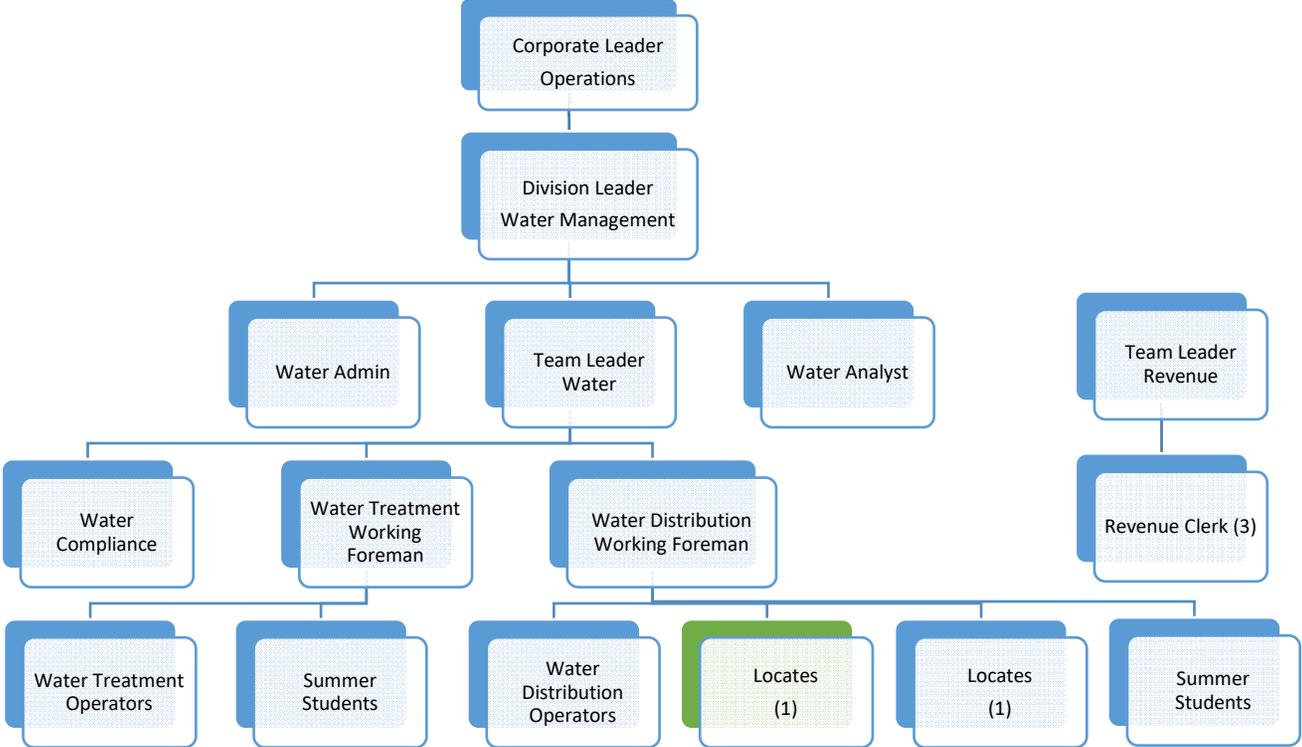


Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 Annualized for One-Time adjustments from prior year			15,451	-	Division One-time adjustments from prior year See Appendix III for details	15,451	-
2 Contractual	2023-016	Insurance Premiums	2,009	-	Municipalities continue to incur significant increase in insurance premiums due to increasing consolidation of municipal insurance providers and some negative claims history. The Municipality continues to experience some losses which impact premiums in terms of liability experience. This experience is consistent with what is happening in municipalities of all sizes throughout Canada. The increase noted below captures an increase in the insurance budget of 10% for cyber liability 15% for E&O, and 12% on CGL, which is estimated 13% overall increase on insurance premium.	2,009	-
3 Inflationary	2023-066	Transfer From Tax Stabilization	(1,109,679)	(1,109,679)	Due to significant inflationary pressures and increased requirements for Asset Management Planning it is recommended to utilize the assessment stabilization one time to smooth the impacts to the tax rate due to unprecedented economic times.	(1,109,679)	-
4 Line Item Increase	2023-067	Conservation Levy	9,340	-	Forecasted increase of 2% to conservation Levy for 2023	9,340	-
5 Line Item Decrease	2023-068	Tax Write Off	(50,000)	-	To adjust tax write offs to actual forecast based on open and outstanding appeals	(50,000)	-
6 Revenue Reduction	2023-069	POA Revenue	70,000	-	Due to the Pandemic and the closure and reallocation of the courts in Windsor a decrease in revenue is being experienced and is forecasted to continue into 2023	70,000	-
7 Revenue Increase	2023-070	Revenue & Reserve Adjustments	(341,292)	-	To adjust grant revenue and reserve transfers to actuals for 2023 and to adjust PIL's and Supplementary Taxes to forecasted averages based on MPAC historical trends	(341,292)	-
8 Inflationary	2023-085	Retiree Benefit	5,170	-	Forecasted 5% increase	5,170	-
Division Totals			<u>(1,399,001)</u>	<u>(1,109,679)</u>		<u>(1,399,001)</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.

	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues						
Municipal Levy	33,433,556	33,425,246	34,980,140	36,448,510	36,448,510	-
Education Levy	12,982,575	13,129,747	13,129,747	11,804,287	11,804,287	-
Education Levy Remittance	(13,222,209)	(13,129,747)	(13,129,747)	(11,804,287)	(11,804,287)	-
County Levy	26,588,954	26,723,101	26,723,101	27,864,575	27,864,575	-
County Levy Remittance	(27,091,702)	(26,723,101)	(26,723,101)	(27,864,575)	(27,864,575)	-
	32,691,174	33,425,246	34,980,140	36,448,510	36,448,510	-
Interest Revenue	336,363	555,000	555,000	555,000	555,000	-
Payments in Lieu	610,144	365,000	365,000	365,000	450,000	85,000
Recovery of Expense	140,964	164,360	198,599	234,422	234,422	-
Provincial Offences	30,028	160,000	160,000	160,000	90,000	(70,000)
Supplementary Tax	1,228,972	700,000	700,000	700,000	945,000	245,000
	2,346,471	1,944,360	1,978,599	2,014,422	2,274,422	260,000
Wind Farm Revenue	443,707	394,640	394,640	394,640	394,640	-
Transfer From Reserve	-	-	-	180,451	1,109,679	929,228
Transfer To Reserves	(563,207)	(514,140)	(514,140)	(514,140)	(514,140)	-
	(119,500)	(119,500)	(119,500)	60,951	990,179	929,228
Grant Revenue	238,985	-	-	-	-	-
Safe Restart Grant	1,411,300	-	-	-	-	-
Federal Gas Tax	1,777,024	1,777,000	1,777,000	1,857,797	1,894,953	37,156
OCIF Grant	1,722,297	1,375,250	1,476,255	2,903,166	2,961,229	58,063
OMPF	542,200	542,200	553,500	564,600	575,892	11,292
Transfer To Reserve Funds	(4,431,609)	(3,152,250)	(3,253,255)	(4,760,963)	(4,856,182)	(95,219)
	1,260,197	542,200	553,500	564,600	575,892	11,292
Total Revenues	36,178,342	35,792,306	37,392,739	39,088,483	40,289,003	1,200,520

	2020 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Expenses						
Full Time Wages	-	187,000	108,477	165,000	-	(165,000)
Clothing Allowance	-	10,000	-	-	-	-
Group Insurance	-	3,000	-	-	-	-
Allowance for Wage Increases	-	200,000	108,477	165,000	-	(165,000)
Retiree Benefits	97,471	103,400	103,400	103,400	108,570	5,170
Events & Functions	138,836	-	-	-	-	-
Insurance Premiums	-	-	-	15,451	17,460	2,009
Municipal Tax Write Offs	227,296	200,000	200,000	200,000	150,000	(50,000)
Conservation Authorities Levies	455,886	452,710	457,237	467,021	476,361	9,340
	919,489	956,110	869,114	950,872	752,391	(198,481)
DC Discounts and Exemptions	-	-	34,844	34,844	34,844	-
Grants & Subsidies	12,170	27,500	27,500	27,500	27,500	-
Comber Historical Museum Grant	11,500	11,500	11,500	11,500	11,500	-
Maidstone Historical Museum Grant	11,500	11,500	11,500	11,500	11,500	-
Walls & Underground Railroad Grant	-	-	-	11,500	11,500	-
Club De L'Age Grant	11,320	11,320	11,320	11,320	11,320	-
Good Neighbour Grant	12,677	13,180	13,180	13,180	13,180	-
	59,167	75,000	109,844	121,344	121,344	-
Total Expenses	978,656	1,031,110	978,958	1,072,216	873,735	(198,481)
Net Budget	(35,199,686)	(34,761,196)	(36,413,781)	(38,016,267)	(39,415,268)	(1,399,001)



OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

The Water Division is to ensure the treatment, storage and distribution of safe, reliable drinking water which meets or exceeds Provincial quality standards. The Division oversees responsibility of the Municipal’s Drinking Water Quality Management System (DWQMS) in addition to the operation and maintenance of two water treatment plants, four water distribution systems, two water towers and two reservoir and pumping stations.

BUDGET HIGHLIGHTS

Major Operating Change Requests

- Addition of a Locate Staff is being requested for 2023 as well as Contract Locate Staff for 2023
- Increased Revenue from the Water Rates Study
- Increased Insurance cost due to Inflation

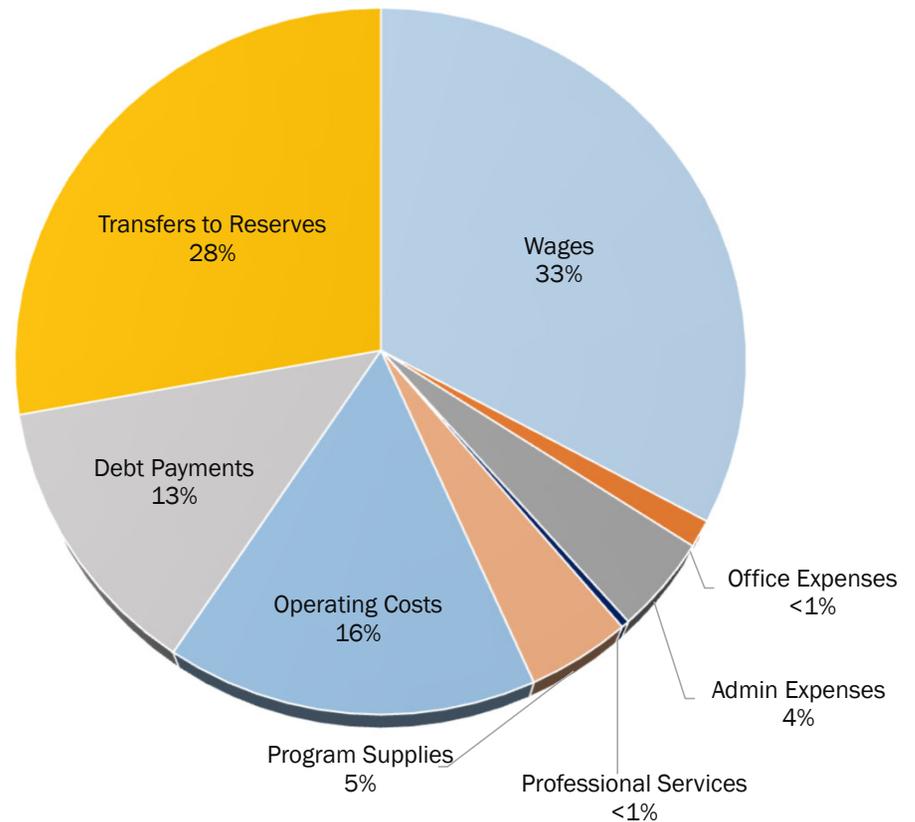
Major Capital Projects

- Meter Replacement Program
- Level or Service Review
- PLC (pro logic controller) Replacement at John George Water Treatment Plant
- CO2 Metering System

	2021	2022	2023
Summary	Budget	Budget	Budget
Wages	2,693,813	3,017,201	3,476,861
Office Expenses	205,300	205,078	132,500
Admin Expenses	457,700	464,700	457,700
Professional Services	104,200	109,200	37,200
Program Supplies	472,900	472,900	472,900
Operating Costs	1,488,300	1,584,588	1,687,220
Debt Payments	1,372,986	1,372,986	1,349,263
Transfers to Reserves	3,125,531	2,879,679	2,947,174
Total Expenses	9,920,730	10,106,332	10,560,818
Revenues	(9,920,730)	(10,010,044)	(10,560,818)
Transfers from Reserves	-	(96,288)	-
Net Budget	-	-	-

Summary of Budget Changes

	Change	Balance
2022 Budget		-
Add:		
*Annualized Salary and Wages	150,669	
Annualized for One-Time adjustments from prior year	93,410	
Budget Reallocations - IT Costs	(69,700)	
Budget Reallocations - Position	127,312	
Budget Reallocations - Recovery of Staff	(75,000)	
<u>Budget Issues:</u>		
2023-093 Water Locate Technician #2	97,994	
2023-094 Contract/Seasonal Water Locate Technician	83,685	
2023-103 Water - Revenue Adjustment	(475,774)	
2023-104 Water - Debt Repayment	(23,723)	
2023-105 Water - Insurance Premiums	23,632	
2022-106 Water Reserve Adjustment	67,495	
Budget Changes Subtotal	-	
<u>Budget Issues funded through the Reserve</u>	-	
Net Levy Impact	-	
2023 Budget	-	



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			150,669	-	Division salary and wage adjustment	150,669	-
2 Annualized for One-Time adjustments from prior year			93,410	-	Division One-time adjustments from prior year See Appendix III for details	93,410	-
3 Budget Reallocations - IT Costs			(69,700)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(69,700)	-
4 Budget Reallocations - Position			127,312	-	Consolidate positions previously assigned to multiple divisions into one division and additional Revenue Clerk approved by Council in 2022	127,312	-
5 Budget Reallocations - Recovery of Staff		Recovery of Staff time from Wastewater	(75,000)	-	Recovery of Staff time from Wastewater	(75,000)	-
6 Service Enhancement	2023-093	Water Locate Technician #2	97,994	-	The Municipality has been doing locates for a few years now and the number of request keep going up each year mainly do to the development that is happening in Lakeshore, which brings more utilities to be installed. The Municipality was able to get a locator in 2018 which didn't require a water distribution license as they were only to do locates. In the past couple of years the locates have gone up so much that we have two (2) full time water distribution operators working on locates steady to try and stay within the time scope, Five (5) business days to complete. Just from 2021 to 2022 Ontario One Call sends out the statistics and Lakeshores locates have increased by 27% meaning the number is only going to continue to grow over the next couple of years until development stabilizes. Further, the bigger issue is that while we are trying to keep up with the locates, the water distribution work has fallen behind which affects the level of service but more importantly, we must stay in compliance with our sampling and flushing programs as well as the other programs such as, valve turning maintenance, Leak detection, directional flushing, and getting the fall hydrant flushing scheduled during regular hours. See Appendix IV for details.	97,994	-

Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
7 Service Enhancement	2023-094	Contract/Seasonal Water Locate Technician	83,685	-	The Municipality has been doing locates for a few years now and the number of request keep going up each year mainly do to the development that is happening in Lakeshore, which brings more utilities to be installed. The Municipality was able to get a locator in 2018 which didn't require a water distribution license as they were only to do locates. In the past couple of years the locates have gone up so much that we have two (2) full time water distribution operators working on locates steady to try and stay within the time scope, Five (5) business days to complete. Just from 2021 to 2022 Ontario One Call sends out the statistics and Lakeshores locates have increased by 27% meaning the number is only going to continue to grow over the next couple of years until development stabilizes. Further, the bigger issue is that while we are trying to keep up with the locates, the water distribution work has fallen behind which affects the level of service but more importantly, we must stay in compliance with our sampling and flushing programs as well as the other programs such as, valve turning maintenance, Leak detection, directional flushing, and getting the fall hydrant flushing scheduled during regular hours. See Appendix IV for details.	83,685	-
8 Revenue Increase	2023-103	Water - Revenue Adjustment	(475,774)	-	To adjust revenue to forecast from the Water Rate Study based on historical Volumes (consumption \$222,549, Base \$148,225). Also to adjust user fee revenue to actuals for new meter sales on homes \$100,000. Adjust Interest Revenue to actuals \$5,000	(475,774)	-
9 Line Item Increase	2023-104	Water - Debt Repayment	(23,723)	-	To reduce water debt repayments to actual for 2023	(23,723)	-
10 Contractual	2023-105	Water - Insurance Premiums	23,632	-	To increase insurance premiums by an estimated 13% for 2023	23,632	-
11 Legislated	2023-106	Water Reserve Adjustment	67,495	-	To adjust the transfer to reserve for water funded operations	67,495	-
Division Totals			<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	142,924	235,000	95,950	95,950	95,950	95,950	-
Recovery of Staff	156,000	156,000	156,000	156,000	156,000	231,000	75,000
Miscellaneous Revenue	41,492	35,416	41,000	41,000	41,000	41,000	-
Proceeds from Sale of Equipmen	2,340	-	-	-	-	-	-
Interest Revenue	92,908	98,891	95,000	95,000	95,000	100,000	5,000
Watermain Revenue	23,723	42,000	23,723	23,723	23,723	23,723	-
Meter Sales	110,760	85,000	95,000	95,000	95,000	195,000	100,000
Consumption Charge	5,791,715	5,573,565	5,349,950	5,563,744	5,563,744	5,786,293	222,549
Basic Charge	3,484,278	3,532,215	3,483,272	3,616,313	3,705,627	3,853,852	148,225
Recovery Of Wages	-	234,000	-	-	-	-	-
Recovery Of Expense	131,540	6,300	234,000	234,000	234,000	234,000	-
Wage Subsidy	1,280	-	-	-	-	-	-
Transfer From Reserve Funds	-	96,288	-	-	96,288	-	(96,288)
Total Revenues	9,978,961	10,094,675	9,573,895	9,920,730	10,106,332	10,560,818	454,486
Expenses							
Wages and Benefits	2,465,161	2,870,065	2,633,845	2,693,813	3,017,201	3,476,861	459,660
Office Supplies	4,512	3,000	5,000	5,000	6,000	6,000	-
Advertising & Promotion	2,219	1,000	1,000	1,000	1,000	1,000	-
Meeting Expenses	219	500	500	500	500	500	-
Courier & Postage	84,815	60,000	75,000	75,000	75,000	75,000	-
Travel Expense	1,162	750	600	1,600	1,600	1,600	-
Training & Conferences	24,880	25,000	39,500	39,500	39,500	39,500	-
Memberships & Subscriptions	10,912	890	7,900	7,900	8,900	8,900	-
Telecommunications	52,921	35,000	48,200	48,200	41,200	-	(41,200)
Computer Expense	21,634	31,378	30,600	26,600	31,378	-	(31,378)
Administration Fee	439,707	445,700	445,700	445,700	445,700	445,700	-
Bank Charges	3,506	3,500	3,500	3,500	3,500	3,500	-
Debt Payments	1,073,815	1,372,986	1,372,986	1,372,986	1,372,986	1,349,263	(23,723)
Bad Debts & Write-offs	8,145	500	500	500	500	500	-
Pagers & Radio Airtime	-	7,000	-	-	7,000	7,000	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Service Fees	-	8,000	8,000	8,000	8,000	8,000	-
Interest Expense	299,399	-	-	-	-	-	-
Consulting Services	37,805	35,200	30,200	30,200	35,200	35,200	-
Legal Services	148	2,000	2,000	2,000	2,000	2,000	-
Winter Control Services	12,130	9,000	15,000	15,000	15,000	15,000	-
Grounds Maintenance	11,886	15,000	12,000	12,000	12,000	12,000	-
Locate Services	2,028	10,000	10,000	10,000	10,000	10,000	-
Water Meter Reading	28,671	27,000	30,000	35,000	35,000	35,000	-
Health & Safety Supplies	10,082	8,000	13,000	13,000	13,000	13,000	-
Materials & Supplies	96,534	150,000	121,900	121,900	121,900	121,900	-
Water Purchases Tecumseh	20,946	26,000	26,000	26,000	26,000	26,000	-
Water Purchases	465,901	312,000	312,000	312,000	312,000	312,000	-
Facility Maintenance	36,843	18,000	23,000	23,000	23,000	23,000	-
Janitorial Services	10,703	11,800	11,800	11,800	11,800	11,800	-
Utilities	424,648	385,900	385,900	385,900	385,900	385,900	-
Property Taxes	109,272	80,965	90,000	90,000	90,000	90,000	-
Security Services	8,317	6,000	3,200	3,200	3,200	3,200	-
Fuel & Oil	57,179	61,000	61,000	61,000	61,000	61,000	-
Equipment Rental	2,808	2,400	2,400	2,400	2,400	2,400	-
Insurance Premiums	99,183	181,788	85,500	85,500	181,788	205,420	23,632
Water Purification Chemicals	227,092	330,000	212,500	212,500	212,500	212,500	-
Water Sample Testing	34,982	35,000	53,000	53,000	53,000	53,000	-
Water Meters	5,108	165,000	10,000	10,000	10,000	10,000	-
Installations	50,527	60,000	37,500	37,500	37,500	37,500	-
Equipment Repairs & Maintenance	889	12,000	-	-	-	-	-
System Repairs & Maintenance	663,502	460,000	477,000	477,000	477,000	477,000	-
Vehicle Repairs & Maintenance	38,503	35,500	35,500	35,500	35,500	35,500	-
Transfer To Reserve Funds	2,840,664	2,879,679	2,840,664	3,125,531	2,879,679	2,947,174	67,495
Total Expenses	9,789,361	10,184,501	9,573,895	9,920,730	10,106,332	10,560,818	454,486
Net Budget	(189,599)	89,826	-	-	-	-	-





OBJECTIVES AND RESPONSIBILITIES

* Green highlights indicate staffing request for 2023

The Wastewater Division is responsible to ensure that wastewater is properly treated before it is release into the environment. The Municipal’s wastewater treatment and pumping systems are operated by the Ontario Clean Water Agency (OCWA) on behalf of the municipality. Currently the Municipality is serviced by five wastewater treatment and collection systems.

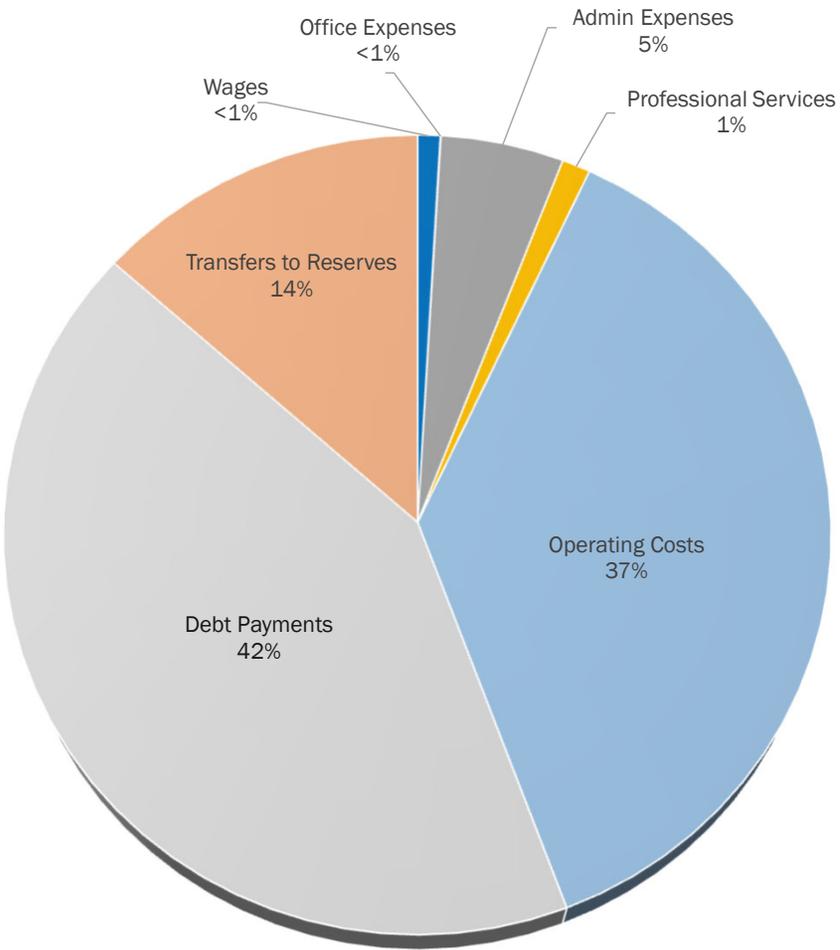
BUDGET HIGHLIGHTS

- Major Operating Change Requests
- Addition of a Wastewater Operator is being requested in 2023
 - Additional Debt Repayments and Transfer from DC Reserve incorporated for the Debt of the Dennis St Pierre Plant
 - Increase for the OCWA Contract
 - Additional Revenue from the Water and Wastewater Rate Study
- Major Capital Projects
- OCWA Capital Repairs
 - Lifecycle Assessments
 - Level of Service Review



	2021 Budget	2022 Budget	2023 Budget
Summary			
Wages	70,519	74,573	98,694
Office Expenses	17,150	17,150	2,600
Admin Expenses	482,000	467,000	542,000
Professional Services	1,795,900	2,317,283	125,000
Operating Costs	1,636,800	1,824,261	4,066,472
Debt Payments	866,526	802,992	4,606,992
Transfers to Reserves	1,612,016	1,457,608	1,470,126
Total Expenses	6,480,911	6,960,867	10,911,884
Revenues	(6,480,911)	(6,923,406)	(10,911,884)
Transfers from Reserves	-	(37,461)	-
Net Budget	-	-	-

	Change	Balance
Summary of Budget Changes		
2022 Budget		-
Add:		
Annualized for One-Time adjustments from prior year	37,461	
Budget Reallocations - IT Costs	(16,650)	
Budget Reallocations - Position	(74,573)	
Budget Reallocations - Internal allocation from Water Division	75,000	
Budget Issues:		
2023-095 Wastewater Operator - Wages and clothing allowance	98,694	
2023-097 OCWA Contract	41,145	
2023-098 Training & Membership	2,100	
2023-099 Wastewater Reserve Transfer	12,518	
2023-100 Revenue Adjustment	(564,878)	
2023-101 WW Insurance Premiums	8,783	
2023-102 WW Debt Repayment	3,804,000	
2023-102 Development Charge Recovery for debt repayment	(3,423,600)	
Budget Changes Subtotal	-	
Budget Issues funded through the Reserve	-	
Net Levy Impact	-	
2023 Budget	-	



Issue Category	Ref. #	Issue Name	Total Cost	One-Time	Issue Description	Revenue	Reserves
1 *Annualized Salary and Wages *			-	-	Division salary and wage adjustment	-	-
2 Annualized for One-Time adjustments from prior year			37,461	-	Division One-time adjustments from prior year See Appendix III for details	37,461	-
3 Budget Reallocations - IT Costs			(16,650)	-	All IT related budgets are reallocated and consolidated in DTCS Division	(16,650)	-
4 Budget Reallocations - Position			(74,573)	-	Consolidate positions previously assigned to multiple divisions into one division	(74,573)	-
5 Budget Reallocations - Internal allocation from Water Division			75,000	-	Internal allocation for Water division staff time to perform duties within Wastewater division	75,000	-
6 Service Enhancement	2023-095	Wastewater Operator - Wages and clothing allowance	98,694	-	The Municipality has relied on OCWA for maintenance and operation of the sanitary pumping stations and treatment facilities. In the past there was little to no maintenance plan on the gravity sewer systems. Operations currently doesn't have dedicated staff to maintain, inspect and operate the collection system. This work was previously been done on an on call basis when required and completed by the roads crew. The sanitary sewer collection system requires a maintenance program. Wages is \$97,994 and \$700 for clothing allowance. See Appendix IV for details.	98,694	-
7 Contractual	2023-097	OCWA Contract	41,145	-	To adjust for inflation in the OCWA Contract for 2023	41,145	-
8 Line Item Increase	2023-098	Training & Membership	2,100	-	Training and Membership cost for the wastewater division	2,100	-
9 Legislated	2023-099	Wastewater Reserve Transfer	12,518	-	To adjust the transfer to reserve for wastewater funded operations	12,518	-
10 Revenue Increase	2023-100	Revenue Adjustment	(564,878)	-	To adjust revenue to forecast from the Wastewater Rate Study based on historical Volumes (consumption \$573,225, Base \$34,423). Also to adjust local improvements downwards to actuals based on trends \$(42,770)	(564,878)	-
11 Inflationary	2023-101	WW Insurance Premiums	8,783	-	To increase insurance premiums by an estimated 13% for 2023	8,783	-
12 Legislated	2023-102	WW Debt Repayment	3,804,000	-	To show the estimated repayment of principal and interest of the Denis St Pierre Plant	3,804,000	-
13 Legislated	2023-102	Development Charge Recovery for debt repayment	(3,423,600)	-	Development Charge Recovery for the Denis St Pierre Plant debt repayment	(3,423,600)	-
Division Totals			<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

* Wage adjustments are generated from an in-depth salary review process that is undertaken during the annual budget process. Any increases or reductions are attributed to position incumbent changes, annualized step increments and changes resulting from negotiated agreements.



	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Revenues							
User Fee Revenue	11,679	-	-	-	-	-	-
Grant Revenue	57,701	-	-	-	-	-	-
Miscellaneous Revenue	30,640	15,000	8,725	8,725	28,985	28,985	-
Consumption Charge	4,207,490	4,348,178	3,776,727	4,146,944	4,146,944	4,720,169	573,225
Basic Charge	2,178,561	2,382,392	2,182,472	2,182,472	2,604,707	2,639,130	34,423
Local Improvements	83,886	108,231	142,770	142,770	142,770	100,000	(42,770)
DC Charges	-	-	-	-	-	3,423,600	3,423,600
Transfer From Reserve Funds	-	37,461	-	-	37,461	-	(37,461)
Total Revenues	6,569,957	6,891,262	6,110,694	6,480,911	6,960,867	10,911,884	3,951,017
Expenses							
Wages and Benefits	64,992	74,573	64,986	70,519	74,573	98,694	24,121
Advertising & Promotion	-	500	500	500	500	500	-
Training & Conferences	-	-	-	-	-	1,500	1,500
Memberships & Subscriptions	-	-	-	-	-	600	600
Telecommunications	18,929	16,650	16,650	16,650	16,650	-	(16,650)
Administration Fee	461,970	462,000	462,000	462,000	462,000	537,000	75,000
Debt Payments	611,933	802,992	866,526	866,526	802,992	4,606,992	3,804,000
Grants & Subsidies	24,000	7,500	15,000	15,000	-	-	-
Service Fees	5,338	5,000	5,000	5,000	5,000	5,000	-
Interest Expense	254,591	-	-	-	-	-	-
Consulting Services	35,941	85,000	50,000	50,000	125,000	125,000	-
Locate Services	62,140	97,000	97,000	97,000	97,000	97,000	-
Winter Control Services	12,751	17,000	15,000	15,000	15,000	15,000	-
Grounds Maintenance	36,263	23,000	23,000	23,000	23,000	23,000	-
OCWA Contract	1,620,889	2,096,352	1,610,900	1,610,900	2,057,283	2,098,428	41,145
Utilities	934,515	893,900	893,900	893,900	893,900	893,900	-
Property Taxes	87,992	76,292	80,000	80,000	80,000	80,000	-

	2020 Actual	2022 (Q3) Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	\$ Budget Change
Insurance Premiums	36,233	67,561	30,100	30,100	67,561	76,344	8,783
Equipment Repairs & Maintenance	-	-	-	-	-	-	-
System Repairs & Maintenance	793,349	599,800	924,800	624,800	774,800	774,800	-
Vehicle Repairs & Maintenance	11,536	8,000	8,000	8,000	8,000	8,000	-
Transfer To Reserve Funds	1,005,033	1,457,608	947,332	1,612,016	1,457,608	1,470,126	12,518
Transfer To Capital	-	-	-	-	-	-	-
Total Expenses	6,078,395	6,790,728	6,110,694	6,480,911	6,960,867	10,911,884	3,951,017
Net Budget	(491,562)	(100,534)	-	-	-	-	-



CAO					
1	Corporate Strategic Planning	50,000			
2	Process Mapping	80,000			
Information Management & Technology Services					
3	Network Replacement	250,000			
4	Annual Computer Purchases	30,000			
5	Conference Rooms	30,000			
6	IT Office Space	20,000			
Committees of Council					
7	Accessibility Evacuation Chair	3,000			
Civic Affairs					
8	Ward Boundary Review	100,000			
9	Citizen Satisfaction Survey and Citizen Panel Recruitment	45,000			
10	Multimedia Design	45,000			
Fire					
11	Self-Contained Breathing Apparatus (SCBA) Fleet Lifecycle Repl	150,000			
12	Annual Bunker Gear Replacement Program	106,000			
ATRC					
13	Bell Box Mural Project	12,000			
MARINA					
14	Golf Cart - Club Car Electric with Folding Rear Seat	17,000			
Community Planning					
15	Shoreline Management Plan Official Plan Adoption	10,000			
16	Community Benefits Charge Plan	40,000			
17	County Road 22 Design Charette	14,000			
Economic Development Management					
18	Transit Plan	50,000			
By-Law					
19	Rat Abatement Pilot Project	10,000			
Animal Control					
20	Freezer and Washer/Dryer Replacement	5,000			
Engineering & Infrastructure					
21	Bridge Needs Study	75,000			
22	Wastewater Master Plan	150,000			
23	Roads Needs Study	250,000			
24	Stormwater Levy Study	75,000			
Roads & Fleet					
25	Traffic By-Law Update	35,000			
26	Fence Lifecycle Replacement Program NEW	100,000			
27	Sidewalk Lifecycle Replacement	100,000			
28	Asphalt Road Resurfacing	618,535			
29	Surface Treatment	847,000			
30	Phragmite Elimination Program	20,000			
31	Pilot Tree Program	20,000			
32	Remote Monitoring for 10 Storm Pumping Stations	150,000			
33	SW PONDS MAINTANCE	300,000			
34	Community Winter Lights	32,150			
35	Roundabout Landscaping	45,000			
36	PPE Chainsaw Protection	3,500			
37	GPS Tracking Devices for Vehicles	4,000			
38	Van #627 Replacement	50,000			
39	Hotbox	65,000			
40	Single Axle Plow Truck	300,000			
41	Tandem Axle & Chassis	400,000			

Facilities (non ATRC) & Properties

42 Facilities Swipe Cards - Libro & Comber Community Center	18,000
43 Furnace Replacement - East PW Shop	15,000
44 West Public Works shop Design and Upgrades	780,000
45 Fire Hall Station 2 - Overhead Heater Replacement	8,000
46 Fire Hall Station 2 - Garage Door Replacements	15,000
47 Fire Hall Station 2 - Drainage Project	10,000
48 FH3 LED Conversion	6,000
49 OPP Fire Alarm Panel	9,000
50 TH Noise Dampening Office Space	21,000
51 Provision Added by Justin For Office Furniture	20,000
52 Provision for temporary Office Space	325,000

Parks & Trails

53 Lakeview Park Playground Resurfacing	75,000
54 Surveillance Cameras	38,940

Capital Projects

55 Annual Bridge Engineering	100,000
56 Bridge Rehabilitation	1,000,000
57 Watermain Replacement County Road 22 - Construction	2,361,433
58 Watermain Replacements - Tellier, Riverside and Deerbrook Drive	280,000
59 Major Street Road Reconstruction & Lilydale Road Rehabilitation	1,875,000
60 Patillo Road Reconstruction	9,314,000
61 SWMP Phase 1 Addendum - Lefaive Drain - Reassessment Memo	7,500

Water

62 Water Meter Replacement Program	415,500
63 PLC (pro logic controller) Replacement at Stoney Point WTP	200,000
64 CO2 Metering System	100,000
65 BRWTP Lifecycle Assessment	25,000
66 SPTP Lifecycle Assessment	75,000
67 Level of Service Review	75,000

Wastewater

68 DSPWWTP Lifecycle Assessment	100,000
69 Level of Service Review	75,000
70 OCWA Capital	3,575,350

Total Capital Projects	25,626,908
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Project Name / Funding	Project Description	2023 Budget
1 CAO-23-6637 Corporate Strategic Planning Funding Source: Plans and Studies Reserve	This is a 10 year organizational strategic plan to align administrative resources and capacity with Council strategic goals and objectives.	50,000
2 CAO-23-6638 Process Mapping Funding Source: Plans and Studies Reserve	Council has requested Administration review operations and determine where efficiencies can be found in service delivery. Process mapping will review current state procedures, identify pinch points and propose potential options to improve the efficiency and effectiveness of service delivery. Completing process mapping will also provide a consistent documented method of service delivery to ensure consistency of operations and ease of knowledge transfer between staff. Additionally, documentation will be created to clearly identify responsibilities, accountabilities, consultation, and information sharing roles during service delivery. The following services are being proposed to be studied in this initiative: Development Approvals (Official Plan Amendments, Secondary Plans, Outline Plans, Zoning Amendments, Subdivision, Site Plan Control); Policy and Bylaw Development; Accounting and Revenue (taxation, revenue streams, building permits, recreation revenue); Budget Development; Procurement and Contract Administration; Water and Waste Water; Drainage	80,000
3 DTCS-23-6639 Network Replacement Funding Source: Technology & Office Equipment Reserve	The Municipality continues to operate on network infrastructure that was deployed based on legacy network design methodology. It introduces high operating risks regarding Cyber Security as well as reliability given its complexity in design. Furthermore, it was deployed on small business grade equipment that has reached its limits and will not permit the Municipality to scale further into its Digital transformation as we grow towards an IoT based Smart Community. The Municipality through the Digital Modernization grant designed with a trusted partner a fit for purpose network reference architecture that will suit the Municipality for the next 5-10 years offering security by design and high scalability. In order to deploy this architecture, all network infrastructure must be replaced including prepaid 3 years of professional support at a cost of \$200,000 CDN. We will also include \$50,000 of professional services to support the configuration, testing and deployment of the required infrastructure.	250,000
4 DTCS-23-6640 Annual Computer Purchases Funding Source: Technology & Office Equipment Reserve	This annual program is to centralize and ensure that approved net new positions receive the proper end-user workspace equipment including: first year licensing, laptop, dock, monitor, keyboard, mouse, headset. These devices will be purchased based on the Municipal standard equipment set. It will then be added to the Asset Management service to be accounts for during lifecycle planning and reserve funding / draws. This project ensure that no other Divisional budgets need to account for end-user productivity devices.	30,000
5 DTCS-23-6641 Conference Rooms Funding Source: Technology & Office Equipment Reserve	As the Municipality continues to grow, it becomes increasingly more important that staff at various locations are able to collaborate in groups effectively supported by technology. In addition, as we welcome external parties back to Municipal buildings we must also ensure that our ability to deliver hybrid meeting experiences improves to offer strong onsite collaboration while delivery a strong experience for those onsite and off. It is proposed that at the three main office locations, we will deploy fit for purpose meeting room solutions. These meeting rooms will be full integrated smart rooms that allow for Teams & Zoom meetings where all members are visible, can share content and speak / hear.	30,000
6 DTCS-23-6642 IT Office Space Funding Source: Furniture & Fixtures Reserve	Currently, staff is in a common room that is poorly designed and has significant amounts of wasted space. We propose creating a new space that will allow IT staff to work together on an open-concept space that drives collaboration. It will support up to 5 employees as well as a workbench for equipment support, repair and deployment. It will additionally create more effective storage solutions that will keep the room organized and help with inventory management of commonly used items. Funding will be from the IT Reserve for new collaborative office space. This is a one-time cost and will support a growing team that collaborates and works together on a daily basis	20,000
7 COC-23-6643 Accessibility Evacuation Chair Funding Source: Furniture & Fixtures Reserve	Council supported the installation of evacuation chairs (one at the ATRC and one at Town Hall) in the 2022 Budget. The Accessibility Advisory Committee is recommending the evacuation chair at Town Hall be moved to the south entrance of the Council Chambers and an additional evacuation chair be purchased for Town Hall. An evacuation chair is designed to assist people with reduced mobility to safely and quickly egress a multi story building in the event of an emergency. Evacuation chairs can also be used during times of power outages to evacuate people if an elevator is not working. During an emergency, elevators are unsafe to use which creates a difficult situation for people with accessibility issues. Evacuation chairs provide a safe solution.	3,000

Project Name / Funding	Project Description	2023 Budget
<p>8 CIV-23-6644 Ward Boundary Review</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>Voter parity and effective representation are criteria that have been upheld by the Supreme Court of Canada and an important consideration for municipal wards. The Municipal Act, 2001 gives municipalities the authority to establish or change its ward boundaries, through a process that is begun by the municipality itself or after receiving a petition from resident(s). A ward boundary by-law, or failure to act on a petition, may also be appealed to the Local Planning Appeal Tribunal. The Municipality of Lakeshore adjusted its ward boundaries prior to the 2006 election, in accordance with an order from the Ontario Municipal Board. The boundaries were adjusted slightly again in 2012 prior to the 2014 election. The Municipality of Lakeshore has seen a large population growth since the 2014 election. From 2018 to 2022 alone, the Municipality of Lakeshore saw a 10% increase in eligible voters. (27,752 to 29,907* this number should be updated after Election Day Oct 24). While some size variance is expected, it is general practice that there no ward has greater than 33% above the average population for all wards, or 33% below the average population for all wards. A one-time budget request for consulting services is recommended to conduct a ward boundary review beginning in 2023. This would allow time for extensive review and public consultation, as well as the disposition of any appeals, prior to January 1, 2026 (for the 2026 municipal election).</p>	100,000
<p>9 CIV-23-6645 Citizen Satisfaction Survey and Citizen Panel Recruitment</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>In 2020, the municipality began its first phase of the Service Delivery Review by undertaking a Community Satisfaction Survey (telephone survey conducted by third party Ipsos, providing randomized results of residents' satisfaction with municipal services and quality of life). As part of the delivery of results, it was anticipated that another survey would be conducted in 2024. In 2022, Council adopted the Civic Engagement Strategy, which identifies improving citizen engagement experience and fostering a citizen-centric culture as strategic priorities. As part of process, Administration recommends increasing the frequency of satisfaction surveys from four years to two years (2023 and 2025). The community satisfaction survey would also provide the opportunity to recruit a random sample of citizens to serve on a Citizen Panel. Participants would be expected to complete regular surveys on a variety of ongoing engagement projects or other municipal programs or services. Data from Panel participants would be presented in addition to data from other engagement methods. One-time budget request for consulting services to conduct randomized phone survey and citizen panel recruitment. To engage in this program of citizen engagement survey every 2 years, Administration recommends an annual transfer of \$20,000 to a new reserve account.</p>	45,000
<p>10 CIV-23-6646 Multimedia Design</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>This graphic design and multimedia content project would include print and digital assets, video creation and design support for strategic communication and engagement initiatives on municipal initiatives including public input sessions/meetings, by-law development, and event advertisement. Furthermore, this will enable the Municipality to create multimedia information packages for each division to use for recruitment, to educate all staff on operations in the Municipality, upgrading onboarding processes for new staff including training on Lakeshore processes. These services would be contracted as needed through a request for quotes.</p>	45,000
<p>11 FIRE-23-6647 Self-Contained Breathing Apparatus (SCBA) Fleet Lifecycle Replacement</p> <p>Funding Source: Fire Vehicles and Equipment Reserve</p>	<p>Replacement of the 15 year old SCBA fleet is required. The historical department use and needs has again been analyzed and the replacement fleet will be reduced in size. Back in 2003 the fleet consisted of 100 SCBA, 265 air bottles and a small inventory of face masks per station. In 2006 the fleet was reviewed and reduced to the current inventory of 70 SCBA, 165 air bottles and each firefighter assigned their own mask. The 2020 fleet will be further reduced to 50 SCBA, 100 air bottles and each firefighter assigned their own mask. These levels will meet the needs of the service as it exists today. The fleet age, limited repair part availability, increasing equipment downtime and significant technology advances are driving this request. The service provider has noted that repair parts are no longer being manufactured. This is the key component for firefighter respiratory protection in hazardous environments while providing auditory and visual indicators for remaining breathing air levels in their tanks with automatic and manually activated firefighter down (motionless) audible alarms. Technological advances include light-weight ergonomic back packs and light-weight composite air bottles that reduce firefighter fatigue and increase productivity.</p>	150,000

Project Name / Funding	Project Description	2023 Budget
<p>12 FIRE-23-6648 Annual Bunker Gear Replacement Program</p> <p>Funding Source: Fire Vehicles and Equipment Reserve</p>	<p>The Occupational Health & Safety Act (OHSa) identifies the 10 year lifecycle requirement: Section 21 Firefighter Guidance Notes: Section 4-8: Care, maintenance, inspection and replacement of structural firefighting personal protective equipment</p> <p>Life Expectancy of PPE "consider the NFPA 1851 Standard on selection, care and maintenance of protective ensembles for structural firefighting and proximity firefighting which indicates no longer than a 10 year life cycle"; OHSa clause 25(1)(b) for maintaining equipment in good condition and OHSa clause 25 (2)(h) for taking every precaution reasonable in the circumstances for the protection of the worker</p> <p>Firefighting protective gear (Gear pieces include: pants, coat, balaclava, helmet, boots and gloves) have a legislated life span of 10 years. Each piece has a unique in-service date that is tracked and replaced at the end of the 10 year cycle. An ideal situation would see each firefighter outfitted with a complete new set to start and then replaced at 10 years. However, in an effort to minimize costs, as FFs retire, bunker gear less than 10 yrs. old is re-assigned to existing or new members as needed. Damaged gear and firefighter physical size changes can impact how gear is assigned/ replaced. Rank promotions from FF to Captain to District Chief require helmet replacements. A set of spare gear (15 to 20 sets of varying height and weight dimensions representative of our average FF sizes) is maintained to provide a temporary alternate set of clean gear when their normal gear requires cleaning. Overall the department tries to maintain approximately 120 sets of certified less than 10 year old bunker gear. Historically the annual capital budget amount was based on replacing 10 sets each year (~100 FFs/ 10 yr. gear life span = 10 sets per year) or around \$30,000. In 2023 the fire department will require the equivalent of 32 sets of firefighting protective gear. This is a result of the 20 new recruits hired in 2022 and 12 additional veteran sets due for their 10 year lifecycle replacement. New Bunker Gear (coat and pant) orders are taking up to a year for delivery.</p>	106,000
<p>13 REC-23-6649 Bell Box Mural</p> <p>Funding Source: Community Benefit Reserve</p>	<p>The Lakeshore Arts Advisory Committee has recommended Lakeshore to enhance our communities by taking part in the Bell Box Mural project. On January 27 2022, the Lakeshore Arts Advisory Committee recommended motion "work with administration on Bell Boxes in 2022". On March 31 2022, Frank Jeney met with the Bell Box Mural company to gather information. On September 8 2022, the Lakeshore Arts Advisory Committee recommended motion "that Lakeshore complete eight (8) Bell Box Murals in 2023, at a total cost of \$12,000."</p>	12,000
<p>14 MAR-23-6650 Golf Cart - Club Car Electric with Folding Rear Seat</p> <p>Funding Source: Vehicles and Equipment Reserve</p>	<p>The Belle River Marina electric gator vehicle is due for replacement after many great years of service. The Club Car (Golf Cart) will serve as a less expensive option for the duties at the Marina in the summer months allowing for garbage removal and related tasks, and with the seats flipped, for moving of more employees during the day to and from various waterfront areas. This cart can also be used by Recreation staff for summertime park events, as well as the Atlas Tube Recreation Centre in the Marina off season. Currently, the maintenance budget covers the ongoing repairs to the electric gator.</p>	17,000
<p>15 CP-23-6651 Shoreline Management Plan Official Plan Adoption</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>In 2022 the Shoreline Management Plan was approved and forwarded to the two local conservation authorities for their support. Now that this has been completed the Official Plan is required to be amended to implement policies on how to achieve.</p>	10,000
<p>16 CP-23-6652 Community Benefits Charge Plan</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>In 2022 Lakeshore complete an update to its Parkland Dedication CIL By-law, as part of this study a CBC Feasibility analysis was completed to determine if it was appropriate for Lakeshore to proceed with creating and implementing a CBC. According to consultant to proceed with completing a CBC would costs approximately \$25,000.00, plus the costs of a property appraiser, assumed to be an additional \$15,000.00.</p>	40,000
<p>17 CP-23-6653 County Road 22 Design Charette</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>The purpose of this project will be to complete a Design Charette for County Road 22, to determine how the stretch between Belle River and Puce Roundabout could be developed in light of the recently approved County Road 22 Corridor Study. A Design Charrette is an intensive, hands-on workshop that brings people from different disciplines and backgrounds together with members of the community to explore design options for a particular area. It differs from a traditional community consultation process in that it is design based. A Design Charrette is a type of participatory planning process that assembles an interdisciplinary team - typically consisting of planners, citizens, elected officials, architects, landscape architects, transportation engineers, parks and recreation officials, and other stakeholders - to create a design and implementation plan for a specific area. The goal of the Charrette process is to capture the vision, values, and ideas of the community - with designers sketching these on to the Charette to create ideas about the future as fast as they can be generated by the participants. Typically therefore they are a fun and innovative way to engage the public, especially in projects where there is a significant landscape, streetscape, or other interesting design element. A key component of a design Charrette is time compression. Participants work together in brainstorming sessions, sketching workshops and other exercises, informed by a series of feedback loops. Meetings take place with participants coming together as a group at set times or breaking off into smaller working groups. Behind the scenes, the core design team is working constantly.</p>	14,000

Project Name / Funding	Project Description	2023 Budget
<p>18 EDM-23-6654 Transit Plan</p> <p>Funding Source: Economic Development Reserve</p>	<p>On October 13, 2021, Lakeshore Council directed Administration to prepare a business case for an implementation of an integrated regional Lakeshore transit/mobility system to be launched in 2024. The report identified a completed business case to be completed prior to the 2023 budget. The business case development is ongoing at time of budget preparations. The timeline identified a 2023 plan for initial implementation such as signage, road paint, transit stop planning, and marketing planning. A fully costed plan for a 2024 launch will be presented to Council in 2024. A request of \$50,000 is being made to begin the planning and implementation of the future transit system. These funds may be used for additional consulting work, community engagement, or other related costs to get the project off the ground. It is unlikely that signage and road paint will be considered in 2023, as this is more likely to be a "full project" rollout cost. Any amount that is unused in 2023 will roll forward to full project rollout in 2024. Grant and other funding sources will be explored to help support project launch and rollout. Although not fully costed, a significant upfront cost is expected to launch the project. A yearly ongoing expense of \$500,000 is projected based off comparable municipal projects.</p>	50,000
<p>19 BYL-23-6655 Rat Abatement Pilot Project</p> <p>Funding Source: Community Benefit Reserve</p>	<p>At the September 13, 2022, Council meeting a Notice of Motion was introduced regarding the control of rodent infestations. The following motion was passed: "That Council direct Administration to develop a business case to assess the value of introducing a Rat Abatement Service, to include proposed levels of service, cost and resourcing required to support delivery." Municipality of Lakeshore One-Year Pilot Program Approach. Staff recommend a one-year pilot program that would be identical to the process and conditions outlined in the council report. This would include inspections conducted by Bylaw Enforcement Officers, acceptance of the terms and conditions, the same numbers for rebates at 50% of the total bill up to \$200. One-time participation in the program annually and the program would only include exterior services. A pilot program is expected to cost a total of \$10,000 not including staff time. This amount is proposed to be included in the 2023 budget for Council's consideration. Proposed Rat Rebate program (budget based on 50 approvals) - \$10,000</p>	10,000
<p>20 ANC-23-6656 Freezer and Washer/Dryer Replacement</p> <p>Funding Source: Furniture & Fixtures Reserve</p>	<p>The Municipality of Lakeshore operates the Lakeshore Dog Pound under agreement on behalf of Municipalities of Lakeshore, Tecumseh, Essex and LaSalle. The Dog Pound is equipped with a large chest freezer which is used to store cadavers and road kill until it is properly disposed of. The current freezer is over 10 years old and is in need of replacement. Replacement of the freezer will ensure that the Dog Pound will continue to operate and provide the proper storage of cadavers as it is required to do as per the agreement with its member Municipalities. The Dog pound is equipped with a large size stackable washer and dryer. The staff of the Dog Pound wash and dry all towels, rags, blankets and other materials are used for the cleaning and comfort of the dogs in our care. The current washer and dryer are over 10 years old and are in need of replacement. Replacement of the washer and dryer will ensure that the Dog Pound will continue to operate and have the supplies necessary in order to properly clean and care for the dogs in our custody. Current pricing for a large chest freezer is approximately \$1800.00. Current pricing for stackable washer and dryer is \$2700.00. The budget request amounts have been increased to account for future price increases due to inflation and supply demand.</p>	5,000
<p>21 ENG-23-6657 Bridge Needs Study</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>A Bridge and Culvert Needs Study is a valuable tool for municipalities to manage the bridge and culvert system, and documents the existing infrastructure and provides a way of monitoring the condition of the system. The study summarizes the findings of inspections and identifies the required improvements to structures which are currently deficient or are likely to become deficient within a ten year period. The report includes Bridge Condition Index (BCI) for each structure. A biennial inspection of bridges and culverts with a span equal to or exceeding 3.0 metres is mandated by the province of Ontario. A Bridge Needs Study is required to be undertaken biannually. The Bridge Needs Study will also support the ongoing asset management program, the development of bridge capital and life cycle budgets and provide high level guidance on maintenance and levels of service. This study is an important tool in the development of 5-year planning. The Municipality has an inventory of 107 bridges and 11 culverts with spans exceeding 3 metres. The last bridge and culvert assessment was completed in 2021. As per frequency recommendations, a new plan is due to be undertaken in 2023.</p>	75,000
<p>22 ENG-23-6658 Wastewater Master Plan</p> <p>Funding Source: Wastewater Reserve</p>	<p>2022 Council Resolution: Direct Administration to redirect the approved 2022 budget allocated to complete the Transportation Master Plan in the amount of \$150,000 to undertake an update to the 2018 Water & Wastewater Master Plan, as presented at the April 26, 2022 Council meeting. The Water and Wastewater Master Plan Update is intended to provide timely and cost-effective solutions to better manage the increased amount of infrastructure required to service growth within the Municipality. The goal of the Plan is to provide an updated framework to continue guiding the planning and implementation of strategic water and wastewater infrastructure improvements over the next 20-year planning horizon. The Plan will also help support the Stormwater 10-year plan for the Municipality. Currently \$150,000 is allocated for this updated from the 2022 Budget (reallocated from the Transportation Master Plan). It is anticipated additional funding is required to support this master plan update. A scan from other municipalities in the region indicate an additional \$200,000 of funding. The last water and wastewater master plan update was completed in 2018. An update is a priority to assess the wastewater systems in the Municipality. A Request For Proposal is currently out for proposal and closes in October 2022.</p>	150,000

Project Name / Funding	Project Description	2023 Budget
<p>23 ENG-23-6659 Roads Needs Stud</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>A Roads Needs Study is a valuable tool for municipalities to manage their road system, documents the existing road infrastructure and provides a way of monitoring the condition of the road system. The purpose of the study is to update the road asset database in order to assist the Municipality in preparing rehabilitation plans and planning for future operating and capital budgets. The primary goal of the Study is to identify deficiencies in the existing road network and prepare rehabilitation strategies to maintain and upgrade the system. The Study is a component of the Municipality's Asset Management Plan, providing the basis for developing priorities on a need basis, which will aid in funding strategies. The Road Needs Study will support the ongoing asset management programs and supports the development of road capital and life cycle budgets and high level guidance on maintenance and levels of service. The study is an important tool in the development of 5-year planning for both the roads capital and life cycle projects. The last Road Needs Study was completed in 2018. As per frequency recommendations, a new plan is due for 2023.</p>	250,000
<p>24 ENG-23-6660 Stormwater Levy Study</p> <p>Funding Source: Stormwater Reserve</p>	<p>The study will confirm drainage areas that are assessed to the municipal storm sewer system versus the municipal drainage system. Assessment of the potential implementation of a stormwater levy to provide a dedicated funding source in support of stormwater related capital projects and current operations and maintenance activities. An increase in investment to existing system upgrades versus general maintenance and operation costs. Over time the costs will increase and become more apparent as storm and drainage systems age. A study is required for the assessment on various stormwater levy models to provide a funding source for stormwater infrastructure. The study will identify recommended approaches for the Municipality and include the determination of approximate yearly funding required for stormwater related capital projects, operations, and maintenance. The study will help fund Stormwater Master Plan Phases 1 and 2 as projects get identified in future budgets.</p>	75,000
<p>25 RDS-23-6661 Traffic By-law Update</p> <p>Funding Source: Plans and Studies Reserve</p>	<p>Consulting costs to provide recommendations and input to assist with updating Lakeshore's Traffic By-law. Operations does not have the capacity to undertake this project. It would involve a third party to input and update all relevant and addition road signage, roads, correcting road names etc. The estimated cost is \$35,000.00.</p>	35,000
<p>26 RDS-23-6662 Fence Lifecycle Replacement Program NEW</p> <p>Funding Source: Trails - Existing Reserve</p>	<p>The Municipality owns various fences that surround storm retention areas, parks, and easements. These fences to this date have had minimal maintenance budget allotted for repair and replacement. Many of these fences are up for lifecycle, beyond repair and require full replacement. Many of these areas have sections of fence that are rotten and require regular maintenance and repairs. Further, increased calls and resident complaints are increasing over time. An annual fence replacement program is required in order to maintain these assets effectively. Replacing Municipally owned fences that border storm retention areas, parks, and easements. The forecasted replacement cost is estimated at \$100-\$120 /foot for wood and \$30-\$40/foot for chain link replacement.</p> <p>The following 5 year plan has been developed:</p> <p>2023: Easement South of Monarch Meadows (294 Puce Rd-1019 Monarch Meadows) and Eastern side of Maidstone Park. 2024: Staples Park, 318 Oakwood Ave, and roadway and parking area at Maidstone Park. 2025, 2026, and 2027 would include the wood fence located behind the properties from 922 Driftwood to 851 Southwood. This section would need to be completed over a three year span based on magnitude and cost.</p>	100,000
<p>27 RDS-23-6663 Sidewalk Lifecycle Replacement</p> <p>Funding Source: Trails - Existing Reserve</p>	<p>Sidewalk conditions are identified through minimum maintenance standard inspections completed annually and were further assessed during the 2018 road need study. The lifecycle funding will target larger sidewalk replacements, including full block sections in various locations to address tripping hazards, inadequate sidewalk width and large areas of poor condition sidewalks. The new sidewalk sections will be constructed at a minimum width of 1.5 m and require the placement of tactile plates in accordance with AODA standards. The lifecycle budget is \$100,000.00 annually. A 5 year lifecycle replacement plan will be forthcoming for this project.</p>	100,000
<p>28 RDS-23-6664 Asphalt Road Resurfacing</p> <p>Funding Source: Roads Reserve</p>	<p>In 2022 a budget overage was approved to bring the asphalt resurfacing program up to date. The 2023 budget for the Road Lifecycle Asphalt Resurfacing Program is \$200,000.00 and based on inflationary costs and material escalations the budgeted amount will be insufficient to complete the below list roads from our 5 year resurfacing program unless there was an increase in the budget for 2023. Adjusted cost estimates based on geotechnical information: The geotechnical information has revealed that several road sections will require full depth asphalt removal increasing the original cost estimates that were based on a resurfacing program that involved only milling 50mm of old asphalt and repaving the surface. Estimated costs for road sections in the 2023 Road Lifecycle Asphalt Resurfacing Program's; Increase the 2023 budget to accommodate the higher construction costs The following are the scheduled roads sections for the 2023 asphalt resurfacing Program: COMMUNITY CENTER STREET from Main Street to end of parking lot (Estimated cost \$62,400.00); MCALLISTER STREET from Main Street to Anisle Ave (Estimated costs \$107,835.00); VICTORIA STREET from Stowe Street to north end and VICTORIA STREET from Stowe Street to south end (Estimated costs \$92,500.00); CHISHOLM STREET from Broadway Street to Notre Dame Street (Estimated costs \$105,000.00); WALLACE AVE from Main Street to east end (Wallace Ave; Estimated costs \$100,800.00); DUBOIS AVE from County RD 22 to Faith Drive (Estimated costs \$150,000.00);</p>	618,535

Project Name / Funding	Project Description	2023 Budget
29 RDS-23-6665 Surface Treatment Funding Source: Roads Reserve	Here are the Road Sections included on the 5year Lifecycle Surface Treatment Resurfacing Program Rehabilitation: CHURCH STREET from King Street to County RD 27; KING STREET from county road 27 to west end; OREIT STREET from Tecumseh RD to end; SUNSETVIEW LANE from Rochester Townline to east end; ST CLAIR ROAD from Clairview DR to end; MCALLISTER STREET from Ainslie Ave to Taylor Ave; LANGE AVE from Rochester Townline to west end; LAKESHORE ROAD 123 from Byrnedale RD to North Middle RD; LAKESHORE ROAD 301 from Couture RD to County RD 39; SOUTH MIDDLE ROAD from Lakeshore RD 205 to County RD 23. Identified in 5 year road capital & lifecycle program \$675,000.00 is the cost estimate to complete the 2023 road segments as approved in the 5 year capital lifecycle program. Inflationary costs and material escalations has increased the costs estimates to complete the proposed road segments to \$847,000.00	847,000
30 RDS-23-6666 Phragmite Elimination Program Funding Source: Roads Share Drainage Reserve	Phragmites is an invasive plant species that has caused damage to Ontario's biodiversity, wetlands, beaches, and drainage ditches. It is an aggressive plant that spreads quickly and releases toxins that kill surrounding native vegetation. Along with its negative environmental impacts it also causes issues with drainage and winter control. Large phragmites growth impedes water flow and creates drifting during windblown snow events. In winter months, these areas cause large drifts which make hazardous situations for motorists and require operators to make several visits during a shift to keep up with the drifting to limit liability issues. Areas such as these require ditching and cutting annually due to the aggressive growth nature of this plant. Several Municipalities in Ontario have begun spray programs that have proven to be very successful. Successfully spraying and eradicating of this invasive species has led to the regrowth of natural species such as cattails that are important to biodiversity and filter water in drainage areas. Cattails also do not grow as high and thick as phragmite which greatly reduces winter control impacts as it holds snow less severely which limits major drifting. Begin a five year Phragmite Elimination program consisting of spraying phragmite in the Municipalities' roadside ditches and Municipal Drains. This program will remain in the capital budget until it has been fully implemented and phragmites are under control, at which time it will then be an annual operational cost.	20,000
31 RDS-23-6667 Pilot Tree Program Funding Source: Tree Replacement Reserve	In 2020 council directed Administration to develop a program to plant trees in subdivisions that were not included prior 2012 when the implementation of trees being installed along the ROW in new subdivision agreements began. Administration developed a 5 year tree planting program, 2023 is the third year of this program. The budgeted costs have been \$20,000.00 each year. Estimated trees planted each year is approximately 40 trees	20,000
32 RDS-23-6668 Remote Monitoring for 10 Storm Pumping Station Funding Source: Stormwater Reserve	The program for remote monitoring of storm pump stations was added in the 2022 Budget for an initial 10 Storm pumping stations. The next phase of this implementation is for an additional 10 storm pump stations to be added to the SCADA monitoring system. This costs are associated for the installation and retrofitting of existing stations to accommodate the hardware upgrades at each station. The panels have extensive monitoring capabilities and can adapt to monitor a variety of facility control systems. The monitoring systems will include built in cellular communication capabilities and advance security features. The station levels, pump statuses, and alarms will be collected and stored in a cloud software and made available to users through mobile and web interfaces. This integration with cloud and mobile is seamless and is active immediately after panel installations. Data collected is stored and maintained for the lifetime of the panels and for 5 years in the cloud. The data quality allows accurate analysis, reporting, and cloud alarm notifications. Another option is to allow alarm notifications to be directly sent to emails of on call operators without the need for cloud generated alerts and alarms. The first (10) ten storm pump stations were budgeted in the 2022 budget with an amount of \$150,000. The next phase for an additional ten (10) storm pumping stations will be selected in 2023 and thus an amount of \$150,000 is required for this next phase. The ultimate plan is to continuously onboard 10 stations each year until the entire storm pump system has the capability for remote monitoring. This should be completed by 2025.	150,000
33 RDS-23-6669 SW PONDS MAINTANCE Funding Source: Stormwater Reserve	Council approved a capital budget last year of \$300,000 as recommended by the SWMP Phase 1 to maintain and clean the Municipality's Stormwater Management Pond/Facilities. This is required to be a yearly maintenance expense moving forward based on the number of stormwater management facilities and the importance of maintaining these regularly.	300,000
34 RDS-23-6670 Community Winter Lights Funding Source: Community Benefits	Recommendation: - all communities receive winter lights by 2025 (commenced in 2021) - allows for a sustainable consistent replacement program and maintenance plan - total cost = \$248,500 (over 5 years) - annual maintenance cost will vary between \$5,000 to \$20,000 per year (Gradual over five years to \$20,000 after full project implementation)	32,150

Project Name / Funding	Project Description	2023 Budget
35 RDS-23-6671 Roundabout Landscaping Funding Source: Roads Reserve	Council Initiative: Whereas the turning circle at Notre Dame St and W Belle River Rd has required landscape replacements and improvements over the last few years; And whereas the Council of the Municipality of Lakeshore wishes to lessen the long-term impact of construction on adjacent landowners as well as any replacement costs; Therefore, be it resolved that the Council of the Municipality of Lakeshore direct administration to include the costs of replacing the landscaping on the turning circle and its medians at Notre Dame St and W Belle River Rd with artificial turf in the 2023 budget for Council consideration. This submission is to undertake the options to install synthetic turf along the bordering boulevards surrounding the Belle River roundabout, including the center island with synthetic turf or a passive low maintenance ground cover rockery. This submission includes either synthetic turf or an option for passive landscaping stones in the center island and decorative fencing to replace the existing evergreens along the south east corner, to stop headlights shining into the homes on the east side. These options will be presented to Council for consideration.	45,000
36 RDS-23-6672 PPE Chainsaw Protection Funding Source: Vehicles and Equipment Reserve	The Centers for Disease Control reports that each year, approximately 36,000 people are treated in hospital emergency departments for injuries from using chain saws. For this reason, OSHA requires that chainsaw operators use chainsaw chaps or pants. Chainsaw chaps and pants are made with layers of tightly packed plastic fibers. When the chaps or pants are cut with a chainsaw, these strong fibers do not break. Instead, they get pulled up into the chain and jam up the turning wheel sprockets. This stops the chainsaw within one rotation. The standards are changing based on the speed of the chain and what is needed to protect the leg from higher chain speeds in larger chainsaws which are required to be operated by Public Works staff. Manufactures are requiring PPE for leg protecting to be increased to include protection from a saw that has an RPM rating over 4000. This new requirement is resulting in our staff not being properly protected, they will still be able to use smaller saw but for bigger trees a new type of leg protection is required.	3,500
37 RDS-23-6673 GPS Tracking Devices for Vehicles Funding Source: Vehicles and Equipment Reserve	The Municipal fleet has 14 vehicles remaining to complete our GPS monitoring program of our Municipal fleet. The GPS tracking units monitors speed, idling, collisions, erratic driving, seatbelt usage & location. Each unit costs \$280 plus a \$30 a month monitoring fee. These costs will be allocated to each department and have been included in the operations budget as a change request.	4,000
38 RDS-23-6674 627 Van Replacement Funding Source: Vehicles and Equipment Reserve	Lifecycle replacement of unit #627. It is a 2014 Chrysler Ram Cargo Van that the Facilities Operator use to store and transport tools and equipment needed to complete tasks at various Municipal facilities. It is a small cargo style van that has a large open storage area for larger items and shelving and storage areas along the sides. This unit has a lifecycle of 8 years and is due for replacement. Current vehicle at 178,000 km	50,000
39 RDS-23-6675 Equipment - New Purchase - Hot Box Funding Source: Vehicles and Equipment Reserve	Operations is seeking the budget approval for a new hot box to expand our fleet to two units, one in the East PW shop and one in the West PW shop. This additional hot box would allow Public Works to operate 2 separate crews during cold patching operations. Currently our two Public Works shops share one unit which makes it difficult in the winter months and spring thaw to efficiently keep up to pot hole repair demand. We are required to meet Minimum Maintenance Standards and a larger second unit would help provide a consistent level of service. We receive many resident complaints for the amount of potholes and the period of time it takes to have them repaired. Hot boxes maintain cold patch at a workable temperature which creates efficiencies during operations and provides our staff a lower shoveling point and warm material that does not need to be broken up when frozen. This provides a more ergonomic platform, reduces the risk of potential shoulder injuries, and provides efficiencies working with warm material. Operations is going to be changing its pothole procedure to include using asphalt when the asphalt plants are open, providing a more permanent repair with the addition of a second unit.	65,000
40 RDS-23-6676 Single Axle Plow Truck Funding Source: Vehicles and Equipment Reserve	Roads requires the purchase of an additional single axle plow truck to complement our fleet of 10 heavy plow trucks. The Municipality has added many new roads over the past 10 years which has grown our winter control routes to the point that we have exceeded our ability to service our residents in a timely manner. Winter control routes 1-4 are urban routes that encompass sub-division road networks, lower speeds, many turns, many stop signs, large intersections, multi-lane intersections, and parked vehicles that require methodic maneuverability. These routes have an average centreline length of 35.97 kilometers (2022). In comparison, Essex County Highway routes average 45 kilometers. Our urban routes also have 96 Cul de sacs and 97 bulb outs (taken from a 2017 report) that require service as well. The average service time for these fixtures is 10 minutes per Cul de sac and 5 minutes per bulb out. This equates to four hours spent on each route to service these fixtures. With the servicing of these large routes compiled with the Cul de sacs and bulb outs, it has become difficult to complete one full round while adhering to hours of service legislation. During extended snowfall events we are often faced with a choice to continue servicing the road network and leaving the Cul de sacs and bulb outs for the next day. This leads to many resident complaints and extended service times to remove difficult hard packed snow and ice that often requires many visits and salt applications. We have in the past, resorted to sourcing an outside contractor to assist with Cul de sacs and bulb outs to allow our staff time to concentrate resources to the road network to ensure passable roads and ensure compliance with Minimum Maintenance Standards to mitigate liability issues. Clearing of Cul-De-Sacs accounts for large amount of complaints during the winter control season. Purchase an additional single axle plow truck to assist in winter control operations. The Municipality has outgrown its resources to effectively and efficiently service our residents in a timely manner with respect to winter control operations. This new plow truck will give the Municipality a total of 5 urban routes with an average of 28 kilometres per route, a reduction of 7 kilometers per route.	300,000

Project Name / Funding	Project Description	2023 Budget
41 RDS-23-6677 Tandem Axle Cab & Chassis Funding Source: Vehicles and Equipment Reserve	Lifecycle replacement of a 2008 International 7600 tandem axle truck and snow plow. (12 year lifecycle) Replacement of Unit #603. This unit was removed from the 2022 budget and is now 3 years over its lifecycle. The Municipality ordered a new tandem in February of 2020 and will finally be receiving this unit in September 2022, the extended build and delivery times have been delayed by covid but ongoing supply issues will likely extend a new vehicles build times again.	400,000
42 FAC-23-6678 Facilities Swipe Cards - Libro & Comber Community Center Funding Source: Facilities Reserve	Installation of swipe card access will eliminate the need for excess keys, lock change overs and will provide better tracking of facility rentals and security. The program consists of the conversion to swipe card access to Municipal facilities. Swipe cards can be programed to accommodate multiple facilities and can also programed remotely. Libro Community proposed to be completed in 2023 and Comber Community to be completed in 2024.	18,000
43 FAC-23-6679 Furnace Replacement - East PW Shop Funding Source: Facilities Reserve	Replacement of the furnace and AC unit at the East Public works Shop. Assessments are recommending the replacement of the heating & cooling unit that control the office lunch room area. The furnace has reached end of lifecycle.	15,000
44 FAC-23-6680 West Public Works shop Design and Upgrades Funding Source: Facilities Reserve	As Identified in the Strategic Facilities needs study: The costs in preceding years for the facilities upgrades for wash bays, washrooms and increased sizes of the lunch rooms in both shops was estimated at \$525,000 for the West Yard and \$400,000 for the East Yard. It is forecasted that this budget request needs to be amended to include design and by an additional 30% based on recent market conditions.	780,000
45 FAC-23-6681 Fire Hall Station 2 - Overhead Heater Replacement Funding Source: Facilities Reserve	Replacement of the overhead heaters that have reached their end of lifecycle in Fire hall Station 2. The overhead heaters control the heat in the shop areas. Subsequent years will see the replacements in each of 4 Fire Halls.	8,000
46 FAC-23-6682 Fire Hall Station 2 - Garage Door Replacements Funding Source: Facilities Reserve	Fire Hall Station 2 requires the replacement of the two (2) overhead garage doors. The new overhead garage doors will provide a higher R value and new tracks and hardware will cut down on maintenance ensuring the doors open when required. Estimated costs for this project is \$15,000.00	15,000
47 FAC-23-6683 Fire Hall Station 2 - Drainage Project Funding Source: Facilities Reserve	During rain events water ponds along the north and west ends of the building at Fire Hall Station 2. This work will prevent any foundation problems. Address grade issue around the entire build and add drainage to get water away from the foundation.	10,000
48 FAC-23-6684 FH3 LED Conversion Funding Source: Facilities Reserve	This project is to convert the florescent lighting fixtures to LED in the office areas. As Identified in the Facilities needs study 2017. Led lighting provides lighting with lower costs	6,000
49 FAC-23-6685 OPP Fire Alarm Panel Funding Source: Facilities Reserve	The fire alarm panel at the OPP facility has reached the end of service life. As identified in the 2017 facilities needs study the fire alarm panel is in need of replacement.	9,000
50 FAC-23-6686 TH Noise Dampening Office Space Funding Source: Facilities Reserve	Convert the parking lot pole lighting to multi head LED. Replace the lighting on the outside of the building to LED fixtures. Potential to defer based on the new plan for Town Hall.	21,000
51 FAC-23-6687 Office Furniture Funding Source: Furniture & Fixture Reserve	Annual provision for purchase of new office furniture and fixtures for ergonomic reason and new hires	20,000

Project Name / Funding	Project Description	2023 Budget
52 FAC-23-6688 Provision for temporary Office Space Funding Source: Facilities Reserve	Due to the growing nature of Lakeshore and return to in office work after the pandemic a temporary measure is needed to address office space needs at Town Hall and it is recommended a placeholder be made for such space.	325,000
53 PRK-23-6689 Lakeview Park Playground Resurfacing Funding Source: Playground Equipment Reserve	As identified in monthly park inspections. The rubber surface has broken down around the play structure at Lakeview Park and it can only be temporarily repaired. The current material is no longer bonded and is detreating at a significant pace. If it is not replaced it may not pass its annual inspection and we would be forced to close the play structure. Remove all existing material from the site. Inspect stone base, filter fabric and drainage. Install new surface that meet all Lakeshores specs and standards.	75,000
54 PRK-23-6690 Surveillance Cameras Funding Source: Parks Furniture and Fixtures Reserve	Surveillance cameras are required to help mitigate vandalism and provide legal defence against litigation. In 2022 a significant amount of vandalism had taken place in Municipal Parks resulting in our parks facilities being closed for about a month. Council approved a report on June 14th 2022 to install surveillance cameras in three (3) parks, Lakeview Park, Stoney Point Park and Centennial Park with a program to install cameras in the remaining 6 parks with facilities, three (3) in 2023 and three(3) in 2024 In 2022 a budgeted amount was approved of \$37,500.00. This also included an amount of \$20.00 month for each facility for internet access.	38,940
55 CAP-23-6691 Annual Bridge Engineering Funding Source: Bridges and Culverts Reserve	Bridge needs are identified through provincially mandated biannual bridge inspections. In 2021 Keystone Bridge Management Corp. completed the biannual Bridge Study. The study report identified the following bridges for rehabilitation (to be undertaken between 2022 and 2024): 19th Concession Drain 14: PW-BC-00020 (\$300,000) - Engineering & Construction; Soiling Drain: PW-BC-00017 (\$300,000) - Engineering & Construction; Halliday Drain: PW-BC-02501 (\$400,000) - Engineering & Construction. \$100,000 is sought for approval to complete the Engineering and Design for the bridge rehabilitation. Construction for rehabilitation is planned in 2024.	100,000
56 CAP-23-6692 Bridge Rehabilitation Funding Source: Bridges and Culverts Reserve	Bridge needs are identified through provincially mandated biannual bridge inspections. The 2021 Bridge needs study identified rehabilitation of bridge projects. These projects were identified to require rehabilitation (between 2022 and 2024). In 2022, Landmark Engineers conducted the design of the following prioritized bridges Ruscom River (PW-BC-01018) and Big Creek (PW-BC-02005). In 2022 council approved \$300,000 for engineering of the Ruscom River bridge and Big Creek bridge. \$1,000,000 is now being sought for approval to proceed to construction of the bridge rehabilitation.	1,000,000
57 CAP-23-6693 Watermain Replacement County Road 22 - Construction Funding Source: Water Reserve, DC	As part of the 2018 Water/Wastewater Master Plan, it was identified that once the Maidstone Water Tower was taken off line there would be a need to upgrade the existing 300 mm (12") cast iron watermain installed in 1967 along County Road 22. This watermain is being upgraded to a 400mm (16") as recommended by the Master Plan. Future plans will require a water tower to the west to meet fire flow demand and growth (timing and costs to be determined). The new PVC 400 mm (16") watermain will be installed on County Road 22 from the roundabout at the intersection of Old Tecumseh Road (County Road 2) to Wallace Line. The Engineering & Design was completed as part of the 2022 budget. Tendering of the project for construction is expected to take place in Winter 2022/2023.	2,361,433
58 CAP-23-6694 Watermain Replacements - Tellier, Riverside and Deerbrook Drive Funding Source: Water Reserve	Lakeshore's watermain replacement plan included 3 roadways (private roads) that required replacement in 2023, as these watermains are cast iron and were installed in 1963. These replacements consist of a 150mm watermain on Tellier Road, a 100mm cast iron watermain on Riverside Road and a 150mm watermain on Deerbrook Drive. Some surveying and obtaining easements will likely be required as these roadways are private and easements will be confirmed and obtained where required. The Engineering and Geotechnical work is proposed to be completed in 2023 for all watermain replacements. Construction of the replacement projects will be phased and will be determined based on final estimates and will be brought forward in subsequent budget years.	280,000
59 CAP-23-6695 Major Street Road Reconstruction & Lilydale Road Rehabilitation Funding Source: Roads Reserve	Identified in the 5 year Capital Road Plan, Puce Road, Major Street and Lilydale Avenue road reconstruction is being aligned with drainage improvements under the Drainage Act process. The project consists of full road reconstruction of Puce Road and Major Street with upgrades to the urban cross section and will include street lights, sidewalk and a pathway as well as road rehabilitation of Lilydale Avenue (without drainage improvements). A budget of \$1,500,000 is required to complete the construction of Major Street & Lilydale Avenue Rehabilitation. Detailed design was approved for \$870,000 in the 2022 budget, along with the reconstruction of Puce Road for \$1,800,000. This budget will allow for the tender and construction as one project.	1,875,000
60 CAP-23-6696 Patillo Road Reconstruction Funding Source: Provincial Funding, DC, Roads Reserve	This budget is for the full reconstruction of Patillo Road and includes an increase for property acquisition, engineering and drainage report under the Drainage Act. This will be a 4-phase project. The Municipality was approved for grant funding in the amount of \$4.2m from ICIP. Using the ICIP grant funding an additional \$9,314,000 is sought for the additional Engineering & Design costs to meet the Excess Soil Act in the amount of \$75,000, increased property acquisition costs and fees in the amount of \$265,000 and \$8,974,000 for the construction of Phase 1. It is anticipated that construction of Phase 2 will proceed in 2024 and will need an additional \$15,433,480 to complete the works. \$480,000 was approved in the 2019 budget for engineering design and associated drainage act engineering. \$308,000 was approved in the 2022 budget for land acquisition.	9,314,000

Project Name / Funding	Project Description	2023 Budget
61 CAP-23-6697 SWMP Phase 1 Addendum - Lefaive Drain Reassessment Memo Funding Source: Road Share Drainage Works Reserve	The SWMP Phase 1 identified improvements to the Lefaive Drain. Further to this MP, drainage works were completed under the Drainage Act and requires reassessment to determine what works, if any, are required to be undertaken as indicated in the SWMP Phase 1. The Stormwater Masterplan Phase 1 report estimated the Lefaive Drain improvement project cost at \$8,000,000 for construction and engineering to replace the pump station, install new storm sewers and abandon the municipal drain.	7,500
62 WTR-23-6698 Water Meter Replacement Program Funding Source: Water Reserve	The Municipality started with a contract with Neptune for 2022 to get back on track for the water meter replacements. Moving forward now we want to replace 1000 meters a year and working with Taxation we will be starting with the number 8 series meters. This will be the next series of meters by date that will need to be changed out. The majority are 3/4" water meters for residential areas but we also have 1" and 2" meters as well so we will budget accordingly. The Municipality will need to get 960 3/4" water meters and 30 X 1" and 10 X 2" water meters for the annual meter replacement program.	415,500
63 WTR-23-6699 PLC (pro logic controller) Replacement at Stoney Point WTP Funding Source: Water Reserve	The John George Water Treatment Plant was built thirteen years ago and now the municipality should be starting to look at replacing the GE-Fanuc Series PLC's. There are 7 PLC's at the John George Water Treatment Plant and 3 at the Stoney Point Water Treatment Plant. This is the programmers that run the system such as SCADA (Supervisory Control And Data Acquisition) for optimum functions in the plant when making potable water. The Municipality should replace the three (3) in Stoney Point WTP this year so it can be slowly integrated with the original PLC's. This will prevent failure in the future and have a more proactive approach as the regulations become more stringent. Further, we have to replace one in John George WTP and there should be 4 remaining for next year to complete the PLC replacement.	200,000
64 WTR-23-6700 CO2 Metering System Funding Source: Water Reserve	The CO2 process is to control PH and reduce Aluminum residuals in the treatment process. This was recommended by the consultant a few years ago because this was always intended for this process. to be complete. The installation of a CO2 system to control the PH and reduce Aluminum residuals in the treatment process.	100,000
65 WTR-23-6701 BRWTP Lifecycle Assessment Funding Source: Water Reserve	Lakeshore's 2022 AMP identifies the water treatment plants as a large asset and identified the need to prepare a break down of the treatment plant facilities to better understand the maintenance and replacement value of components and the funding required to maintain these facilities over the next several years. This assessment will provide a detailed break down of the plant assets and confirm lifecycling and replacement costs related to the plant. This cost is low based on the age of the treatment plant and not requiring condition assessments of the assets.	25,000
66 WTR-23-6702 SPTP Lifecycle Assessment Funding Source: Water Reserve	Lakeshore's 2022 AMP identifies the water treatment plants as large assets and identified the need to prepare a break down of the treatment plant facilities to better understand the maintenance and replacement value of components and the funding required to maintain these facilities over the next several years. This assessment will provide a detailed break down of the plant assets and confirm lifecycling and replacement costs related to the plant. This cost is high based on the age of the treatment plant as a condition assessments of the assets will be required.	75,000
67 WTR-23-6703 Level of Service Review Funding Source: Water Reserve	Service delivery review is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it. It is recommended to conduct a review on both water and waste water operations.	75,000
68 WW-23-6704 DSPWWTP Lifecycle Assessment Funding Source: Wastewater Reserve	Lakeshore's 2022 AMP identifies the wastewater plant, Denis St. Pierre as a large asset and identifies the need to prepare a breakdown on the treatment plant facility assets to better understand the maintenance and replacement value of components and the funding required to maintain these facilities over the next several years and the lifetime to extend the life span of the treatment plant components. The assessment will include a detailed break down of the existing plant assets and confirm lifecycle and replacement costs related to the plant. The lifecycle replacement for the plant expansion will be completed upon the close out of the plant. The cost is high as some components of the plant that have not been replaced will require a condition assessment to be completed to confirm lifecycle. This project will consist of a condition assessment for life cycle, which will require a consultant.	100,000
69 WW-23-6705 Level of Service Review Funding Source: Wastewater Reserve	Service delivery review is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it. It is recommended to conduct a review on both water and waste water operations.	75,000

Project Name / Funding	Project Description	2023 Budget
<p>70 WW-23-6706 OCWA Capital</p> <p>Funding Source: Wastewater Reserve</p>	<p>Ontario Clean Water Agency (OCWA) has operated and maintained the Municipality of Lakeshore's wastewater treatment, sanitary pumping stations and forcemains since 1971. They are responsible for the operation of the Denis St. Pierre Treatment Plant, the Comber and Stoney Point Lagoons and all sanitary pumping stations and forcemains that are part of the wastewater system. OCWA does not maintain any gravity sewers within the Municipality. Every year, OCWA provides recommendations related to capital maintenance work for the various systems including pump replacements and station repairs and asset repairs and replacement at the various treatment facilities. OCWA provides a 5 year capital plan to assist the Municipality with a look ahead for planning and to further assists in setting project priorities. The proposed annual works are revisited annually prior to budget and are modified as priorities change and facilities/systems experience failure or decline in condition through the year.</p>	<p>3,575,350</p>
<p>Total Capital Projects</p>		<p>25,626,908</p>

Deferred Operating Requests for Future Consideration

Deferred Request	Division	Change Request Title	Total
	Civic Affairs	Transfer to Civic Engagement Reserve	20,000
	Legal Service	Increase transfer to Legal Reserve	10,000
	ATRC Facilities and Fields	Staffing Request - Scheduling Coordinator. See Appendix V for details.	86,313
	Public Service	Staffing Request - 2.4 FTE Customer Service Representatives. See Appendix V for details.	109,435
	Community Planning	Staffing Request - Planning Technician Coop Student. See Appendix V for details.	15,109
	By-Law	Staffing Request - Additional By-Law Enforcement Officer. See Appendix V for details.	97,341
	Operational Services Admin	Operations Health & Safety Training	2,000
	Engineering & Infrastructure	Staffing Request - Team Leader-Development & Roads. See Appendix V for details.	122,055
	Engineering & Infrastructure	Staffing Request - Engineering. See Appendix V for details.	97,341
	Engineering & Infrastructure	Office Furniture, Memberships, Training & Conferences, Clothing Allowance for new positions	13,600
	Engineering & Infrastructure	Vehicle for new positions	60,000
	Roads & Fleet	Winter Control	100,000
	Roads & Fleet	Loose Top Maintenance Stone Supply and Place	100,000
	Parks & Trails	Staffing Request - 1 Seasonal Staff & 2 Co-op Students. See Appendix V for details.	76,819
	Parks & Trails	2 Leased Vehicles for additional Seasonal Staff and Students	10,000
	Capital Projects	Membership & Subscriptions	600
	Wastewater	Vehicle for new positions	60,000
	Wastewater	Operations and Maintenance Contract (Rotating Biological Contactor)	176,926
	Wastewater	SCADA Servicing Agreement	25,000
			Deferred Total
			1,182,539
Amount Cut from Original Request			
	Change Request	Change Request Title	
	2023-015	Civic Affairs - Citizen Satisfaction Survey and Citizen Panel Recruitment	20,000
	2023-050	Roads & Fleet - Road Salt Maintenance	75,000
	2023-074	Digital Transformation & Cloud Services - Transfer to Technology & Office Equipment Reserve	40,000
			Amount Cut from Original Request Total
			135,000
			Grand Total
			1,317,539



Deferred Capital Projects For Future Consideration

Project Code	Project Name	Total
ENG-23-6707	Transportation Master Plan	195,000
ENG-23-6708	Parks Master Plan Update	165,000
ENG-23-6709	Stoney Point Treatment Plant - EA Amendment	250,000
ENG-23-6710	CR31 Active Transportation - Design	108,000
RDS-23-6711	Trail Lifecycle Replacement NEW	100,000
RDS-23-6712	Gravel Road Conversion	1,505,000
RDS-23-6713	Front End Loader	280,000
RDS-23-6714	Motor Grader	500,000
RDS-23-6715	Payloader	280,000
RDS-23-6716	Tandem Axle Float Trailer	50,000
FAC-23-6717	East Public Works shop Design and Upgrades	598,000
FAC-23-6718	TH LED Conversion	8,500
FAC-23-6719	OPS Exterior Sign	15,000
PRK-23-6720	Asphalt Pathways/Trail Lifecycle Replacement	100,000
PRK-23-6721	Centennial Park Dugouts	52,000
PRK-23-6722	Optimist Park In-ground Waste Bins/Pilot Project	40,000
PRK-23-6723	Stoney Point Parkette Shoreline Improvements	45,000
CAP-23-6724	Comber Sideroad WM Phase 1 Construction	4,300,000
CAP-23-6725	Comber Sideroad WM Phase 2 Design	1,368,600
CAP-23-6726	County Road 2 WM Replacement Design	60,000
CAP-23-6727	GRPM Visioning	7,500
CAP-23-6728	Millen Park Design	60,000
CAP-23-6729	Optimist Park Visioning	7,500
CAP-23-6730	Greenway (CWATS) Visioning	50,000
CAP-23-6731	Lakeview Park West Beach Improvements	1,500,000
CAP-23-6732	Wallace Line Road Reconstruction	2,312,500
CAP-23-6733	Russel Woods Pumps Station Improvements	405,000
CAP-23-6734	SWMP County Walk	475,000
CAP-23-6735	SWMP Terra Lou	2,870,000
CAP-23-6736	OPP Station Refurbishment Phase 2	400,000
Total		18,107,600

Net One-Time 2022 Costs Carrying to 2023

2022 Change Request	Division	Change Request Name	Total	Total by Division
2022-008	DTCS	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(30,590)	
2022-067	DTCS	Service Fees for Unit 4	(23,000)	
2022-078	DTCS	SIEMS Monitoring	4,580	(49,010)
2022-008	Council Services	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(32,000)	
2022-096	Council Services	Reduction of Training and Conferences	(16,728)	(48,728)
2021-013	Workforce Development	Training and Conferences for HR Staff	5,000	
2021-014	Workforce Development	Corporate Training	16,000	
2022-011	Workforce Development	CUPE Pay Equity Review	5,000	26,000
2022-054	Civic Affairs	Accessibility Software	6,000	
2022-051	Civic Affairs	Internship for Civic Affairs	4,880	10,880
2022-008	Legal Services	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	202,110	202,110
2022-008	Fire	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(35,979)	(35,979)
2022-008	ATRC	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(16,820)	(16,820)
2022-008	Marina	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(8,680)	(8,680)
2022-048	Public Service	Team Leader - Public Service	2,880	2,880
2022-008	Building	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(31,452)	
2022-084	Building	Transfer from Building Reserve to fund Operations	(161,586)	(193,038)
2022-008	By-Law	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(878)	
2022-016	By-Law	Telecommunication and Computer Expense for New Division Leader	3,480	2,602

2022 Change Request	Division	Change Request Name	Total	Total by Division
2022-008	Animal Control	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(65)	(65)
2022-042	Engineering & Infrastructure	Telcom/Computer Expense for Team Leader - Flood Mitigation & Protection	4,280	
2022-043	Engineering & Infrastructure	Telcom/Computer Expense for Sanitary/Stormwater Engineering Technologist	3,880	8,160
2022-008	Roads & Fleet	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(225,510)	(225,510)
2022-008	Drainage	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(1,756)	(1,756)
2022-008	Facilities	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(6,367)	(6,367)
2022-008	Parks	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(19,368)	(19,368)
2022-008	Corporate Account	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(15,451)	(15,451)
2022-008	Water	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(96,288)	
2022-024	Water	Computer Expenses for New Water Coordinator	2,878	(93,410)
2022-008	Wastewater	Transfer from Self Insuring Reserve to fund Insurance Premium Increase	(37,461)	(37,461)
Total			(499,011)	(499,011)



Business Cases for Position Requests

Change Request Number	Division	New Positions	Page Number
2023-004	Digital Transformations & Cloud Services	Team Leader - Technology Service Delivery	217
2023-005	Digital Transformations & Cloud Services	Technology Infrastructure Specialist	223
2023-018	Workforce Development	Workforce Advisor	229
2023-038	GIS	GIS Co-op Student	235
2023-079/087	Civic Affairs	Team Leader - Civic Affairs / Administrative Assistant Civic Affairs	239
2023-080	Civic Affairs	Communication & Engagement Coordinator	249
2023-088	Legal Services	Associate Lawyer	253
2023-089	By Law	Administrative Assistant - By Law	257
2023-090	Accounting & Revenue Services	Accounting Clerk	261
2023-091	Financial Planning & Analysis	Financial Analyst	265
2023-092	Parks & Trails	Seasonal Parks #6	269
2023-093/094	Water	Full-time / Contract Water Locates Technicians	273
2023-095	Wastewater	Wastewater Operator	277

Municipality of Lakeshore – Report to Council

Chief Administrative Officer

Information Management & Technology Solutions



To: Mayor & Members of Council

From: Michael Martin, Division Leader – Digital Transformation & Cloud Services
Truper McBride, Chief Administrative Officer

Date: [November 28, 2022](#)

Subject: Team Leader – Technology Service Delivery

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long-term needs. Currently, the Municipality has reviewed the service delivery demands of Digital Transformation & Cloud Service, specifically related to service delivery, knowledgebase development and customer service.

The results of the review indicates that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

The Organizational Review completed in 2021 identified the need to significantly evolve the information technology practices of the Municipality. Risks were identified across the board in security/cyber-attacks, data management, disaster recovery, general governance and policy, and documentation. Technology was further identified as one of the key strategic levers to modernize the administrative practices, reduce staff time through automation of service, and enabling a broader range of online services to the public.

In 2022, there is a general expectation with the public that goods and services be available readily online. There is also a general expectation from employees that technology should 'just work' without downtime from application or hardware failures. While Lakeshore has made some advancements in these areas, the current staffing complement in Digital Transformation and Cloud Services is insufficient to support this basic level of service expectation.

This staffing request is important to offload help desk related concerns from the Division Leader in order to allow time for higher order matters such as longer-term infrastructure and security planning to allow technology to match the service delivery needs of the Municipality.

Currently, the Digital Transformation & Cloud Services Division is experiencing challenges in:

- 1) Meeting the demands for service because the number of ongoing and future project while maintaining acceptable service levels for employees (end-user) support needs. Based on a review of the 2022 Incident and Service requests of IT, our existing compliment of IT Technical Analysts are at 127% capacity. Leaving no capacity for trend analysis or service level improvements.
- 2) As the Municipality continues to grow, as does the help desk requests for service. Each employee on average has 1.5 IT Help Desk or Incidents submitted per month. Operating at 127% capacity will only worsen with approved staffing levels further jeopardizing projects.
- 3) Insufficient analysis of Help Desk requests, incident and problem trends are causing increased workloads while failing to create long term plans to systematically address & eliminate problematic service trends. This type of analysis and oversight can directly contribute to lowering current support volumes mitigating the need for additional IT Technical Analysts.

- 4) Knowledgebase development and documentation is treated as best effort. In order to drive high first call resolutions (FCRs, IT issue resolved with only one response to the issue) to high levels and improve employee satisfaction, it is necessary to offload oversight and coordination of this function from the Division Leader to a Team Leader. The Team Leader will have the capacity to develop process and procedures and move away from the reactionary state and critical lack of internal documentation.
- 5) Nearly all projects in a modern environment have direct IT involvement, input or oversight. At peak in 2022, DTCS was involved in 18 organization projects while managing the day to day demands of business-as-usual operations.
- 6) We have observed increased delays in completing projects because of insufficient resources along with decreasing service response times and trend analysis.
- 7) The skill set required for the work is not available in the current resources. This position can be considered an advancement opportunity for existing staff, appropriate training and education will be provided.

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study support Administration's recommendation to add a Team Leader - Technology Service Delivery to address the identified gaps.

Current requests for help desk support require two (2) Technical Analysts to support normal operating activities. These employees, often referred to as Level 1 Technical Support, lack an escalation path and senior technical resource to address the increasing complex support challenges that face organization. 2022 support volumes can be found in the table below, illustrating the capacity constraint that is directly preventing the organization from measuring and improving operational practices and improving services.

Employee Type	Employee or Device Count	Average Ticket Volume per Employee/Device per year	Average Resolution Time	Hours consumed
Information Workers	195	18	45 mins	2630
Front Line	260	6	30 mins	780
Infrastructure Support	70 (devices)	6	60 mins	420
Workstations Lifecycle	200 (devices)	30%	120 mins	120
Mobile Device Lifecycle	100 (devices)	30%	120 mins	60
				4010

Total current job function working hours per year is 3,150 based on 2 IT Technical Analysts accounting for absences.

With the addition of this new role along with the IT Infrastructure Specialist, it is expected that 420 hours of support burden can be removed from the Technical Analysts. Service levels, trend analysis and knowledgebase development by the Team Leader – Technology Service Delivery an additional 20% efficiencies can be achieved. This efficiency will permit higher FCR ratios, higher service satisfaction and enable the Technical Analyst to shift to Coaching employees on evolving and changing technology trends in place of traditional support.

This new role will be responsible for the following tasks:

- Foster a high-performance team culture that is consistent with the Municipalities Culture vision, values and leading practices
- Conduct regular feedback and coaching techniques as a means for Analyst development and performance improvement.
- Assists in recruitment for Analyst positions
- Oversee customer service effectiveness and overall service delivery, ensuring day-to-day operational delivery, customer problem resolution, customer satisfaction and that service levels meet service standards.
- Resolve customer incidents and requests at first point of contact wherever possible
- Act as a Senior technical resource to analyst to support incident and service requests that require escalation
- Participate in the development of better documentation standards and practices to help historical records solve future problems.
- Ensure quality assurance of team members' work, ensuring adherence to Municipality policies and procedures
- Perform quality audits and detailed reviews of a random sample of monitored calls, emails, and end user transactions.

- Act as the IT Service Desk liaison for projects and initiatives, ensuring that the Service Desk has appropriate material and knowledge to support deployments both during the project release and after implementation.
- Act as the IT Service Desk main point of contact for escalations.
- Promote effective and appropriate use of Information Technology

Currently, these responsibilities are either not completed at all or they are distributed to other employees who already have more work than they can complete. Should this position not be created in 2023, the Municipality will continue to have insufficient resources to address the technical needs of staff across the organization. This contributes to ongoing inefficiencies with staff being able to complete work up to and including work stoppage events due to technology failure. Lack of IT resources and support is an ongoing concern from staff in all departments and consistently scores high with employee feedback surveys.

Financial Impacts

For 2023, the budget impact for adding this position in 2023 is \$122,055 inclusive of salary and benefit costs.

Municipality of Lakeshore – Report to Council

Chief Administrative Officer

Information Management & Technology Solutions



To: Mayor & Members of Council

From: Michael Martin, Division Leader – Digital Transformation & Cloud Services
Truper McBride, Chief Administrative Officer

Date: November 28, 2022

Subject: Technology Infrastructure Specialist

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long term needs. Currently, the Municipality has reviewed the service delivery demands of Digital Transformation & Cloud Service, specifically related to Technology & Infrastructure design, deployment and security.

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

The Organizational Review completed in 2021 identified the need to significantly evolve the information technology practices of the Municipality. Risks were identified across the board in security/cyber-attacks, data management, disaster recovery, general governance and policy, and documentation. Technology was further identified as one of the key strategic levers to modernize the administrative practices, reduce staff time through automation of service, and enabling a broader range of online services to the public.

In 2022, there is a general expectation with the public that goods and services be available readily online. There is also a general expectation from employees that technology should ‘just work’ without downtime from application or hardware failures. While Lakeshore has made some advancements in these areas, the current staffing complement in Digital Transformation and Cloud Services is insufficient to support this basic level of service expectation.

This staffing request is critical to ensure the Municipality can properly protect itself from cyber-attacks and exploits through professionally designed and supported technology infrastructure.

Currently, the Digital Transformation & Cloud Services Division is experiencing challenges in:

- 1) Meeting demands for service because the number of ongoing and future project while maintaining acceptable service levels for IT support needs. Based on a review of the 2022 incident and help desk requests of IT, our existing complement of IT Technical Analysts are at 127% capacity. Leaving no capacity for project work and other functions such as cyber security and system automations, and system enhancements to reduce staff time.
- 2) Currently, IT Technical Analysts are expected to be “jacks of all trades”. The needs of the Municipality have grown to the point where specialized roles are needed to ensure the security of internal systems, privacy and confidentiality of resident/stakeholder stored data, and the stability and reliability of technology infrastructure.
- 3) Security threats and mitigation is a critical skillset for the organization to obtain. This role will have a directive to embed a Security-by-design methodology into project delivery. This being a shift away from retroactive based approach or best-effort of the past.

- 4) Nearly all projects in a modern work environment have direct IT involvement, input or oversight. At peak in 2022, DTCS (Digital Transformation and Cloud Services) was involved in 18 organization projects while managing the day to day demands of business-as-usual operations.
- 5) Current organizational requirements have fully consumed overtime budgets, which prevent IT Technical Analysis from performing off-hours critical work.
- 6) As the Municipality continues to grow, as does the number of IT Help Desk requests. Each employee on average submits 1.5 help desk requests or incidents per month. Operating at 127% capacity will only worsen with approved staffing levels further jeopardizing projects.
- 7) The increased delays in completing projects because of insufficient resources. A growing list exists of incomplete technology projects results in wasted investment and does not realize the efficiencies desired
- 8) The skill set required for the work is not available in the current resources. This position can be considered an advancement opportunity for existing staff, appropriate training and education will be provided.

Time Study

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study have informed Administration's recommendation to add an IT Infrastructure Specialist to address the identified gaps.

Current demands for service require two (2) Technical Analysts to support normal operating activities. Critical infrastructure and projects are outside of the available bandwidth

The Municipality has onboarded two Cloud Services Providers supporting our Technology Infrastructure of the future. These hosting solutions provide the Municipality with the ability to deploy infrastructure in best-in-class data centers in Canada that are under management by Microsoft and Oracle. These services require extensive training and dedicated resource to manage as they are significantly different than traditional hosting solutions such as a capital purchase of a server. Our network and server footprint of approximately 55 servers and 25 core edge routers requires dedicated attention and management. Security improvements and action plans are challenging and not addressed in a by-design methodology. Currently, the Municipality employs 0 employees to complete the work. The service requirement exceeds the current staffing compliment by 1. Therefore, Administration is requesting to add 1 role dedicated to this function within DTCS.

2022 support volumes from the Time Study Review can be found in the table below, illustrating the capacity constraint that is directly preventing the organization from measuring and improving operational practices and improving services.

Employee Type	Employee or Device Count	Average Ticket Volume per Employee/Device per year	Average Resolution Time	Hours consumed
Information Workers	195	18	45 mins	2630
Front Line	260	6	30 mins	780
Infrastructure Support	70 (devices)	6	60 mins	420
Workstations Lifecycle	200 (devices)	30%	120 mins	120
Mobile Device Lifecycle	100 (devices)	30%	120 mins	60
				4010

Total current job function working hours per year is 3,150 based on 2 IT Technical Analysts accounting for absences.

With the addition of this new role along with the Team Leader - Technology Service Delivery, it is expected that 420 hours of support burden can be removed from the Technical Analysts. Service level management, trend analysis and knowledgebase development by the Team Leader – Technology Service Delivery an additional 20% efficiencies can be achieved. This efficiency will permit higher first call resolutions, higher service satisfaction and staff efficiencies across the organization and enable the Technical Analyst to shift to Coaching employees on evolving and changing technology trends in place of traditional support.

This new role will be responsible for the following tasks:

- Provide support of cloud services, network operations and infrastructure; prioritize system and cloud support while monitoring quality control.
- Monitor and resolve incident and problem tickets as they relate to system and cloud infrastructure issues.
- Responsible for system performance, backups and disaster recovery testing & execution.
- Perform critical Cyber Security actions including Vulnerability scanning and remediations, Firewall & Security Incident Review, Implementation of Security hardening policies, security audits
- Embed by-design Cyber Security in all future Technology Infrastructure to ensure that all best-practices are implemented prior to any service go-lives
- Manage project processes and resources from planning through to

implementation and support that meet IT and business requirements; may include enhancements to existing systems.

- Work closely with the Division Leader – Digital Transformation & Cloud Services to implement proactive approaches to monitoring and reporting on system and cloud services that maximize uptime, reliability and visibility.
- Monitor server and cloud services and support to ensure their consistent, reliable, and secure delivery through active monitoring of error logs and user-reported issues.
- Support and monitor vendor to deploy and achieve service levels
- Influence server and cloud infrastructure decisions related to the overall IT Infrastructure roadmap.
- Coordinate projects from planning to implementation phases with minimal supervision.
- Remain current with trends, new developments and issues in IT including innovation, current technologies, compliance, cyber risks and software, hardware and licensing costs.
- Act as a Senior technical resource to analyst to support incident and service requests that require escalation
- Participate in the development of better documentation standards and practices to help historical records solve future problems.

Currently, these responsibilities are either not completed at all or they are distributed to other employees who already have more work than they can complete. Should this position not be created in 2023, the Municipality will continue to have insufficient resources to complete technology projects, unable to keep the IT environment sufficiently updated and secure, leaving Lakeshore in an ongoing reactive state to IT issue management.

Financial Impacts

For 2023, the budget impact for adding this position in 2023 is \$100,556 inclusive of salary and benefit costs.

Municipality of Lakeshore

Report to Council

Strategic & Legal Affairs

Workforce Development



To: Mayor & Members of Council

From: Lisa Granger, Division Leader – Workforce Development

Kristen Newman, Corporate Leader – Strategic and Legal Affairs

Date: November 28, 2022

Subject: Proposed Staffing Request – Workforce Advisor

Recommendation

This report is for information.

Background

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth, ongoing legislative changes (*Occupational Health & Safety Act, Employment Standards Act, etc*), ongoing municipal policy and procedure changes, and increased service level demands due to growth in the organization, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of Workforce Development and the Workforce Advisor position.

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands in the Workforce Development division.

Comments

Currently, the Workforce Development Division is experiencing challenges in:

- 1) Meeting the service demands because the number of employees exceeds the industry standard ratio of Human Resources Staff to number of employees. Currently, the industry standard ratio is 1 HR staff to every 100 employees. Currently the ratio is 1 HR staff to every 165 employees.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased human resources programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels. The number of hours required to meet the current service delivery demands is approximately 7,000 hours per year. For example, the amount of time that is spent preparing and completing the number of recruitments required in one year is around 1,200 hours per year. 1 person has about 1,400 hours available to work in one year. Therefore, just recruitment alone takes about 1 full time person.

The current staffing levels in Workforce Development has 3,400 hours available for work per year including 1 Division Leader – Workforce Development, 1 Workforce Advisor, and 1 WD summer student. Since all the work in Workforce Development takes up to 7,000 hours per year, there is a gap of 3,600 hours per year (see Chart A below). Some of the gap of hours can be absorbed through overtime but even with overtime, it might reduce the total gap to 3,000 per year. This gap indicates that there are many tasks, projects and HR initiatives that continue to go uncompleted due to lack of resources.

Adding another person would reduce the gap by approximately 1,500 hours. Therefore, with adding only person, there will still be initiatives that will not be completed because there will still be a gap of 1,500 hours per year.

- 4) If the position is not approved, HR programming and projects will not be completed or not completed in a timely manner due to insufficient staff including wellness initiatives, training and development initiatives, leadership development initiatives, culture strategy initiatives, diversity, equity and inclusion initiatives, etc.
- 5) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels nor is it sustainable.
- 6) The increased number of complaints from employees and managers that Workforce Development is slow to respond.

- 7) The increased delays in completing projects because of insufficient resources.
- 8) Workforce Development has already partnered with the City of Windsor on some training initiatives but this does not change the required number of hours.
- 9) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study supports adding 2 staff in Workforce Development. However, Administration is recommending adding only 1 Workforce Advisor at this time to address some of the identified gaps. Workforce Development will likely be requesting a 3rd Workforce Advisor within the next 3 years to address more of the gap.

Below, the Function Analysis table demonstrates that the demands of service requires 4.85 full time equivalent employees to complete the work. Currently, the Municipality employs 2.3 full time equivalent employees to complete the work. The service requirement exceeds the current staffing compliment by 2.5 full time equivalent. Therefore, Administration is requesting to add 1 full time Workforce Advisor.

Chart A: time analysis of WD employees required to meet service delivery expectations

Time Analysis by position	Time Available pre year in hours	Time Required in hours	Full Time Equivalent required	Variance in hours
Workforce Advisor	1431.5	6946.75	4.85	-3587.25
DL	1396.5			
Student	531.5			

FTE required in division	4.85
current staffing level	2.33
FTE gap	<u>2.53</u>

Environmental Scan

Chart B below summarizes the comparison of the environmental scan of the regional municipalities. Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.

- 2) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 3) The highest number of employees than the other municipalities in the region excluding the City of Windsor, Chatham-Kent and the County of Essex. This is predominantly due to the large number of Volunteer Firefighters and large number of recreation and aquatics staff in Community Services. The other divisions in the organization are experiencing staffing shortages.
- 4) Has the highest HR staff to number of employees ratio which also exceeds the HR industry standard. This means that Lakeshore has less HR staff per number of employees in the region. Lakeshore has 1 HR staff member for every 165 employees whereas the rest of the region ranges from 1 HR staff member for every 71 employees to 1 HR staff member for every 126 employees.

Chart B: Regional Scan of employee headcount to HR staffing ratio:

Municipality	Population per 2021 census	# of resident households	Land area in km squared	Full Time Equivalent	head count	# of staff in Division	Ratio # of EEs
Lakeshore	40,410	15,000	531	253	385	2.33	165
Amherstburg	23,524	9,548	184	118	177	2.5	71
County of Essex	181,530	70,410	1,662	624	885	8.5	104
Kingsville	21,552	8,635	247	89.72	144	1.8	80
LaSalle	30,180	11,645	65	205	312	3	104
Leamington	29,680	11,219	262	135	305	3.33	92
Tecumseh	23,229	9,111	95	96.4	150	2	75
Town of Essex	21,216	8,880	278	118	240	1.9	126
Chatham Kent	104,316	46,752	2,458	500	2000	20	100
Windsor	229,660	99,803	1,023	2,050	3,772	46	82

If the additional Workforce Advisor is approved, the additional position will share the responsibilities with the current Workforce Advisor in the following areas of Workforce Development: health and safety, claims management, benefits and pension administration, labour relations, some HRIS development, recruitment, and some training. Currently, these responsibilities are either not completed at all or they are distributed to other employees who already have more work than they can complete. For example, the Division Leader – Workforce Development spends about 60% of work time completing the work of the Workforce Advisor because there is too much work for 1 Workforce Advisor. As a result, much of the Division Leader’s work is not completed. This is in addition to the excessive overtime completed by both the current Workforce Advisor and the Division Leader.

Impacts if Position is not Approved

If the position is not approved, the current staffing in Workforce Development are at a high risk of burnout due to the high workload burden and excessive overtime worked to try to meet the minimum requirements of the division. This will result in higher absenteeism, risk of losing highly qualified staff, risk of not meeting the expectations of the organization, etc.

If the position is not approved, the following tasks and projects will not be completed:

- Increased review and development of onboarding and training and development of employees;
- Development of a leadership development program;
- Culture strategy initiatives;
- Development of a succession plan;
- Wellness Committee development and initiatives;
- Risk of non-compliance with some health and safety initiatives;
- Risk of not meeting legislative requirements under the *Employment Standards Act and Occupational Health & Safety Act Ontario*;
- Further development of the Human Resources Information System software;
- Old policies and procedures that require updating; and
- Delays in other workforce-development related initiatives.

Financial Impacts

For 2023, the budget impact for adding this position is \$114,316 including benefits and pension.

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Aaron Hair, Division Leader – Community Planning

Date: November 28, 2022

Subject: Planning GIS Co-op Student Proposed Staffing Request

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long-term needs. Currently, the Municipality has reviewed the service delivery demands of Geographic Information System (“GIS”) Services.

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

Currently, the GIS Services, which is a current function of the Community Planning Division is experiencing challenges in:

1. Ensuring as-built construction drawings of Municipal Infrastructure are incorporated into Lakeshore's mapping services.
2. Ensuring timely updates of municipal addressing, which is also needed for Windsor Dispatch.
3. Regular data base updates and maintenance
4. GIS received 520 internal ticket requests, which supports the needs of internal departments (as of Nov 15, 2022).
5. Day-to-day GIS support services
6. Support the implementation of the GIS Master Plan

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study supports Administration's recommendation to add a GIS Coop Student to address the identified gaps.

GIS Services historically consisted of two full-time GIS Technicians, and recently the one GIS Technician positions was converted into Business Application Specialist, which was required to fill other business needs. The new position of a GIS Coop Student will fill some of the gap and will provide for on the job work experience for the student.

The function analysis table & regional scan (below) demonstrates that the demand of service requires two employees to complete the work. Currently, the Municipality has 1 dedicated staff position to complete the work. The service requirement exceeds the current staffing complement. Therefore, Administration is requesting to add one GIS Coop Student at this time to provide support to the GIS Services function of the municipality.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, Lakeshore has:

- 1) The highest population
- 2) A higher number of households to service and be mapped.
- 3) A higher number of kms of roads to maintain and be mapped.
- 4) A higher level of development and growth to continue to maintain. As development and growth increase, the staffing levels to maintain current service levels have not changed.
- 5) An equal or less staff and resources to complete a greater volume of work than the other municipalities.

In a scan of the regional comparators, the following was observed:

Municipality	GIS Staff	Population (2021)	Area in KM
Lakeshore	1	40,410	520
Leamington	1	29,680	266
LaSalle	1	30,180	65.35
Kingsville	1 FTE + 8-month coop	21,552	247
Amherstburg	1 FTE + four-month coop	23,524	187
Essex	1	21,216	278
Tecumseh	2	23,229	96
ERCA	1 FTE + 4-month coop	N/A	1,681

As the table outlines, Lakeshore has the largest population and land area in Essex County. As such we have a lot of assets and information to be spatially represented. Lakeshore is doing so with less than average staffing in the county.

At the time of writing this report, the Municipality is updating its GIS Master Plan. As part of this Master Plan every department in the organization was interviewed, to see how GIS can support their business functions going forward. Additional resourcing will be anticipated through the GIS Master Plan to support the needs and projects of other departments in our organization.

Should Council not approve the position, GIS will continue to struggle to keep up with the increased requests/tickets that are required to support the organization.

Financial Impacts

For 2023, the budget impact for adding this position is \$15,109.

Municipality of Lakeshore - Report to Council

Strategic & Legal Affairs

Civic Affairs



To: Mayor & Members of Council

From: Brianna Coughlin, Division Leader – Civic Affairs
Alex Denonville, Team Leader – Civic Engagement

Date: September 20, 2022

Subject: Results of Public Engagement – Location of a cGaming Centre

Recommendation

Option #1 – Direct Administration to advise the applicant (Community Gaming and Entertainment Group), the Alcohol and Gaming Commission of Ontario (AGCO) and the Ontario Lottery and Gaming Corporation (OLG) that the Municipality of Lakeshore supports the location of a gaming site at 446 Advance Boulevard; and further that, subject to the Provincial approval of the OLG business case for the gaming site and the AGCO approval of the relocation of the PowerPlay Gaming Centre, funding for the staff resources required to implement the cgaming permitting program be funded from OLG revenue and overall wage surplus for the remainder of 2022 and be included in the 2023 base budget, all as further described in the report of the Division Leader – Civic Affairs presented at the September 27, 2022 Council meeting;

or

Option #2 – Direct Administration to advise the applicant (Community Gaming and Entertainment Group), the Alcohol and Gaming Commission of Ontario (AGCO) and the Ontario Lottery and Gaming Corporation (OLG) that the Municipality of Lakeshore does not support the location of the Power Play Gaming Centre at 446 Advance Boulevard.

Background

On July 14, 2022, the Municipality of Lakeshore received a proposal from the Community Gaming and Entertainment Group (CGEG) to locate the Power Play Gaming Centre from 13320 Desro Drive in the Town of Tecumseh to 446 Advance Boulevard in the Municipality of Lakeshore. The proposal, along with the legislative framework and potential municipal administrative responsibilities, was presented to Council at the August 9, 2022 meeting and has been included in this report as Appendix A.

Following the presentation of the above-noted report, Council passed resolution #318-08-2022:

Direct Administration to schedule a public input session in September, 2022 regarding the proposed relocation of a cGaming Centre to 446 Advance Boulevard, as presented at the August 9, 2022 Council meeting.

Comments

As part of the proponent's requirement for public consultation under the regulations of the Alcohol and Gaming Commission of Ontario (AGCO), the proponent advertised in the Windsor Star on two consecutive weeks seeking written comments on the proposed location of the facility to 446 Advance Boulevard. Written comments were directed to both the AGCO and the Municipality of Lakeshore by August 29, 2022. No written comments were received as part of this process.

As directed and in accordance with the requirements of the *Ontario Lottery and Gaming Corporation Act*, Administration undertook a public engagement process regarding the proposed gaming site. The following is a brief outline of the engagement process:

- Virtual open house held Monday, September 12th
- In-person open house held Wednesday, September 14th at the Atlas Tube Recreation Centre
- Online survey available for comments from August 26th to September 19th

The public engagement process included notice on the municipal website, email distribution, social media, and advertised in the Lakeshore News.

The engagement initiative was also covered by a number of local media outlets, including: Blackburn News, AM800, WindsoriteDOTca, and CTV News – Windsor.

Part 1: Public Feedback

Public Information Sessions

The virtual open house held September 12, 2022 saw 23 registered participants and 14 attendees. Questions were related to traffic, zoning, parking, and complaints or issues at the current gaming centre.

The in-person open house held September 14, 2022 was attended by 19 participants who had the opportunity to ask questions to the applicant and learn about Lakeshore's role in the process as well as general community engagement. Five surveys were distributed at the event, with four returned that evening.

Survey

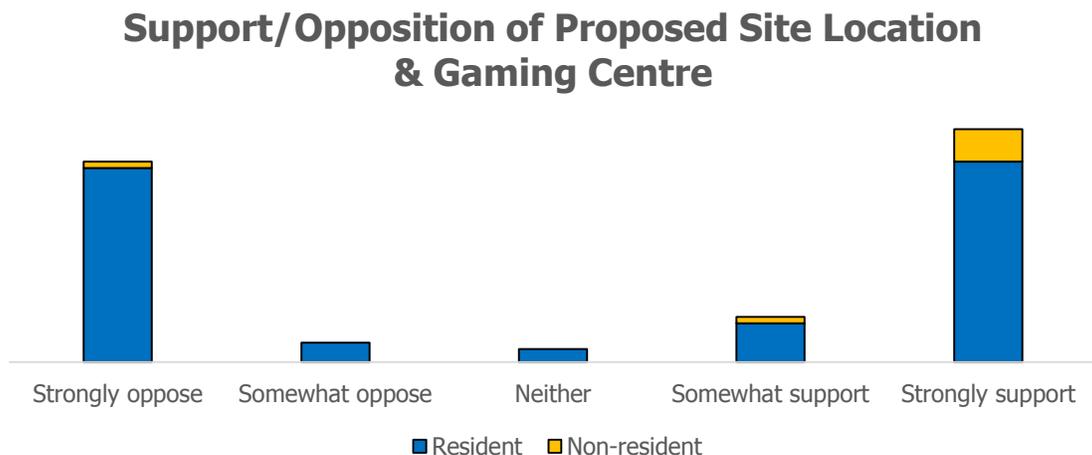
As part of the consultation process, Administration drafted a survey to gather feedback from members of the public regarding specific questions relating to the location of a cGaming Centre within the Municipality of Lakeshore.

74 surveys were submitted through the municipal website and 5 hard copy surveys were submitted. Seventy-two respondents self-identified as residents, while seven respondents self-identified as non-residents.

Compared to other Lakeshore surveys, interest was relatively low on this initiative. It should also be noted that online surveys have limitations and do not necessarily capture an accurate representation of the population.

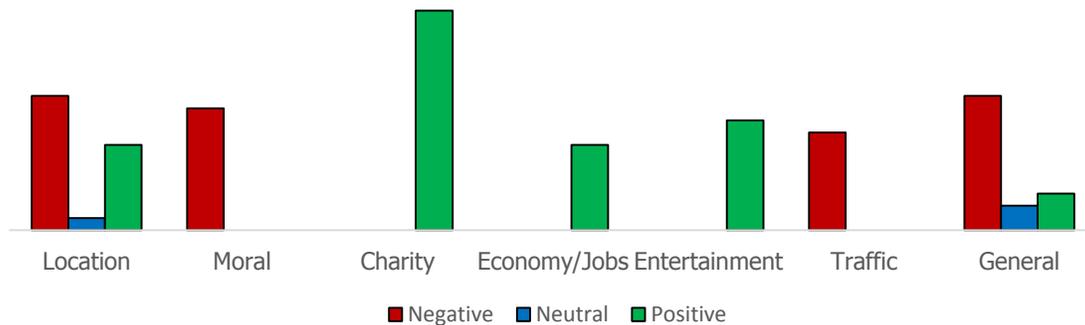
Below are graphic summaries of the responses along with a brief explanation.

The first chart, “Support/Opposition of Proposed Site Location & Gaming Centre,” breaks down the number of responses to the question “To what extent do you support or oppose the establishment of a gaming site, for a Charitable Gaming Centre, at 446 Advance Blvd. in the Municipality of Lakeshore?” Responses from self-identified residents are shown in blue with non-residents shown in yellow. The responses show both strong support and strong opposition to the proposed site and gaming centre.



In addition to the questions identified above, the survey also allowed for respondents to provide additional comments. The comments have been anonymized, analyzed, and categorized with brief descriptions below. Each comment may include multiple categories.

Comments by Category & Sentiment



Location: Negative comments generally focused on the site’s proximity to a daycare and church. Positive comments went the other way, supporting the site because it is far enough away from residential areas and fits well with the other uses in the area.

Moral: All comments were noted as negative with respondents conveying their belief that gambling is bad for society so should not be supported by the Municipality. Some comments also noted a perception that the gaming centre could correlate to an increase in crime and/or impaired driving.

Charity: All the comments in this category noted the positive impact and work that local charities can do with proceeds from the gaming centre.

Economy: These comments noted the positives of bringing jobs to Lakeshore, the gaming centre benefitting other local businesses in the area, as well as additional tax revenue.

Entertainment: This category is a corollary to the economy comments. Respondents largely noted that the centre would be a welcome entertainment attraction to Lakeshore.

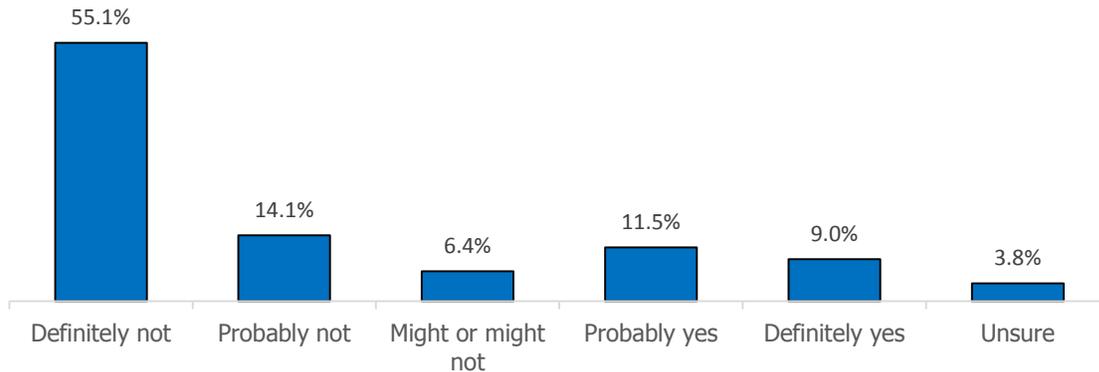
Traffic: Respondents noted that more visitors to the centre would increase traffic in the area.

General: These uncategorized comments mostly reiterated the respondent’s support/opposition to the site.

The next chart shows a breakdown of responses to the question “If a cGaming Centre is established in the Municipality of Lakeshore, additional municipal staff and resources would be needed to administer and enforce the gaming licenses required by the Province of Ontario. It is expected that these costs would be offset by revenue from the

cGaming Centre. Does the need for additional municipal staff affect your support or opposition to the proposed gaming site and cGaming Centre?”

Impact of staffing/services levels on support/opposition?



Of the responses, 12 provided additional comments/concerns related to the impact on municipal staffing/service levels. Of those comments, five noted that all additional municipal expenses should be covered by the increased revenue/gaming centre. Two comments indicated additional jobs would be a positive and one suggested outsourcing licence enforcement. The other four comments were incorporated into the previous analysis as they were not related to the question.

Part 2: Staffing Resources – subject to cGaming proposal approval by AGCO and OLG

As noted in the previous report to Council on August 9, 2022, the introduction of cGaming would represent a dramatic increase lottery permitting activities and one that is very different from the services currently required of the community and provided through the Municipality’s current lottery licensing program.

Currently, lottery licensing comprises 10% of overall duties of a Civic Affairs Assistant and generates an average revenue of \$14,000 per year. The duties associated with cGaming are more and greater than is expected under the current lottery licensing program.

The following table provides an overview of responsibilities under the current lottery licensing program versus the increased responsibilities with a cGaming permitting program.

Activities	Current Duties	cGaming Duties (additional responsibilities to current licensing program)
Eligibility	<p>Determine eligibility of charities, including charitable status, review of constitution/by-laws, audited financial statements, organizational annual budget, lottery annual budget, list of board of directors and list of participants (for youth sports only)</p> <p>Annual eligibility update recommended</p>	<p>Determine eligibility of charities, including charitable status, review of constitution/by-laws, audited financial statements, organizational annual budget, lottery annual budget, list of board of directors and list of participants (for youth sports only)</p> <p>Annual eligibility update required</p> <p>Coordination with OLG and charitable gaming provider/association to determine any concerns or violations that would prohibit eligibility</p>
Licence/Permit approval	Process and approve lottery licences with prize values under \$50,000 subject to applicable conditions and use of proceeds	Process and approve lottery permits for charitable gaming on behalf of the OLG subject to applicable conditions and use of proceeds
Monitoring	<p>Process post-lottery reports submitted by charities within 60 days of the lottery event</p> <p>Ensure proceeds have been spent in accordance with lottery conditions</p> <p>Follow-up with charities if reports are not submitted in a timely manner</p> <p>Ensure enforcement for violations of licence conditions</p>	<p>Process permit reports submitted by charities monthly</p> <p>Ensure proceeds have been spent in accordance with permit conditions, including analysis of financial statements and invoices</p> <p>Follow-up with charities if reports are not submitted in a timely manner; notify charitable gaming partners and OLG of any breaches of requirements</p>

	(may range from no further licences or up to/including criminal charges)	
Reporting	<p>Quarterly reporting to the AGCO regarding the number and type of lottery licences issued by the Municipality</p> <p>Annual report to Council recommended</p>	<p>Monthly reporting to the OLG and charitable gaming partners</p> <p>Validation of the distribution of funds to charities</p> <p>Validation of the funds received by the Municipality (2.79% of wins)</p> <p>Annual report to Council recommended</p>
Training	<p>Provide training to internal staff</p> <p>Provide information to new charities participating in lottery licensing</p> <p>Provide updates relating to legislative changes</p>	<p>Provide training to internal staff</p> <p>Provide information to new charities participating in OLG permitting program</p> <p>Coordinate and participate in annual or quarterly meetings with charitable gaming partners and charities</p>

Administration estimates that the additional permitting responsibilities required for cGaming will increase administrative duties by 34% for the processing of permit applications and reports. Additionally, there will be supervisory responsibilities relating to training, enforcement, required quarterly meetings with the Gaming Association and annual reporting to Council and the OLG. Regular supervisory responsibilities are estimated to range between 7-14% of supervisory duties, as time spent on enforcement would vary throughout the year. Significant time would be spent in the first year establishing the program.

This new cGaming Permitting Program cannot be accommodated in the current staff complement. As such, additional staff would need to be hired to accommodate this new programming.

While staff could be hired solely for the coordination of the cGaming Permitting Program, this provides an opportunity for the Municipality to move forward with service level improvements that would be mostly offset by the funds received from the OLG for administrative responsibilities relating to cGaming, estimated to be approximately \$150,000 annually. Council has identified by-law and policy development as a priority which could be significantly enhanced with additional resources. In addition, Administration recommends creating a dedicated resource for committee training and coordination. These services could be performed with the additional staff complement.

Administration recommends that the following two positions be approved for the Civic Affairs Division:

1. Civic Affairs Assistant (20 hours per week) – administrative responsibilities relating to cGaming are estimated at approximately 0.4 FTE. The position would also include administrative responsibilities for other types of municipal lottery licensing as well as general administrative support for the division. The 2023 wage with benefits and pension would be approximately \$44,000.
2. Team Leader – Legislative Affairs (full-time) – supervisory responsibilities relating to cGaming are estimated at 0.3 FTE. Regular approvals, training and quarterly meetings would account for approximately 0.15 FTE while onboarding new charities and enforcement activities could vary significantly. The 2023 wage with benefits and pension would be approximately \$126,000.

The Team Leader is a position that was identified in the Organizational Review for consideration in 2025. Administration recommends that a full-time position be approved at this time to take on the supervisory responsibilities for cGaming as well as additional supervisory responsibilities such as onboarding, training and program deliverables for records management and additional support, training and coordination for committees. This would make more time available for the Division Leader – Civic Affairs for additional Council policy development and policy management.

It is noted that the hiring of the above-noted staffing resources would be subject to the successful approval of the cGaming proposal by both the AGCO and the OLG and subject to the completion of agreement with the OLG regarding the cGaming program.

Options for Council Consideration

As part of the approval process for both the AGCO and OLG, the Municipality must provide a resolution of Council noting its support or opposition to the proposed location. As such, Administration is recommending that Council provide direction through one of the following options:

Option #1 – advise the applicant (Community Gaming and Entertainment Group), the Alcohol and Gaming Commission of Ontario (AGCO) and the Ontario Lottery and Gaming Corporation (OLG) that the Municipality of Lakeshore supports the location of a gaming site at 446 Advance Boulevard; and further that, subject to the Provincial approval of the OLG business case for the gaming site and the AGCO approval of the relocation of the PowerPlay Gaming Centre, funding for the staff resources required to implement the cgaming permitting program be funded from OLG revenue and overall wage surplus for the remainder of 2022 and be included in the 2023 base budget, all as further described in the report of the Division Leader – Civic Affairs presented at the September 27, 2022 Council meeting;

or

Option #2 – Direct Administration to advise the applicant (Community Gaming and Entertainment Group), the Alcohol and Gaming Commission of Ontario (AGCO) and the Ontario Lottery and Gaming Corporation (OLG) that the Municipality of Lakeshore does not support the location of the Power Play Gaming Centre at 446 Advance Boulevard.

Financial Impacts

Should Council support the proposal for the location of the Power Play Gaming Centre at 446 Advance Boulevard, and should the proposal subsequently be approved by both the AGCO and the OLG, Administration will move forward with the staffing resource identified (Team Leader and Administrative Assistant) which is anticipated to be largely offset by the anticipated revenue received from OLG annually.

Recruitment would need to occur quickly following an approval by the AGCO and OLG, in order to establish agreements and procedures with the OLG and service provider, as well as to prepare for permits for eligible charities. As such, it is anticipated that there may be a financial impact for 2022 beginning as early as November (more likely December).

	2022 Financial Impact	2023 Financial Impact
Part-time Administrative Assistant (wages for 20 hours per week with pension and benefits)	\$12,000	\$44,000
Team Leader	\$19,000	\$126,000
Revenue from cGaming**		(\$150,000)
Total estimated impact	\$31,000	\$20,000

** Based on actual estimates from current OLG licensing fees in a neighboring Municipality who ran similar operations.

Any financial impacts for 2022 would be funded from any revenue received from the OLG and from overall wage surplus, and the 2023 impacts would be included in the 2023 base budget.

Attachment

Appendix A – Proposal to Relocate a cGaming Center, presented at the August 9, 2022 Council meeting

Report Approval Details

Document Title:	Results of Public Engagement - Location of a cGaming Centre.docx
Attachments:	- Appendix A - ProposaltoRelocateacGamingCentre.pdf
Final Approval Date:	Sep 22, 2022

This report and all of its attachments were approved and signed as outlined below:

Prepared by Brianna Coughlin and Alex Denonville

Submitted by Kristen Newman

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore

Report to Council

Strategic & Legal Affairs

Civic Affairs



To: Mayor & Members of Council
From: Kristen Newman, Corporate Leader-Strategic & Legal Affairs
Date: November 2, 2022
Subject: Proposed Staffing Request – Communication & Engagement Coordinator

Recommendation

This report is for information.

Background

To support Lakeshore's strategic plans and maintain acceptable levels of service, especially in times of growth and increased service level demands, Administration regularly reviews workload demands and available staffing resources.

The Organizational Review report, adopted in principle by Council in 2021, made several recommendations related to Lakeshore's organizational structure and staffing requirements. In relation to this report, the Organizational Review recommended that Lakeshore:

- Improve risk management and capacity to execute and communicate strategic priorities.
- Establish processes to effectively respond to community that instill customer service.

As part of the high-level recommendations noted in the Organizational Review, it further contained the recommendation for the creation of additional staffing positions to support those efforts and increase Lakeshore's strategic planning capacity. Of particular interest as relates to this report, the review recommended the addition of two positions over the next decade:

- One (1) Marketing Assistant, recommended to be hired in 2022.
- One (1) Engagement Assistant, recommended to be hired in 2027 or beyond.

With these considerations in mind, Administration recommends the addition of a hybrid position of Communication & Engagement Coordinator to be hired in 2023.

In addition to the recommendations from the Organizational Review, Administration also reviewed the service delivery demands of the Civic Affairs Division, particularly that of the Team Leader – Civic Engagement.

The results of the review indicate that there is an insufficient number of staff to complete the work required to meet internal and external service-level demands.

Comments

Currently, the Civic Engagement team is experiencing challenges and limitations to capacity related to:

- Coverage and backup for crisis communications and media relations during periods where Team Leader – Civic Engagement is not available (e.g., vacation, sick time, etc.). This limitation represents a significant risk to Lakeshore’s ability to communicate in response to unforeseen circumstances.
- Capacity to consistently create, manage, and measure the outcomes of project-based communication and engagement plans in partnership with lead departments and divisions.
- Multimedia content creation, including the production of videos, photos, digital graphics, and print marketing products. Since 2021, Lakeshore has increased its print marketing efforts with the addition of the monthly Lakeshore Splash advertisement and two extra Lakeshore Waves newsletters. Demand for print marketing is expected to increase with a corporate-wide review of all print products as well as expanded use of print posters as noted in the Communications and Engagement Master Plan.
- The availability and resources necessary to strategically support and effectively measure the impacts of departmental and divisional community engagement efforts.
- Review of communications material and enforcement of Lakeshore’s brand standards.

On top of the current challenges related to the limited staffing for the Civic Engagement unit, there is also an expected increase to internal levels of service related to supporting communication and engagement initiatives from the Office of the Mayor and Chief Administrative Officer, including external and internal communications projects.

Additionally, an increase to the team’s staffing complement would provide Lakeshore with additional flexibility related to in-person engagement initiatives (e.g. community Open Houses), as well as strategic communication planning and analysis. This flexibility would represent both an increased level of service to internal clients, such as the departments and divisions leading engagement initiatives, as well as contributing to the improvement of the experience of citizens engaging with Lakeshore.

A time study review was completed to highlight the underlying issues causing the above-noted challenges. The results of the study demonstrate the significant resources needed for multimedia content creation and the administration of web and digital communication tools, and further support the recommendation to add a Communications and Engagement Coordinator to address the challenges noted above.

A large portion of the Team Leader – Civic Engagement’s time is dedicated to print media content, design, review, and publication (~20% total). These efforts include the Lakeshore Waves, Lakeshore Splash and the Municipal Garbage and Collection Calendar. As noted above, the amount of time required to oversee print media production is expected to increase along with some of the recommendations and action items in the Communications & Engagement Master Plan (e.g., expanded print poster distribution).

There are also significant creative and content creation requirements fulfilled by the Civic Engagement team. Over the three-month period between August 1 and October 31, 2022, an average of 2.5 posts per day were made to the Municipality of Lakeshore Facebook page, which included a combination of unique graphics and shares of content from other community organizations. Similarly, the Lakeshore Twitter and LinkedIn accounts have seen more consistent posting over the past year which has increased the need for custom graphics and time to manage these platforms effectively. The expansion of social media efforts has paired with a similar increase in inbound traffic to Lakeshore’s municipal website (Lakeshore.ca), which has seen a 3% increase in the total number of visits and a more than 17% increase in the number of unique visitors.

In addition to the duties described above, the one-person team also functions as Lakeshore’s primary internal photography and videography service, citizen survey and community calendar administrator, and media relations coordinator. The significant breadth of the team’s work, which touches on most of Lakeshore’s communication activities, has created significant pressure and gaps in coverage while limiting its ability to operate strategically and manage the ongoing demands related to department- and division-lead engagement initiatives.

In total, the time review study revealed that, based on current work activities and tasks, an additional 1.79 full-time employees are needed to meet current service level requirements. This analysis does not include potential additional responsibilities and tasks related to the implementation of the Communications & Engagement Master Plan.

In further support of the recommendation, a scan of regional municipalities and organizations investigated how Lakeshore compares in terms of the number of staff members relative to the total population. In this case, population is used as an analogue to convey service delivery requirements.

Municipality	Population	Communications Staff	Population/FTE
Lakeshore	40,410	1	40,410
Kingsville	21,552	1.5	14,368
LaSalle	30,180	2	15,090
Leamington	29,680	2	14,840
Tecumseh	23,229	2	11,615
Essex	21,216	1	21,216
Caledon	76,581	5	15,316
Woodstock	46,705	2	23,353
Average			19,526

On average, these municipalities have one communications/engagement position for every 19,526 residents. As the table outlines, Lakeshore has the highest population per number of employees, more than double the average.

Should Council not approve the position, the team would continue to face significant pressure related to fulfilling internal demand and meeting current service levels. The implementation of action items contained in the Communications & Engagement Master Plan would be extended and Lakeshore would continue to operate without dedicated communications support/backup during periods when the Team Leader – Civic Engagement is not available.

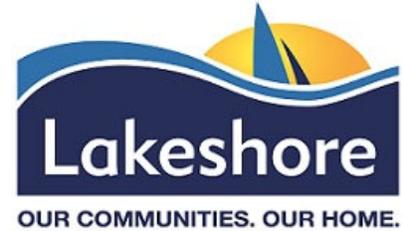
Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately \$86,313 per year including benefits and pension.

Municipality of Lakeshore

Report to Council

Strategic & Legal Affairs



Legal

To: Mayor & Members of Council
From: Kristen Newman, Corporate Leader-Strategic & Legal Affairs
Date: November 2, 2022
Subject: Proposed Staffing Request – Associate Lawyer

Recommendation

This report is for information.

Background

The Municipality of Lakeshore operates in a web of increasingly complex statutory and regulatory responsibilities, along with an increased need to develop legal instruments (contracts, by-laws), review and revise legal instruments (i.e., contract development and review), conduct transactions, perform prosecutions and advise on enforcement measures and manage claims.

Currently, the Legal division is served by 1 Legal Assistant who assists in preliminary contract review and drafting, title searching, and a wide variety of administrative duties. Approximately 33% of the time of 1 full time Civic Affairs Assistant is spent supporting the claims administration function for the Municipality. The Corporate Leader-Strategic & Legal Affairs is general counsel for the Municipality, who provides legal service, while overseeing the Civic Affairs and Workforce Development divisions and the Fire Department. The Corporate Leader provides legal advice, coordinates legal response, and oversees the retention of legal counsel for the Municipality.

When using external legal counsel, the municipality is billed by the hour and the rates vary from \$325 to \$700 per hour. Specialized legal counsel may often cost more (while possibly taking less time to execute a task) whereas generalist counsel or more junior counsel, which are often less expensive, may take longer to perform a task. External legal counsel perform a variety of tasks for the Municipality including providing discrete legal opinions on topics, representing the Municipality in a variety of proceedings before courts and administrative tribunals, negotiating, reviewing and drafting contracts, conducting transactional work, prosecutions, and providing general legal advice.

Prior to 2018, the Municipality relied solely upon external legal counsel for legal services.

Comments

Currently, Administration is experiencing challenges and limitations to capacity with the current legal resourcing model related to:

- The availability and resources necessary to comprehensively support the many strategic activities such as the Flood Mitigation and Protection Framework and Sanitary Conveyancing Programs. External legal counsel is used to support discreet items; however, the objective is to provide comprehensive support in order to manage legal risk across the organization.
- Coverage and backup for legal issues that arise during periods where the Corporate Leader is not available (e.g., vacation, sick time, etc.). This impacts the timeliness of responses to issues and proves disruptive to other divisions requiring assistance. This is of particular concern with expedited *Planning Act* timelines.
- Capacity to consistently manage and mitigate the resolution of insurance-related claims. The current model is heavily dependent on the services of outside adjusters and insurance defence counsel to pull information from the Municipality. A more proactive approach to claims administration and risk management (increasing training and debrief after claims) will result in savings to the Municipality by reducing or mitigating the impact of claims against the Municipality.

Furthermore, the Municipality requires:

- Proactive enforcement assistance: The Municipality is engaged or engaging in a number of regulatory by-law reviews and has undertaken an expanded effort in by-law enforcement. A proactive routine system of training and advice will result in a greater likelihood of success in compliance and prosecutions.
- Increased planning support: Lakeshore continues to experience high growth and demands a significant amount of legal support for the planning and engineering functions. As development timelines are reduced, the need for accessible and responsible legal support is greater than ever.
- Increased procurement support: As the municipality's capital programs grow, so too does the procurement burden; The need for accessible and responsible legal support is necessary to ensure that procurement and contract administration legal support is provided in a timely and responsive manner in accordance with Lakeshore's by-laws, policies and practices.

Relying on external legal counsel for specialized service is a best practice and one that Administration recommends continue. However, the Municipality has a number of routine legal service functions which would benefit from ongoing consistent attention and the continuity of an additional lawyer involved in day to day activities which allows

for a greater depth of understanding into processes and internal decision-making which cannot be accomplished from an external counsel view.

Currently, legal support responsibilities are either not completed at all, are completed on a delayed basis, or are performed by external counsel at a significant cost to the Municipality.

Environmental Scan

Municipalities throughout Ontario are reevaluating their needs in relation to legal services. While many small to medium-sized municipalities did not employ legal counsel, many have moved to mixed models for the provision of legal services which include:

- mixed administrator/lawyer roles to include legal management at the leadership level,
- in-house legal services for routine advisory, research, review and drafting functions, and
- representation before tribunals and courts on certain types of matters.

The move toward a partial internal legal servicing model is reflected in the table below. The table shows how Lakeshore compares in terms of the number of staff members relative to the total population.

Municipality	Population per 2021 census	# of permanent FTEs	Mixed Lawyer/Other Role
Lakeshore	40,410	0	1
Amherstburg	23,524	0	0
County of Essex	181,530	1	0
Kingsville	21,552	1	1
LaSalle	30,180	1	0
Leamington	29,680	2	1
Tecumseh	23,229	0	1
Town of Essex	21,216	0	1
Chatham-Kent		3	0
Other High Growth Communities			
Innisfil	43,326	1	1
Caledon	76,581	4	1

Financial Impacts

Experience

Claims administration: The number of hours in legal services varies from year to year. The hourly service requirement far outweighs the time currently available for the Corporate Leader. Claims administration averages 10 hours per file (much more if a file that proceeds to examinations for discovery) culminating in an average of 150 to 200 hours per year based on an average of the past 3 years. This is 11-15% of the Corporate Leader's time and does not include the annual renewal process and insurance-related follow up items that take approximately 35 to 50 hours per year (

Legal opinions: To prepare this report, Administration reviewed the hours devoted to preparing written legal memoranda requiring detailed research for a 4 different matters. The opinions ranged in time from 11 hours (less complex issue) to 22 hours (moderately complex). Assuming the average opinion requires 16.5 hours for research and drafting, assigning these files to external counsel would cost (at the lowest rate) \$21,340 at minimum.

Contract drafting, negotiation and review: The Municipality requires weekly contract drafting and review and negotiation support along with transactional support. These functions are performed internally or sent to external counsel.

Regular Hearings: The Municipality regularly responds to 1 to 2 tribunal hearings per year (*Planning Act* and *Drainage Act* appeals). Hearings of this nature can regularly cost \$30,000 and consume several weeks of time.

Overall Cost

The financial impact of adding this position in the 2023 budget year is approximately \$160,554 per year including benefits and pension. A full time staff member with 3 weeks of vacation has 1431 hours available to perform work. The hourly rate for work performed (assuming that 10% of time is spent on administrative matters) is \$131. This is less than half of the hourly rate for external counsel. For example, if the Municipality required 1430 hours of external legal counsel time, the Municipality would incur the following costs:

- \$464,750 at a rate of \$325/hour,
- \$607,750 at a rate of \$425/hour,
- \$750,750 at a rate of \$525/hour, and
- \$893,750 at a rate of \$625/hour.

Based on the foregoing, Administration has included this role in the 2023 draft budget.

Municipality of Lakeshore – Report to Council

Growth & Sustainability

By-law Services



To: Mayor & Members of Council

From: Rob Sassine- Division Leader By-Law
Tammie Ryall- Corporate Leader- Growth and Sustainability

Date: November 28, 2022

Subject: Administrative Assistant-By-Law

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long term needs. Currently, the Municipality has reviewed the service delivery demands of the By-law budget centre

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

The Bylaw Enforcement Division is responsible for the enforcement of all Municipal bylaws adopted by Council. The Bylaw Enforcement Division fields complaints from residents and visitors for a variety of reasons such as Yard Maintenance, Property Standards, Zoning, and Fence. Currently, the Bylaw Enforcement Division provides services to 40,410 residents covering 529 square kilometers.

At the July 16th, 2019, meeting, Council approved the following resolution:

351-07-2019

“That administration be directed to bring back a report regarding Bylaw Enforcement Service Level options and the updating of the Zoning Bylaw, including public engagement options and costs.”

On November 19th, 2019, a Bylaw Enforcement Service Levels report was brought before Council by the Manager of Building Services and Council was presented with 3 options to enhance enforcement levels. Council voted unanimously and directed Administration to proceed with Option #2 for Bylaw Enforcement Service Levels to be phased in over two years as presented in the report and allocate the costs through the 2020 and 2021 budget processes.

Option #2 in the Bylaw Enforcement Service Level report presented to Council called for staffing levels to be increased to 3 full-time Bylaw Enforcement Officers, 1 full-time Administrative Assistant and 1 seasonal student.

The Bylaw Enforcement Division is currently made up of a Division Leader, 2 full-time Bylaw Enforcement Officers and 1 seasonal student. The full-time Building Services Administrative Assistant is shared between the Building and Bylaw Divisions.

As a result of the Organizational Review, Dog Tag licensing, Lakeshore Dog Pound operations and Crossing Guards now fall under the Bylaw Enforcement Division. The administrative functions associated with these additional responsibilities are currently still with the Civic Affairs Division but will have to eventually transition to Bylaw Enforcement.

In the first 6 months of 2022 (January to June), the Building and Bylaw Administrative Assistant has received calls and coordinated with contractors to book 2,850 Building Inspections (23 per day average). They have also received 371 Bylaw complaints by residents that required investigation by a Bylaw Enforcement Officer (3 per day average).

Both the Building and Bylaw Divisions have experienced significant increases in requests for service from residents which has negatively affected our service levels. As the population of the Municipality increases, as anticipated, the workload on the shared

Building and Bylaw Administrative Assistant will only increase pressures to our already strained service delivery levels.

Regional Staffing Level Comparators

Municipality	Staffing Levels	Population	Area (km2)
Lakeshore	1 Division Leader 2 Bylaw Enforcement Officers .5 Administrative Assistant	40,410	529
Leamington	1 Manager 5 Bylaw Enforcement Officers 1 Public Service Unit Staff	29,680	261
Amherstburg	1 Manager 2 Bylaw Enforcement Officers 1 Licensing Officer	21,936	184

Others Consulted

Manager of Building Services/CBO
Manager of Bylaw Enforcement for other jurisdictions

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$84,462 per year including benefits and pension.

Municipality of Lakeshore – Report to Council

Finance

Accounting & Revenue



To: Mayor & Members of Council
From: Justin Rousseau, Corporate Leader – Chief Financial Officer
Date: November 28, 2022
Subject: Accounting Clerk

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long term needs. Currently, the Municipality has reviewed the service delivery demands of Accounting and Revenue budget centre

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

Currently, the Accounting and Revenue Division is experiencing challenges in:

1. Ensuring Monthly bank reconciliations are done on time (Currently 4-6-month backlog, backlogs of 18 months experienced in 2018)
2. Ensuring prompt payment to vendors (many times we pay construction invoices outside of new construction act timelines)
3. Ensuring that payroll and payroll administration is properly supported.
4. Ensuring that payroll source remittances are made on time and accurate (issues experienced in 2020 & 2021)
5. Preparation for time consuming year-end payroll reconciliations and T4s is non-existent
6. Internal complaints - business processes that rely on Finance department (re AP inquires in budget season), expense allocation questions must be placed as low priority for our department to meet time constraints but are not low priority for fellow departments
7. Internal control weakness due to lack of procedures and review in place prior to release of funds
8. Ensure proper coding of invoices to help with financial review and decision making.
9. OMERS eligibility will be expanding in 2023 requiring more tracking then is done now and the resources do not exist to do the work.

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study support Administration's recommendation to add a Financial Clerk to address the identified gaps.

Below, the function analysis table & regional scan demonstrates that the demand of service requires two employees to complete the work. Currently, the Municipality has 2 dedicated resources to complete the work. The service requirement exceeds the current staffing compliment by two full time staff. Therefore, Administration is requesting to add one financial clerk at this time and hopes to gain some efficiency by way of updating software and will monitor the situation into future budget years.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.
- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete a greater volume of work than the other municipalities.

In a scan of the regional comparators, the following was observed:

Municipality	Financial Clerks Staff	Population (2021)	Total Operating Budget Inclusive of Water & Wastewater	Operating dollars per financial Clerk
Lakeshore	2	40,410	\$70,652,243	\$35,326,121
Leamington	3	29,680	\$73,062,147	\$24,354,049
LaSalle	2	30,180	\$63,180,400	\$31,590,200
Kingsville	1.5 *	21,552	\$30,808,560	\$20,539,040
Amherstburg	3	23,524	\$53,950,691	\$17,983,563
Essex	3	21,216	\$48,293,023	\$16,097,674
Tecumseh	2.5	23,229	\$43,265,000	\$17,306,000

We have also reviewed the workload averages in Essex County and have compiled an average and compared it to Lakeshore workload volume.

Work Function	Essex County Average	Lakeshore	Amount Processed Over Average
T4's issued	291	430	139
Records of Employment	42	70	28
Invoices Processed	8,144	22,000	13,856
Average Staffing	2.5	2	(.5)

As the tables outlines, Lakeshore has the highest operating budget per Financial Clerk in Essex County. Lakeshore is also processing more T4's, Records of Employment and is processing more than double the number of invoices then average in Essex County. Lakeshore is doing so with less than average staffing in the county, however major service level risk exists at this time.

Since 2019, one contract staff has been in place to help try and relieve some pressure it is recommended to make this a permanent job in the organization structure. And explore additional resources upon completion of the transition to a new accounting software in future budget years.

Should Council not approve the position the service level in finance which is as outlined above will fall from our current state and further delays in financial information can be expected as well as difficulty paying vendors in a timely manner.

Should Council want to improve the current state consideration should be given to an additional two resources in this area.

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$88,097 per year including benefits and pension.

Municipality of Lakeshore – Report to Council

Finance

Financial Planning & Analysis



To: Mayor & Members of Council
From: Justin Rousseau, Corporate Leader – Chief Financial Officer
Date: November 28, 2022
Subject: Financial Analyst

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long term needs. Currently, the Municipality has reviewed the service delivery demands of Financial Planning & Analysis budget centre.

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

Currently, the Financial Planning & Analysis Division is experiencing challenges in:

- 1) Meeting the legislative requirements of Asset Management Planning required by the Province of Ontario.
- 2) Financial tracking and review of capital projects in a timely basis.
- 3) Monthly reconciliation of reserves and capital projects and coordination with internal project managers.
- 4) Financial variance analysis support to operating divisions.
- 5) Timeliness of financial reporting to Council for business decisions.
- 6) Lack of financial review on business cases and financial decisions.
- 7) Inability to prepare multiyear budgeting and long-term financial forecasting and strategic planning.
- 8) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study support Administration's recommendation to add a Financial Analyst to address the identified gaps.

The addition of the financial analyst position is a significant investment by the Municipality however, it is a necessary investment in order to improve the Municipality's financial management and attain an improved state of financial review and strategic planning. Council may wish to consider the risks associated with consequences of falling short of the "improved state." Additionally, Council should consider the impacts going forward with the community, specifically as it relates to the financial management of the municipality. The Municipality has made significant progress in this area with investment in software and reporting tools however significant work remains to meet minimum standards.

The intent of the financial analyst position is to improve and enact enhanced financial practices of the municipality going forward; specifically, this will be done in conjunction with the work being done by the Division Leader Financial Planning and Analysis within the operational areas. In addition, the position will assist in the financial management of the asset management plan and other key financial initiatives.

The position will contribute to the preparation of budgets. The financial analyst and Division Leader Financial Planning and Analysis will work in a coordinated effort to make recommendations to the Corporate Leadership Team and Council on the prioritization of

capital projects and operational business cases for service delivery. This practice will allow for an enhanced decision-making process moving forward.

In addition, the Financial Analyst will provide analytical assistance, research assistance and will compile statistical information provided through the operational and infrastructure areas. This type of financial review will increase the compliance, integrity, accuracy and timeliness of the Municipalities financial information going forward. In many cases the introduction of a financial analyst will create further efficiencies in the departments and build upon the works presently being done within the operational areas of the Municipality.

Currently business case and major RFP reviews are undertaken by the Corporate Leader CFO or the Division Leader Financial Planning and Analysis. The current practice requires a significant use the Senior management time. Establishing this position will allow the financial analysis to undertake this review process going forward allowing for the senior management to reprioritize time on other significant planning and business decisions for the municipality such as strategic financial plans and multiple year budgeting.

Below, the function analysis table & regional scan demonstrates that the demand of service requires two employees to complete the work. Currently, the Municipality does not dedicate any resources to complete the work. The service requirement exceeds the current staffing compliment by two full time staff. Therefore, Administration is requesting to add one financial analyst at this time and hopes to gain some efficiency by way of updating software and will monitor the situation into future budget years.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.
- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete a greater volume of work than the other municipalities.

In a scan of the regional comparators, the following was observed:

Municipality	Financial Analyst & Asset Management Staff	Population (2021)	Tangible Capital Assets Owned (Cost Value) based most recent Financial Statements	Capital Asset Oversight per Financial Analyst Staff	Total Operating Budget Inclusive of Water & Wastewater	Operating dollars overseen per Financial Analyst Staff
Lakeshore	0	40,410	\$523,978,501	0	\$70,652,243	0
Leamington	2	29,680	\$471,569,417	\$235,784,708	\$73,062,147	\$36,531,073
LaSalle	1	30,180	\$413,587,588	\$413,587,588	\$63,180,400	\$63,180,400
Kingsville	0	21,552	\$314,324,936	0	\$30,808,560	0
Amherstburg	2	23,524	\$456,878,093	\$228,439,046	\$53,950,691	\$26,975,345
Essex	1	21,216	\$299,780,093	\$299,780,093	\$48,293,023	\$48,293,023
Tecumseh	2	23,229	\$373,122,320	\$186,561,160	\$43,265,000	\$21,632,500

As the table outlines, Lakeshore has the highest valuation of assets and largest population in Essex County, while investing fewer (or no) resources than our peer municipalities in the area of financial planning and currently is exposed to risks associated with ill informed decision making on significant decisions.

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$100,557 per year including benefits and pension.

Municipality of Lakeshore – Report to Council

Operations

Engineering & Infrastructure



To: Mayor & Members of Council
From: Krystal Kalbol, Corporate Leader Operations
Date: November 28, 2022
Subject: Seasonal Parks Staff and Parks Co-op Students

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Operations Department, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Parks division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

Comments

The Parks Department is requesting to hire additional staff for its team.

With the addition of River Ridge Park, spray/splash pad, full season washrooms, 200 trees, trails, and playground structures, as well as the anticipated major improvements

to St. Clair Shores Park, Lakeview Park, West Beach and Stoney Point Park in the immediate future, current staffing levels are/will be struggling to meet a consistent level of service for our sports fields as well as general park maintenance.

Though the position will help alleviate some of the maintenance demand, it is our position that additional seasonal workers are required. Currently, any work orders over and above regularly scheduled maintenance is taking upwards of 7 days – which is less than desirable. These timelines will only result in further backlog until the staffing issue is addressed.

On a 7 day schedule with our current staffing compliment there are days during the week with minimum staff to complete regular maintenance.

Additional seasonal staff will allow our team to focus on non-maintenance issues, such as

- Sport fields repair
- Tree maintenance
- Event set-up/tear down
- Vandalism repairs
- Work orders
- Playground structure repairs
- Trail repairs

Additional staff help to maintain our current level of service. We would like to focus more on keeping our park spaces free of garbage, our washrooms clean and grounds visually appealing. This is difficult under our current staffing model.

Addition student staff would be utilized for

- Washroom team
- Loose garbage pick-up team
- Weekend diamond help
- Trail maintenance

Currently, the Parks Division is experiencing challenges in:

- 1) Meeting the service demands.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased municipal programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels.
- 4) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels.
- 5) The increased number of complaints from the residents regarding the response time.

- 6) The increased delays in completing projects because of insufficient resources.
- 7) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.
- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete more work than the other municipalities.

Our Parks network is spread out over the largest land mass in the county of Essex which also makes it increasing difficult to manage with 5 seasonal staff.

Financial Impacts

The Parks Department is requesting to hire an additional 1 Seasonal staff in the 2023 budget, and other staffing request including 1 Seasonal staff and 2 Co-op Students has been deferred until future budget years due to financial pressures.

The financial impact of adding 1 Seasonal staff for the 2023 budget year is approximately \$47,503 per year, and the deferred staffing request is approximately \$76,819 per year.

Municipality of Lakeshore – Report to Council

Operations

Water Management



To: Mayor & Members of Council
From: Krystal Kalbol, Corporate Leader Operations
Date: November 28, 2022
Subject: Locate Services & Locate Services Contract One Time

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Operations Department, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Water division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

Comments

The Municipality has been doing locates for a few years now and the number of request keep going up each year mainly do to the development that is happening in Lakeshore, which brings more utilities to be installed. The Municipality was able to get a locator in 2018 which didn't require a water distribution license as they were only to do locates. In

the past couple of years the locates have gone up so much that we have two (2) full time water distribution operators working on locates steady to try and stay within the time scope, Five (5) business days to complete.

Just from 2021 to 2022 Ontario One Call sends out the statistics and Lakeshores locates have increased by 27% meaning the number is only going to continue to grow over the next couple of years until development stabilizes. Further, the bigger issue is that while we are trying to keep up with the locates, the water distribution work has fallen behind which affects the level of service but more importantly, we must stay in compliance with our sampling and flushing programs as well as the other programs such as, valve turning maintenance, Leak detection, directional flushing, and getting the fall hydrant flushing scheduled during regular hours. The wage for a call 1 distribution operator is a \$1/hr more than the locator but we also have a class 2 distribution operator working here as well and their wage is \$3/hr more than a locator. As a result of this we are paying thousands of dollars more to do the same work.

As such Water Distribution will be requesting two (2) Utility Locators Technicians. One (1) full time and one (1) contract for the 2023.

Currently, the Water Division is experiencing challenges in:

- 1) Meeting the service demands.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased municipal programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels.
- 4) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels.
- 5) The increased number of complaints from the residents regarding the response time.
- 6) The increased delays in completing projects because of insufficient resources.
- 7) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.

- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete more work than the other municipalities.

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$97,994 per year including benefits and pension for the full time staffing and \$83,685 per year including benefits for the contract staff.

Municipality of Lakeshore – Report to Council

Operations

Water Management



To: Mayor & Members of Council
From: Krystal Kalbol, Corporate Leader Operations
Date: November 28, 2022
Subject: Proposed Staffing Request - Wastewater Operator

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Operations Department, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Wastewater division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

Comments

The Municipality has relied on OCWA for maintenance and operation of the sanitary pumping stations and treatment facilities. In the past there was little to no maintenance plan on the gravity sewer systems. Operations currently doesn't have dedicated staff to maintain, inspect and operate the collection system. This work has previously been

done on an on-call basis when required and completed by the roads crew. The sanitary sewer collection system requires a maintenance program.

As such the Wastewater Division is requesting the addition of a Wastewater Operator in the 2023 budget

Currently, the Wastewater Division is experiencing challenges in:

- 1) Meeting the service demands.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased municipal programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels.
- 4) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels.
- 5) The increased number of complaints from the residents regarding the response time.
- 6) The increased delays in completing projects because of insufficient resources.
- 7) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
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- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete more work than the other municipalities.

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$97,994 per year including benefits and pension.

Business Cases for Deferred Position Requests

Division	Positions	Page Number
ATRC Facilities and Fields / Public Service	Scheduling Coordinator / 2.4 FTE Customer Service Representatives	281
Community Planning	Planning Technician Coop Student	287
By-Law	By-Law Enforcement Officer	291
Engineering & Infrastructure	Team Leader-Development & Roads	295
Engineering & Infrastructure	Engineering Technician-Engineering	299
Parks & Trails	1 Seasonal Staff & 2 Co-op Students	303



Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Services



To: Mayor & Members of Council

From: Frank Jeney, Division Leader Community Services

Date: November 28, 2022

Subject: Community Services Schedule Coordinator, Public Service, and Customer Service Proposed Staffing Requests

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Community Services Division, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Community Services Division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

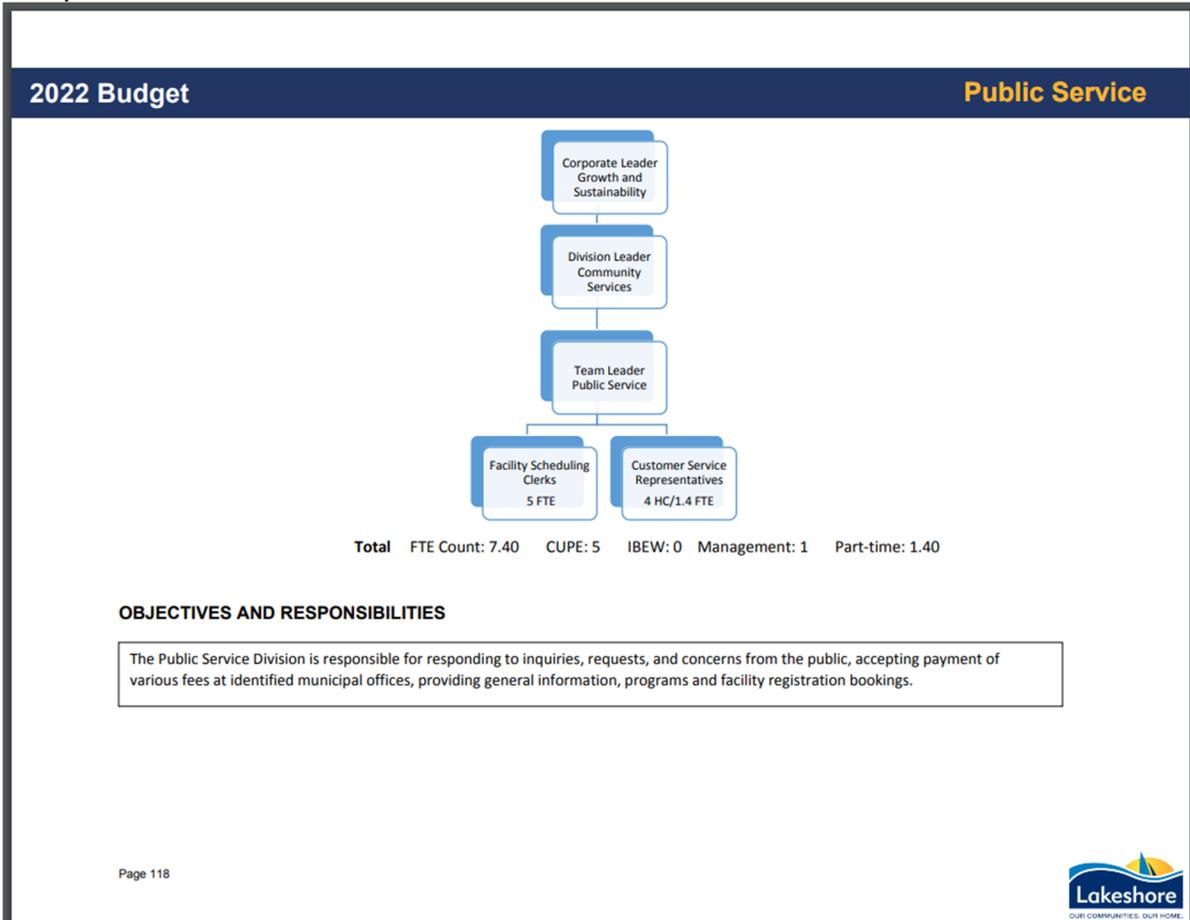
Comments

Through 2022, the Lakeshore Community Services Division has found efficiencies in its operations to allow for a successful transition of the full time Recreation Facility Clerks to the Lakeshore Public Service Unit, while not creating operational threats for the Recreation and Atlas Tube Recreation Centre operations. The sequence of events is outlined below.

Public Service Unit

At the Regular Council meeting of August 10, 2021, a report was brought to Council titled “Flood Mitigation and Protection Framework.” Within that report, the position, Team Leader Public Service was approved to lead and coordinate incoming phone calls, requests for service, and other requests from the public, as well as following up with internal divisions to provide responses. Resources were also required to address service challenges with answering and responding to resident phone calls, questions, and requests for service. In November of 2022, Lakeshore hired Jenna Smith into the role of Team Leader Public Service.

At the Regular Council meeting of January 11, 2022, the budget was approved. The 2022 budget realigned the Lakeshore Public Service unit, from its former location in Lakeshore Recreation, to a new Division, Public Service. The Public Service Division is setup as below:



On June 20th, 2022, the full time Recreation Facility Clerks officially transitioned to full time Public Service Representatives. This transition allows the Public Service Unit to operate Monday to Friday, from 6:00am to 5:00pm using five full time employees. At the Regular Council meeting of July 12, 2022, a report was brought to Council titled “Lakeshore Public Service Update”. This report updated Council on where the Public Service unit had made its greatest improvements including:

- Training and Communication for All Staff
- Customer Service Training
- Dealing with Difficult Interactions Training
- Public Service Synergy Team
- Public Service Representative Training Guide
- Enhanced Communication tools including:
 - Public Service Requests
 - The Current
 - Radio Etiquette Guide
 - Survey Calls
 - Warm Transfers

The report also explained:

“In keeping with the Flood Mitigation and Protection Framework, the Public Service Unit will be deployed to assist during significant storm events to help manage calls during and after the event. The Flood Rapid Response Plan, which is currently under development, will formalize the roles and responsibilities and be presented to Council at a future date. In January 2022, Council approved Lakeshore’s Digital Transformation Strategy which included funding for supporting internal systems to professionally receive and manage phone calls, track issues from the public for resolution, and improve communication within Administration. On June 15th, 2022, the RFP for the Public Service Unit Contact Centre software closed, and evaluation is currently in process.”

Scheduling Coordinator

As mentioned above, there were five Recreation Facility Clerk positions in Lakeshore Recreation. One position was removed from the traditional duties of the Recreation Facility Clerk and was assigned the responsibility of scheduling facilities and receiving payments for bookings. This position had the exclusive duties of overseeing contracts, invoicing, and bookings; for the Atlas Tube Recreation Centre ice rinks, gymnasium, pavillions in parks and rooms in community centres, as well as the Belle River Marina boat slips. The amount of revenue handled by this position is over \$1.3 million annually, and is outlined below:

- Ice Rinks: \$986,765 ice revenue for contract and non-contract rentals.
- Pavillion/Hall: \$45,800 rental revenue.
- Marina Slips: \$360,000 slip revenue for contract and transient rentals.

It is proposed through the 2023 budget, to assign these duties to one staff person again, through the establishment of a new position “Scheduling Coordinator”. This will allow for the staff person to be assigned exclusively for bookings and payments, to develop expertise to provide specialized customer service, and not be required to also perform the duties of a Public Service Unit representative.

Establishment of this position will align with the goals of the Organizational review to have clear roles and responsibilities. At the Regular Council meeting of March 23, 2021, a report was brought to Council titled “Organizational Review.” Within that report, heading “Unclear accountabilities, roles, and responsibilities” reported that:

- Roles and responsibilities are not always clearly defined or tailored for job functions
- Customer service focus is not consistently embedded in the organization.

Customer Service Representatives

In order to achieve coverage at the front desk of the ATRC from 6:00am-11:00pm, 7 days a week, the position of part time Customer Service Representatives existed. The part time position of Customer Service Representative was also moved from its former location in Lakeshore Recreation, to the newly formed Public Service Division. The 2022 budget includes 1.6 full time equivalent (“FTE”) for this position. This allows Lakeshore to schedule staff to cover 56 hours per week with this position, 32 of which are weekend operations, leaving only 24 remaining hours to cover weekday evenings, which is 30 hours per week. Historically, Lakeshore had hired four Part Time Customer Service Representatives to cover these hours, many of which worked alone for entire shifts.

The Part time Customer service representative role has evolved over the year to not only support recreational activities for ATRC patrons, but also provide the front-facing staff for all departments, through answering phones, email inquiries and providing general information at the front desk. Customer Service representatives also monitor users, promote safety within the facility, work to secure assets and protect municipal reputation.

In November 2020, 5 additional Part Time Customer Service Representatives were hired utilizing COVID relief funding. The COVID-19 Resilience Infrastructure Stream covered the added costs associated with the additional 5 Part Time positions. These positions allowed the Atlas Tube Recreation Centre to operate through the pandemic, with constant and consistent staff shortages due to testing procedures and stay at home protocols. This also allowed the Community Services Division to increase staff safety by having two employees per shift, which created safe coverage during busy periods, breaks and lunches.

In November of 2021, the 5 additional Part Time Customer Service Representative positions were approved to stay on utilizing COVID relief funding, the COVID-19 Resilience Infrastructure Stream, to assist with the former Lakeshore Call Centre, and the newly forming Public Service Unit. These positions would cover evenings and weekends, which allowed the Full Time Public Service Representatives to be better utilized during the Public Service hours of operation. (Monday to Friday, 6:00am to 5:00pm.)

With the COVID funding completed, it is recommended through the 2023 Budget to continue the part-time positions, to provide the same level of customer service in the Public Service Unit.

Comparing to Other Municipalities

It is a challenge to compare the Municipality of Lakeshore’s Public Service Unit to other municipalities as the Public Service Unit uniquely provides a dual service by answering and processing both recreation related inquiries as well as general municipal inquiries for all divisions within the Municipality of Lakeshore. After surveying multiple

municipalities, it is evident that the Public Service Unit is most comparable to that of Chatham-Kent 311.

Municipality of Chatham-Kent Customer Service

The Municipality of Chatham-Kent has a population of approximately 105,000 residents. Chatham-Kent's customer service model is very similar to that of the Public Service Unit as they provide in person, telephone and online customer service to their residents. Chatham-Kent Customer Service Representatives also assist in booking recreational amenities such as ice time, room rentals, etc. There are currently 21 full-time and 5 part-time Customer Service Representatives in the Municipality of Chatham-Kent all working between the hours of 8:30am-4:30pm Monday through Friday. There are 9 Municipal Office locations that the Customer Service Representatives work out of, each staffed with 2 Customer Service Representatives at a time to accommodate lunch breaks and to ensure safety. This does not include staffing levels at Chatham-Kent's recreational facility on evenings and weekends.

Summary of Additional Positions

- (1) After review of Lakeshore Community Services, it is recommended to add the sixth full time compliment of Scheduling Coordinator, this role currently being performed on an informal basis. By formalizing the role of Scheduling Coordinator, Lakeshore Community Services will also be able to provide better scheduling services to the residents of Lakeshore. This will allow for five full time Public Service Representatives to be focused on Customer Service activities.
- (2) It is recommended to add 2.4 FTE positions/hours for part time customer service representatives, to maintain the current level of service that was implemented during the pandemic. This will bring the total of FTEs to 4 positions.

Impacts on Other Divisions

The addition of these positions will have impacts that reach beyond the Atlas Tube Recreation Centre and can provide an enhanced customer service experience for the residents of Lakeshore. It will allow the Public Service Unit to focus on answering basic municipal inquiries and ensuring residents are connected to the appropriate division for detailed inquiries. This in turn will relieve other divisions of the high call-volume allowing more focus to be placed on their specialized duties.

Financial Impacts

1. \$0.00 - Full Time Public Service Representative (Currently budgeted)
2. \$86,313 additional in 2023 budget for a Full Time Scheduling Coordinator (new position)
3. \$109,435 increase to staffing in 2023 budget for an increase in Part Time Customer Service Reps (1.6 increased by 2.4 to a total of 4.0 FTEs)

Municipality of Lakeshore

Confidential Report to Council

Community & Development Services

Development Services



To: Mayor & Members of Council

From: Justin Rousseau, Corporate Leader – Chief Financial Officer
Lisa Granger, Division Leader – Workforce Development

Date: December 20, 2022

Subject: Planning Technician Co-op Student

Recommendation

Direct the Chief Administrative Officer (CAO) to implement the adjustments to staffing to include a Planning Technician Co-op Student position as described in the report of the Division Leader – Community Planning presented at the January 2023 Budget Council meeting.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long-term needs. Currently, the Municipality has reviewed the service delivery demands of Community Planning Services.

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

Planning Technicians provide technical assistance and information to staff and the public in the administration of specific planning-related programs and regulations. The Technician reviews plans and zoning applications to assure compliance with requirements such as use, massing, placement, and parking ratios. As part of the Municipal Organizational Review, the need for 3 full-time planning technicians were identified to provide support to the Community Planning Services of the municipality.

In Fall 2022 Mohawk College's Urban and Regional Planning Technician - Geographic Information Systems (GIS) program started to offer co-op terms to their students. This now provides Lakeshore with the opportunity to attain additional support, prior to committing to a full-time position. The new position of Planning Technician Co-op Student will fill some of the workload gaps and will provide for on the job work experience for the student.

A time study review was completed to understand the underlying issues causing the above noted challenges. The results of the study supports Administration's recommendation to add a Planning Tech Co-op Student to address the identified gaps.

The function analysis table & regional scan demonstrates that the demand of service requires two employees to complete the work. Currently, the Municipality has 1 dedicated resources to complete the work. The service requirement exceeds the current staffing complement. Therefore, Administration is requesting to add one Planning Technician Co-op Student at this time to provide support to the Planning, Building and GIS Services functions of the municipality.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, Lakeshore has:

- 1) The highest population
- 2) Higher amount of households to service and map.
- 3) Higher number of kms of roads to maintain and map.
- 4) Higher level of development and growth to continue to maintain. As development and growth increase, the staffing levels to maintain current service levels have not changed in the GIS function area.
- 5) Equal or less staff and resources to complete a greater volume of work than the other municipalities.

According to Mohawks Planning Co-op Overview webpage, the Urban and Regional Planning Technician – Geographic Information Systems (GIS) diploma program uses an applied learning model that prepares students for real world experience. Work-related simulations form the foundation of courses in applied planning law, site planning, subdivision design and community design.

After completing three co-op semesters of the program, the student will have acquired sufficient knowledge and specialized skill to perform the following activities:

- Review and process development applications through informed interpretation and application of various land use plans and planning instruments governed by the Ontario Planning Act;
- Prepare site plans and draft plans of subdivision, both manually and with the use of computer-aided drafting (CAD);
- Apply fundamentals of urban design in land use plans;
- Contribute to the production of planning justification reports;
- Utilize the latest Geographic Information Systems (GIS) tools (ArcGIS Pro, ArcGIS Online, basic web development using ArcGIS API for JavaScript, and ArcGIS StoryMaps) to perform spatial analysis, prepare maps and develop basic web apps;
- Utilize GIS to build technical tools from prototype through to launch;
- Prepare research reports by performing basic data collection and presentation techniques; and
- Explain the legal basis of land ownership in Ontario, compare the Registry and Land Titles land registry systems, and identify steps in property purchase and types of land ownership.

With the knowledge and skills attained through college education and on the job, it is the goal to train students for future full-time employment. As well, Lakeshore will be able to gauge the level of expertise needed, prior to committing to creating a full-time Planning Technician (GIS) position.

Financial Impacts

For 2023, the budget impact for adding this position is \$15,109.00.

Municipality of Lakeshore – Report to Council

Growth & Sustainability

By-law Services



To: Mayor & Members of Council

From: Rob Sassine- Division Leader By-Law
Tammie Ryall- Corporate Leader- Growth and Sustainability

Date: November 28, 2022

Subject: By-Law Enforcement Officer

Recommendation

The following report is for information only

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

To support the Strategic Plan and maintain acceptable levels of service especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. As positions become vacant due to retirement, resignation, promotion or otherwise, it is considered a best practice to review the needs of division(s) at the time of the vacancy or during times of growth to determine if the existing staff structure and staff compliment are reasonable to meet the needs of the current service delivery demands including forecasting the future short term and long term needs. Currently, the Municipality has reviewed the service delivery demands of the By-law budget centre.

The results of the review indicate that there is an insufficient number of staff to complete all the work required to meet the service level demands.

Comments

The Bylaw Enforcement Division is responsible for the enforcement of all Municipal bylaws adopted by Council. The Bylaw Enforcement Division fields complaints from residents and visitors for a variety of reasons such as Yard Maintenance, Property Standards, Zoning, and Fence. Currently, the Bylaw Enforcement Division provides services to 40,410 residents covering 529 square kilometers.

At the July 16th, 2019, meeting, Council approved the following resolution:

351-07-2019

“That administration be directed to bring back a report regarding Bylaw Enforcement Service Level options and the updating of the Zoning Bylaw, including public engagement options and costs.”

On November 19th, 2019, a Bylaw Enforcement Service Levels report was brought before Council by the Manager of Building Services and Council was presented with 3 options to enhance enforcement levels. Council voted unanimously and directed Administration to proceed with Option #2 for Bylaw Enforcement Service Levels to be phased in over two years as presented in the report and allocate the costs through the 2020 and 2021 budget processes.

Option #2 in the Bylaw Enforcement Service Level report presented to Council called for staffing levels to be increased to 3 full-time Bylaw Enforcement Officers, 1 full-time Administrative Assistant and 1 seasonal student.

The Bylaw Enforcement Division is currently made up of a Division Leader, 2 full-time Bylaw Enforcement Officers and 1 seasonal student. The full-time Building Services Administrative Assistant is shared between the Building and Bylaw Divisions.

In the first 6 months of 2022 (January to June), the Bylaw Enforcement Division has received 371 Bylaw complaints by residents that required investigation by a Bylaw Enforcement Officer (3 per day average). There were 306 Bylaw Investigations closed in 2020 and 440 Bylaw Investigations closed in 2021. The number of Bylaw Enforcement complaints has increased nearly 220% since 2020 resulting in a significant strain on existing resources. To maintain current service levels, the Bylaw Enforcement division would need to add an additional Bylaw Enforcement Officer

A comprehensive review of existing bylaws and the creation of new bylaws is expected to increase the number of complaints received by the Bylaw Enforcement Division. During this review process, the Bylaw Enforcement Division will work with the Civic Affairs Division to identify bylaw shortfalls and assist with the addition of Enforcement enhancements to allow the Bylaw Enforcement Officers to efficiently dispose of Bylaw Enforcement cases. The current process is lengthy and results in additional legal costs being incurred by the Municipality.

Regional Staffing Level Comparators

Municipality	Staffing Levels	Population	Area (km2)
Lakeshore	1 Division Leader 2 Bylaw Enforcement Officers .5 Administrative Assistant	40,410	529
Leamington	1 Manager 5 Bylaw Enforcement Officers 1 Public Service staff	29,680	261
Amherstburg	1 Manager 2 Bylaw Enforcement Officers 1 Licensing Officer	21,936	184

Others Consulted

Manager of Building Services/CBO
Manager of Bylaw Enforcement for other jurisdictions

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$97,341 per year including benefits and pension.

Municipality of Lakeshore – Report to Council

Operations

Engineering & Infrastructure



To: Mayor & Members of Council
From: Krystal Kalbol, Corporate Leader Operations
Date: November 28, 2022
Subject: Team Leader- Development and Roads

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Operations Department, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Engineering Services division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

Comments

Summary of Request:

- The Requestor is requesting approval for Team Leader – Development and Roads
- The major duties of the requested position include:

- Supervise all development applications and ensure timelines meet regulations;
- Provide technical supervision for the review of development applications;
- Attending pre-consultation and/or Committee of Adjustment meetings as technical supervision; and,
- Supervise all ministry applications for capital projects and developments for compliance and tracking

Statement of the Problem:

- The Province of Ontario's new Bill 109 development review process impacts the timelines for site plan applications providing less time for these reviews.
- Development in Engineering requires more frequent presence in committee meetings that can offer adequate technical supervision for engineering comments.
- The increase growth projections and anticipation of a rise in development applications after Denis St. Pierre Pollution Control Plant expansion is complete.
- The lifecycle program and implementation will require increased support to ensure future planning of infrastructure and coordination of assessments on the field.

Recommendation with Justification:

- Currently, the division has 2 employees in positions that handle development, roads, utilities, traffic, and ministry approvals. Due to increase demand and reduced timelines for technical review, the functional analysis indicates that the division should have 4 employees to complete the amount of work currently required for these task groups.
- It is projected that should development and growth continue to increase demand for service provided by this position, the division will likely need to have 4 employees to complete the amount of work required by engineering for development, roads, utilities, traffic, and ministry approvals.

Currently, the Engineering and Infrastructure Division is experiencing challenges in:

- 1) Meeting the service demands because the number of current and future applications for developments, utility permits, and ministry approvals exceeds the amount that can be processed by the current staffing levels.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased municipal programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels.
- 4) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels.
- 5) The increased number of complaints from the residents regarding the processing time.
- 6) The increased delays in completing projects because of insufficient resources.

- 7) The skill set required for the work is not available in the current resources.
- 8) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.
- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete more work than the other municipalities.

In a scan of the regional comparators, the following was observed:

Municipality	Population per 2021 census	# of resident households	Land area in km squared	# of Ees in Engineering	# of kms of roads	# of kms of sw
Lakeshore	40,410	15,000	531	4	524	111
Amherstburg	23,524	9,548	184	2	230	
Kingsville	21,552	8,635	247	2	247	44
LaSalle	30,180	11,645	65	4	225	
Leamington	29,680	11,219	262	7	285	
Tecumseh	23,229	9,111	95	2	180	
Town of Essex	21,216	8,880	278	1	257	50
Chatham Kent	104,316	46,752	2,458	12	1700	
Windsor	229,660	99,803	1,023	25	1076	

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$122,055 per year including benefits and pension.

Municipality of Lakeshore – Report to Council

Operations

Engineering & Infrastructure



To: Mayor & Members of Council
From: Krystal Kalbol, Corporate Leader Operations
Date: November 28, 2022
Subject: Engineering Technologist-Engineering

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Operations Department, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Engineering Services division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

Comments

Summary of Request:

- The Requestor is requesting approval for Engineering Technologist - Engineering

- The major duties of the requested position include:
 - Supervise all development applications and ensure timelines meet regulations;
 - Provide technical supervision for the review of development applications;
 - Attending pre-consultation and/or Committee of Adjustment meetings as technical supervision; and,
 - Support traffic, roads, and utilities to accommodate steady growth.

Statement of the Problem:

- The Province of Ontario's new Bill 109 development review process impacts the timelines for site plan applications providing less time for these reviews.
- Development in Engineering requires more frequent presence in committee meetings that can offer adequate technical supervision for engineering comments.
- The increase growth projections require engineering support for traffic, utilities, and road assessments and reviews.
- The lifecycle program and implementation will require increased support to ensure future planning of infrastructure and coordination of assessments on the field.

Recommendation with Justification:

- Currently, the division has 2 employees in positions that handle development, roads, utilities, traffic, and ministry approvals. Due to increase demand and reduced timelines for technical review, the functional analysis indicates that the division should have 4 employees to complete the amount of work currently required for these task groups.
- It is projected that should development and growth continue to increase demand for service provided by this position, the division will likely need to have 4 employees to complete the amount of work required by engineering for development, roads, utilities, traffic, and ministry approvals.

Currently, the Engineering and Infrastructure Division is experiencing challenges in:

- 1) Meeting the service demands because the number of current and future applications for developments, utility permits, and ministry approvals exceeds the amount that can be processed by the current staffing levels.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased municipal programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels.
- 4) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels.

- 5) The increased number of complaints from the residents regarding the processing time.
- 6) The increased delays in completing projects because of insufficient resources.
- 7) The skill set required for the work is not available in the current resources.
- 8) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.
- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete more work than the other municipalities.

In a scan of the regional comparators, the following was observed:

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Chatham Kent	104,316	46,752	2,458	12	1700	
Windsor	229,660	99,803	1,023	25	1076	

Financial Impacts

The financial impact of adding this position for the 2023 budget year is approximately about \$97,341 per year including benefits and pension.

Municipality of Lakeshore – Report to Council

Operations

Engineering & Infrastructure



To: Mayor & Members of Council
From: Krystal Kalbol, Corporate Leader Operations
Date: November 28, 2022
Subject: Seasonal Parks Staff and Parks Co-op Students

Recommendation

This report is for information only.

Background

The CAO has the delegated authority to authorize the hiring, terminating, and disciplining of all municipal employees. Under sections 7, 8 and 9 of the CAO By-law 62-2019, CAO responsibilities over the different groups of municipal employees are summarized as:

The Chief Administrative Officer shall have ultimate accountability and authority for the management of Senior Management Team, Non-Union Employees and Union Employees, including:

- appointment, dismissal, suspension and discipline of Employees;

Lakeshore Public Service is at the forefront of Lakeshore's ability to service its residents. To support the Strategic Plan and maintain acceptable levels of service within the Operations Department, as well as for the Municipality of Lakeshore as a whole, especially in times of growth and increased service level demands, Administration must regularly review workload demands and available staffing resources. Currently, the Municipality has reviewed the service delivery demands of the Parks division as a unit.

The results of the review indicate that there is an insufficient number of staff to complete all the hours of work required to meet the service level demands.

Comments

The Parks Department is requesting to hire additional staff for its team.

With the addition of River Ridge Park, spray/splash pad, full season washrooms, 200 trees, trails, and playground structures, as well as the anticipated major improvements

to St. Clair Shores Park, Lakeview Park, West Beach and Stoney Point Park in the immediate future, current staffing levels are/will be struggling to meet a consistent level of service for our sports fields as well as general park maintenance.

Though the position will help alleviate some of the maintenance demand, it is our position that additional seasonal workers are required. Currently, any work orders over and above regularly scheduled maintenance is taking upwards of 7 days – which is less than desirable. These timelines will only result in further backlog until the staffing issue is addressed.

On a 7 day schedule with our current staffing compliment there are days during the week with minimum staff to complete regular maintenance.

Additional seasonal staff will allow our team to focus on non-maintenance issues, such as

- Sport fields repair
- Tree maintenance
- Event set-up/tear down
- Vandalism repairs
- Work orders
- Playground structure repairs
- Trail repairs

Additional staff help to maintain our current level of service. We would like to focus more on keeping our park spaces free of garbage, our washrooms clean and grounds visually appealing. This is difficult under our current staffing model.

Addition student staff would be utilized for

- Washroom team
- Loose garbage pick-up team
- Weekend diamond help
- Trail maintenance

Currently, the Parks Division is experiencing challenges in:

- 1) Meeting the service demands.
- 2) Covering shifts in the schedule due to absences including vacation and sick as well as additional shifts required to cover the level of service required through increased municipal programs and services.
- 3) The normal working hours available of the to complete the work required of the current staffing levels is not sufficient to meet the demand levels.
- 4) The amount of overtime offered to complete the work required is excessive and it still is not sufficient to meet the demand levels.
- 5) The increased number of complaints from the residents regarding the response time.

- 6) The increased delays in completing projects because of insufficient resources.
- 7) Struggling to maintain compliance to industry standards or regulatory requirements.

A time study review was completed to understand the underlying issues causing the above noted challenges.

Compared to other municipalities in the Essex County Region excluding the City of Windsor, the County and Chatham Kent, Lakeshore has:

- 1) Higher population not including the City of Windsor, the County, or Chatham Kent.
- 2) Higher amount of resident households to service and invoice.
- 3) Higher number of kms of roads to maintain.
- 4) Higher level of development and growth to continue to maintain. As development and growth increases, the staffing levels to maintain current service levels have not changed.
- 5) Less staff and resources to complete more work than the other municipalities.

Our Parks network is spread out over the largest land mass in the county of Essex which also makes it increasing difficult to manage with 5 seasonal staff.

Financial Impacts

The Parks Department is requesting to hire an additional 1 Seasonal staff in the 2023 budget, and other staffing request including 1 Seasonal staff and 2 Co-op Students has been deferred until future budget years due to financial pressures.

The financial impact of adding 1 Seasonal staff for the 2023 budget year is approximately \$47,503 per year, and the deferred staffing request is approximately \$76,819 per year.