

Municipality of
Leamington
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2022 Final Budget

Through final budget deliberations, Council approved a 3% general and sewer tax rate increase for 2022. All schedules and documents have been updated to reflect the changes as noted.

These changes include:

- Operating:
 - Remove 2% economic adjustment (2021) for Council Services
 - Add salary review for Council Services
- Capital:
 - Increase generator project budget within General Government
- Reserves:
 - Fund increased generator project costs

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2022 Draft Budget

Agenda		Tabs	Target
			Day 1
Overview of the 2022 Draft Budget - Peter Neufeld/Laura Rauch		2	9:00
Reserves Overview		3	
Capital Summary		4	
Operating Overview		5	
Business Improvement Area 2022 Draft Budget Presentation		14	9:30
Office of the Chief Administrative Officer (CAO) - Peter Neufeld			
	Council Services Office of the CAO Communications and Public Relations	6	9:45
Finance and Business Services - Laura Rauch			
	General Government Finance and Business Services Information Technology Services Police Services	7	10:15
15 Minute Break			11:00
Legal and Legislative Services - Ruth Orton			
	Legal Services Legislative Services Human Resources By-law Enforcement Parking Enforcement Animal Control Joint Animal Control	8	11:15
Lunch Break			12:30
Community and Development Services - Paul Barnable			
Culture and Recreation Services	Recreation Centre Marina Library and Cultural Services	9	1:00

	(continued)	Tabs	Day 1
Community and Development Services - Paul Barnable			
Planning and Community Development	Economic Development Community Development Building Services Planning Services Development Services Fire Services	10	2:00
Adjournment			4:30

		Tabs	Day 2
2022 Draft Budget Discussions			9:00
Infrastructure Services - Rob Sharon			
Environmental Services	Water Services Waste Water (PCC) Sanitation	11	9:00
15 Minute Break			10:15
Public Works Operations	Public Works Parks Cemeteries	12	10:30
Lunch Break			12:00
Infrastructure Services - Rob Sharon			
Engineering Services	Drainage Services Engineering Services Sewers Transit Infrastructure Services	13	1:00
Closing Remarks	Final Approval of 2022 Draft Budget		4:00
Adjournment			

		Tabs	Day 3
2022 Draft Budget Discussions	(if necessary)		9:00



2022 Budget

Overview of the 2022 Draft Budget

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Report

To: Mayor and Members of Council

From: Peter Neufeld, Chief Administrative Officer
Laura Rauch, Director of Finance and Business Services

Date: November 22, 2021

Re: 2022 Draft Operating and Capital Budget

Recommendation:

It is recommended that:

- 1) The 2022 Operating and Capital Budget for the Municipality of Leamington, which proposes municipal general tax levy increase of 3.0%, be adopted;
- 2) The 2022 Operating and Capital Budget for the Municipality of Leamington, which proposes municipal sewer tax levy increase of 3.0%, be adopted;
- 3) Administration be directed to report back to Council for final adoption of the 2022 tax rates inclusive of impacts resulting from County and School Board rates once those rates are established; and
- 4) Authorization be granted to complete, in fiscal year 2022, any 2021 projects that remain outstanding as of December 31, 2021 and do not appear in the 2022 budget, so long as the project costs do not exceed previously approved funding amounts or allocations. (FIN-30-21)

Background:

Section 290 of the Municipal Act, 2001, as amended, (Act) requires that Municipal Councils approve an annual balanced budget. Specifically, it states that:

“A local municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality, including,

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

In addition, Section 290 states that the budget should also set out the estimated revenues and estimated expenditures, and provide that the estimated revenues are equal to the estimated expenditures.

The budget represents the annual business plan for the Municipality. It directs monies raised by municipal taxation to fund service areas that are mandated by legislation, and to fund discretionary service areas at service levels that Council has chosen to provide for the community.

Projects and expenditures considered in this Draft Budget have been reviewed in detail by the Chief Administrative Officer (CAO), the Treasurer and the Directors of the Municipality to ensure that the spending reflects Council’s priorities and strategic direction identified as follows:

- Leamington is open for business and investment. Leamington plans in an integrated and holistic manner to consider economic, social, cultural and environmental sustainability.
- Leamington is a compassionate, inclusive and welcoming community.
- Leamington is focused on customer service, fiscal prudence and continuous improvements and both current and future sustainability.

This Draft Budget focuses solely on an ‘Own Purposes’ tax levy for Council approval. School Board rates and County rates will affect the final total tax rate By-law. At this time, Provincial School Board rates and the County budget are yet to be finalized.

Tax policy, including establishing tax ratios and tax discount factors, is established and approved by County Council and applied to all properties consistently across the region. County Council did approve, in principle, a reduction to the Multi-Residential tax ratio from 1.74155 to 1.52775 (representing the second year of a four-year reduction plan) which is included in this budget. This will eventually result in parity between the new, mandated multi-residential tax ratio applied to new multi-residential developments, and the previous multi-residential tax ratio applied to existing multi-residential developments.

The ‘Own Purposes’ tax levy is comprised of the General Levy, which all properties pay, and the Sewer Levy, which is levied on properties that have access to connect to municipal sewers. The Draft Budget also includes departments funded from user rates.

The Sewer Levy includes costs exclusively related to sewers (storm, sanitary and combined), including maintenance, renewal, system expansion, and future lifecycle replacement.

Comments:

Tax Levy, Rate and Assessment

Included in the 2022 Draft Budget, is the General Levy total of \$29,774,603 and the Sewer Levy total of \$3,391,350, for a total taxation levy of \$33,165,953.

The Draft Budget proposes a municipal tax rate increase of 3.0% to both the general and the sewer tax rates. This proposed rate increase will result in an additional \$1,704,289 of tax revenue when the new tax rate is applied to the estimated 2022 weighted assessment tax base. This additional tax revenue equates to a \$64.07 annual tax levy increase (\$5.34 per month) on an urban home assessed at \$175,000 or \$36.61 per \$100,000 of assessment. It should be noted that the assessed value of a home (as described below) is not the same as, and is almost always less than, market value.

It is the responsibility of the Municipal Property Assessment Corporation (MPAC) to provide the Municipality with current value assessments (CVAs) and tax classes for each property. These CVAs and the municipal tax rates determine the Municipality's total levy. The reassessment cycle that is typically updated every four years has been temporarily paused by the Province of Ontario. Therefore, all property assessments are valued as of January 1, 2016, and thus do not reflect the increase in property market values witnessed over the last few years. In the most recent Ontario Economic Outlook and Fiscal review, the Province has once again announced the deferral of the property tax reassessment until at least 2023.

The Draft Budget includes conservative growth for Leamington, which is appropriate given the significant in-year 2021 tax class changes from the residential tax class to the farm tax class and all property assessments remaining at the same value as 2021 (i.e. no phased-in assessment growth). Table 1 provides historical assessment growth and municipal levy increases.

Table 1: Assessment Growth and Municipal Levy Increase

Assessment Cycle	Weighted Assessment Growth	Municipal Levy Increase
2017 (Year 1)	0.5%	1.8%
2018 (Year 2)*	4.1%	1.8%
2019 (Year 3)*	7.47%	1.8%
2020 (Year 4)*	7.17%	1.8%
2021	0.56%	0.0%
2022 Draft	2.4%	3.0%

*includes MPAC annual phased-in assessment value increases (at approximately 2.7%) plus growth

Of the \$1,704,289 additional taxation revenues over the 2021 budget, \$760,439 is the net result of estimated growth and in-year adjustments to assessed value of properties, and \$943,850 is a result of the 3.0% recommended tax rate increase. The assessment growth estimate was based on MPAC's 2021 return property tax roll, known in-year assessment updates completed by MPAC, adjustments to known properties that will likely change tax

classes from residential to farm and with consideration to conservative growth not yet assessed by MPAC, based on the review of the total value of building permits issued over the last two years.

If Council chooses to increase (or decrease) services beyond the Draft Budget, a 1% increase (or decrease) in Leamington's 'Own Purposes' General Levy equates to approximately \$290,000.

The 2022 Draft Budget presented some unique challenges, some of which include:

- 1) 2021 Budget tax rate increase of 0% - this was achieved by reducing community programming, removing the annual rate stabilization transfer to reserve, and through the deferral of various operating studies and projects.
- 2) Inflation was recently reported at 4.9% in October with the yearly inflation calculated at 3.14%. The Bank of Canada expects these rates to continue to climb over the next 12 months and then decelerate to about 3% over the next two years.
- 3) Uncertainty of the impact of the COVID-19 pandemic on Municipal operations including reduced revenues at the Recreation Centre, increased costs for personal protective equipment (PPE) and enhanced service levels (cleaning/beach patrol) and other Public Health recommendations and guidelines.
- 4) Shift in labour market - Currently the labour market is an employee-driven market, rather than employer driven market as it has been historically. The ability to recruit talent has become more and more challenging in recent times. This shift has clearly identified the importance of how the Municipality must remain competitive in compensation offerings; flexible, modern work environments; and a transparent, progressive and motivating culture to attract and retain strong talent.
- 5) Infrastructure deficit - the drafted Asset Management Plan (AMP) will identify a greater need to increase the annual investment in infrastructure renewal based on current asset conditions, maintenance schedules and replacement value of Municipal assets with the goal to deliver an adequate level of service in the most cost-effective manner.
- 6) Exponential growth - The Municipality continues to experience rapid growth in all sectors. This growth creates demands on new and existing infrastructure that needs to be addressed. It is important to note that the increased property tax revenue realized from the exponential growth within the greenhouse industry is based on a property tax rate that is 25% of the residential rate while requiring significant municipal staff resources to process the development applications.

These challenges were very real at the onset of preparing this budget for Council's consideration. However, the basic key principles, that have always been included in a budget presented to Council, remain in this 2022 Draft Budget.

These key principles include:

- meet regulated standards;
- maintain existing and/or enhance service levels,
- progress infrastructure renewal and lifecycle replacement;
- responsibly use reserve funding for projects;
- fund on-going operational costs with on-going funding sources; and
- represent responsible and fiscally-prudent spending of municipal tax dollars.

The total 2022 Draft Budget includes \$79.6M in total spending, of which \$27.8M is for capital projects and the remaining \$51.8M is for operating expenses. This total spending excludes the annual debt servicing requirements of \$2.7M and reserve transfers of \$7.0M.

The Draft Budget includes further investment to provide additional contact-free services to keep the community and municipal staff safe while modernizing the way residents are able to access services and the manner in which the Municipality operates generally.

Also included in the Draft Budget is the implementation of additional opportunities and key recommendations included in the Service Delivery Reviews' (SDRs). As presented in each of the final SDR reports, the implementation of all opportunities span several budget cycles; however, are required to be a priority in order to be a success. The Draft Budget includes additional staffing in specific areas and continued investments in technology to improve efficiencies and optimize service delivery to taxpayers.

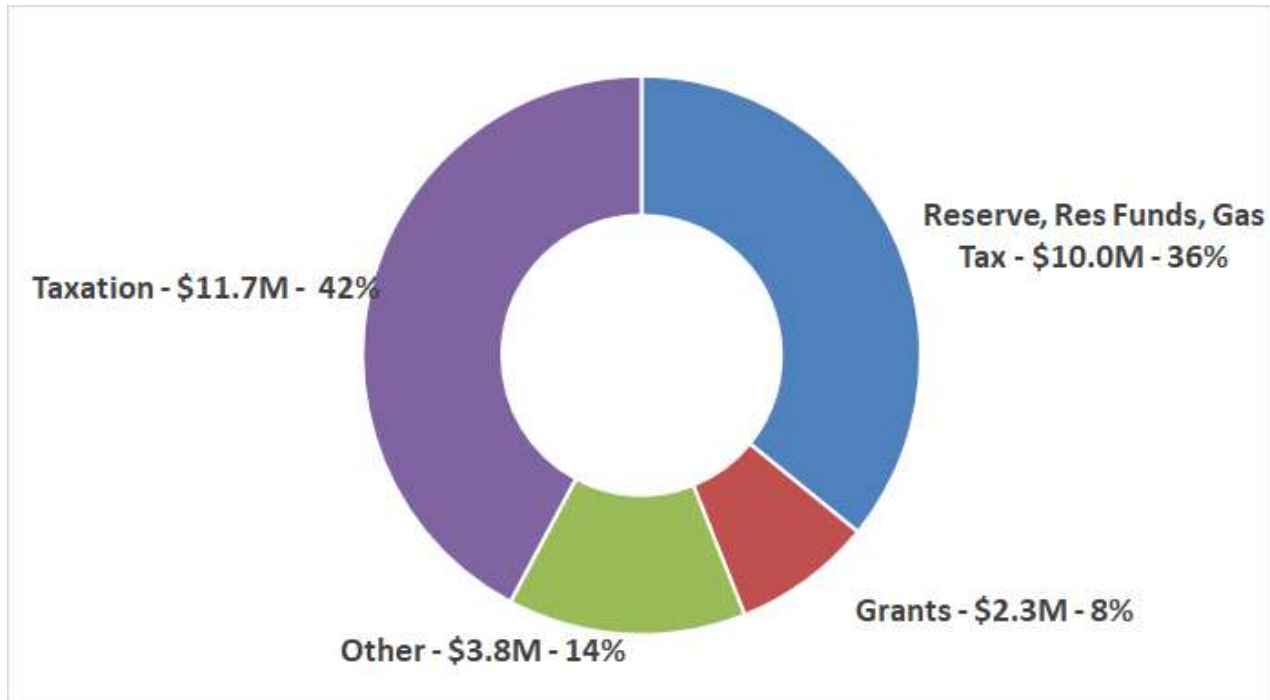
Debt Overview

There is no new debt financing proposed in the 2022 Draft Capital Budget. Capital spending will be funded through the general taxation, reserves, grants and landowner contributions. With several large scale capital projects on the horizon, leveraging additional debt to fund these projects will need to be considered in the near future.

Capital Overview

Total 2022 Draft Gross Capital spending is \$27.8M, which is an increase of \$1.5M over the prior year. Funding from taxation for capital projects and lifecycle reserves combined has increased year over year by \$390k. In-year tax and rate funded capital contributions are \$11.7M of which \$4.7M is funded through the general tax levy; the remainder of the capital funding is comprised of rate funding (water, waste water and sewer), upper level government grants, landowner contributions, carryover funding from previous years, and reserve and reserve fund allocations. See Table 2 for funding sources of this year's draft capital plan.

Table 2:



Some major 2022 capital projects include:

- Construction of the Southwest Leamington Storm Water Management Pond;
- Continued investment in drainage works;
- Road resurfacing and gravel elimination projects
- Bridge reconstruction projects;
- Mersea Park renewal;
- Parking Lot reconstruction;
- Improvements and upgrades at the Pollution Control Centre;
- Accessibility projects including the Fire Hall and Courthouse entrance, paving of the municipal trails near the Soccer Complex; and
- Many carryforward projects.

Each capital project proposed has been evaluated and reviewed in the context of other capital demands and priorities, and is being recommended in support of the strategic direction and vision of Council. With the 2013 AMP as well as the upcoming draft AMP, a significant infrastructure deficit has been identified as it relates to annual capital spending and the need to be setting aside money today for future asset replacements in order to properly care for the Municipality's infrastructure for generations to come. Continued investment in infrastructure is critical and necessary to ensure the financial sustainability of the Municipality.

Operating Overview

Rate Stabilization and Reserve Transfers to Support Operations:

The operational impact resulting from the COVID-19 pandemic along with Public Health's guidelines and recommendations is realized most significantly within the Recreation Centre department's budget. The 2022 budget has assumed continued reductions in recreation memberships as currently only monthly or daily passes are available, as well as reductions in programming and facility rental revenues. Given that the facility has only been operational for 3 months in 2021, and with the uncertainty of capacity limitations and other Public Health measures that may impact this facility's operation, it is appropriate that this conservative approach to estimating revenues be included. To assume increased revenues at the Recreation Centre at the time of preparing this budget based on the expectation that operations will return to pre-pandemic levels, is risky, unlikely, and will create extreme budgetary pressures if full access to the facility and annual memberships do not resume.

Given the potential for this extreme budgetary pressure and its impact on other Municipal services and service levels, the 2022 Draft Budget includes a \$550k rate stabilization transfer from the contingency reserve to support the operational revenue loss from the Recreation Centre. This is only a temporary measure to prevent a large change in required tax levy increases, and is the very reason why annual contributions for rate stabilization are needed. Recreation Centre revenues were budgeted to be \$1.65M in 2019, and are budgeted to be \$713k in 2022, a difference of \$937k. The \$550k contingency reserve transfer is 60% of the difference in operating revenues for the Recreation Centre compared to 2019, which was the last normal year of operations. This transfer from contingency reserve, as rate stabilization, also allows for the taxation demand to be similar to the last normal operating year. Keeping in mind the budgeting principles previously mentioned, this is intended to support the Recreation Centre for this year only and if operating revenues exceed the amount included in the budget or should the Municipality realize surpluses in other operating service areas during 2022, this contingency reserve transfer will not be required. Failure to allow for this transfer in the 2022 draft budget would require the equivalent service level reductions in other operational service areas across the Municipality to make up for the shortfall.

Other one-time funding for new operating projects that are supported from reserve transfers are included in Table 3. Some projects that are in progress near the end of 2021 or have been deferred for various reasons are included in the 2022 draft budget, are not presented in the table below.

Table 3:

Operational Expense	Reserve	Amount	Alternate Funding Source
Tax Adjustments	Contingency	\$250k	Previously set aside from prior year surplus
COVID-19 incremental costs	Contingency	\$136k	Provincial grant
Accessibility Review	Accessibility	\$100k	n/a
Organizational Review & Process Mapping	Contingency	\$50k	Applied for Provincial grant
IT Service Delivery Review/Business Continuity Plan	Information Technology	\$40k	n/a
Additional Tree Planting	Contingency	\$25k	n/a - start of a long-term increased tree planting renewal program

Any changes to the aforementioned initiatives will not have an impact on taxation demand for 2022.

Operating Revenues:

The general and sewer levy is proposed to increase by 3% in the draft 2022 budget. Given that the approved tax rate change was 0% last year, it is important to recognize that this is essentially a 1.5% tax increase for both 2021 and 2022 taxation years.

Supplemental tax revenues are also projected to increase by \$150k given recent historical trending that have exceeded budget targets and consistently contributed to the year-end surplus. This is offset by a decrease in the Ontario Municipal Partnership Fund (OMPF) of the same amount. The uncertainty of this annual provincial funding is very real and will have a direct impact on tax rates and/or service levels should the funding level continue to diminish.

The other major source of revenues that assists in supplementing property tax revenue requirements are user fees charged for services provided for the exclusive benefit of a particular individual or group. These rates are established annually by Council and are used to mitigate taxation demand in support of the Nature Fresh Farms Recreation Centre (NFFRC), Lakeside Marina, business licensing, planning and development application and building fees, as well as the recovery of other administrative functions.

Conservative budgeting as it relates to revenues outside of the Municipality's control is important and fiscally responsible. Aggressive revenue targets, if not realized, jeopardizes the financial integrity of supporting ongoing operational costs with ongoing revenue streams.

Operating Expenses:

Staffing

Each year during budget preparations, Administration evaluates existing workloads, considers new or expanded service requirements for the upcoming year, and reviews additional hours that are required by current staff to maintain existing service levels. Administration also gives consideration to operational needs to support Council's strategic vision and direction.

For the 2022 Draft Budget, salary and wage rates reflect the negotiated contract for CUPE.

Council will be advised of the outcomes of the upcoming negotiations with the Teamsters and Fire Services when they become available. The Draft Budget includes the continuation of the Fire Services Station Crew Pilot Project.

The 2022 Draft Budget includes a 3% economic adjustment for full-time non-union staff, contract, part-time and student employees as well as Council and Council-appointed Committee Members. As Council did not approve an increase for members of Council and Committee Members' compensation in 2021, an additional 2% has been included in the 2022 Draft Budget for this group to keep consistent with the Municipality's compensation philosophy. A provision for the Salary Review, based on the full implementation costs of the review completed 4 years ago, has also been included. A separate report will be provided to Council to specifically approve the outcome of the Salary Review as well as the economic adjustment to the salary grid.

The Municipality has realized significant turnover in 2021, which is very disruptive to operations. The importance for the Municipality to be competitive with the current market salary conditions has been identified as important to attract and retain strong employees. Economic adjustments similar to cost of living increases, and periodic salary reviews, are ways in which to achieve a fair and competitive compensation philosophy. In addition to compensation, a strong, healthy culture and flexible work-life balance is a critical recruitment and retention strategy. Extreme workload demands and pressures across the Municipality's departments have disrupted the work-life balance for many Municipal staff, which directly affects employee morale and the organization's culture. For example, reported unpaid hours (which are a fraction of total unpaid hours worked) for 2020 were 2,035 hours and as of November 2021, have risen to 2,573 hours with more hours likely to be added. These extra hours do not include the time that staff have worked beyond their regular shift and are eligible to be compensated. These additional hours worked beyond the standard work week are not sustainable. If this continues, it will likely result in staff burnout and employees leaving the Municipality for an employer where a more reasonable work-life balance can be achieved.

The 2022 Draft Budget includes an increase to staff resources due to: demands for improved servicing to residents, increased volume of projects, initiatives and current workloads, compliance with regulations, new subdivisions and other growth in the Municipality, as well as consideration for succession planning. These salary and benefit costs are reflected in the respective departmental budgets for the entire year. Unless previously approved by Council, no new staffing positions or changes to the nature of a

position (contract to permanent) in comparison to last year's budget have been made to the Municipality's complement prior to this Draft Budget. Recommended staffing changes are outlined in Tables 4 to 6 below.

Table 4: Contract Positions - Continuation of existing or new contracts for project completion with contract end date - (see departmental summaries)

Department	Position	Comment
By-law Enforcement	By-law Enforcement Officer	SDR initiative; Extension that ends December 31, 2022
Information Technology	Desktop Support Specialist	IT Project; Extension that ends June 30, 2022
Legislative Services	Cemetery Clerk	Part-time, compliance; Extension that ends December 31, 2022
Legislative Services	Elections Assistant	New; Previously approved by Council; 6 months
Community Development	Special Events Coordinator	New; Part-time; equivalent of 6 months

Table 5: New Positions - (see departmental summaries)

Department	Position	Comment
Building Services	Building Services Technician	Approved by Council; succession planning
Finance and Business Services	Finance Supervisor	Current department workload
Parks	Seasonal (2)	Maintain service levels with enhanced cleaning at Parks
Planning Services	Planning Technician	Current department workload

Table 6: Existing Position Changes - (see departmental summaries)

Department	Position	Comment
By-law Enforcement	By-law Officer	SDR initiative; Full-time from contract
Development Services	Planning Technical Assistant	Full-time from contract
Fire Services	Inspector	Full-time from contract
Human Resources	HR Generalist	Full-time from contract

Student positions have also been included within Salaries in the various departments to support the Municipality, to recruit and train potential new employees and for succession planning as outlined in the SDR opportunities.

Other Operating Expenses

Significant portions of budgeted expenditures are directly impacted by inflation indexes and/or market rates. As an example, utilities and fuel purchases are impacted by

electricity, gasoline and natural gas prices. With the projected increase in CPI over the next two years, most of the increases are mitigated through operational efficiencies including the installation of new lighting and reductions in operating costs in other areas within the department.

Municipal insurance premiums are estimated to increase by 20% over 2021 actuals, although the Municipality has not received its annual renewal at this time. Other municipalities have experienced significant increases in premiums upon renewal, which presents a risk to the 2022 Draft Budget as presented. Discussions with the Municipality's current insurer indicate that these increases are happening globally given a "hardening" of the market resulting from significant weather disasters and new areas of risk giving rise to losses due to cyber-attacks and data breaches. The combination of underwriting losses and a stable but low interest rate market weakening investment returns has put pressure on insurance companies to refocus on their profitability. The result of this refocus is an industry trend of higher premiums, a withdrawing of capacity, increased deductibles, imposition of more onerous terms and conditions and an exiting from higher risk industry sectors and product lines. The Municipality is working with the regional working group led by the County in hopes to realize economies of scale for all insurance policies and their respective renewals.

The Draft Budget includes the continuation of the OPP policing service, with the contract executed under Section 5 of the Police Services Act. The cost of this service is approximately \$6.0M which represents an increase of \$223k or 3.9% over 2021.

Additionally, the 2022 Draft Budget includes the implementation of an On-Demand Transit System to replace the existing route based conventional system. With the purchase of the 2 new buses in 2021, this exciting new routing system will increase ridership, improve the customer experience and allow for Leamington residents to utilize this modern transit solution.

The Municipality's Community Improvement Plan (CIP) is included in the Draft Budget in the amount of \$200,000 for new 2022 projects. The remainder of the CIP expense in the 2022 Draft Budget is to administer grants from prior years.

All grants to non-profits have been budgeted at \$174,000 within the Council Services department as approved by Council in the new Municipal Grant Policy. Municipal grant applications have been submitted and will be presented to Council once the Grant Review Committee has had the opportunity to review and recommend the award of Municipal grants for the upcoming year.

The 2022 Draft Budget also includes the reintroduction of various Municipally sponsored events including the Music Onthe42 Concert Series, the Windsor Symphony Community Concert and Canada Day Fireworks to be hosted at the Sunset® Amphitheatre. Also included is funding for the equivalent of two Mill Street Markets.

Expenses as previously approved by Council to support the 2022 Municipal election have been included in the Draft Budget.

The 2022 Draft Budget includes estimated contributions from reserves to fund and finish both operating and capital projects that were approved and funded in 2021, but still require completion in 2022. Applying tax funds already raised for approved projects is consistent with the philosophy that unless the funds are needed for other purposes, taxes raised for a specific purpose should be allocated for that purpose.

If uncompleted 2021 projects have not been included in the 2022 Draft Budget due to the requirement to forecast best estimates to year end at the time of budget preparation, those projects will proceed so long as spending on the project does not exceed the original budget approval. This approach is consistent with past practice.

Summary

Administration has carefully reviewed each department's projects, services and service levels to ensure they align with the priorities and strategic direction of this Council and this "new" world of providing essential services to the community.

The 2022 Draft Budget was prepared based on best estimates and information available at the time. The work on this draft budget began in August. Since that time, updates and thorough reviews have been completed to present a reasonable and fiscally responsible budget.

The 2022 draft budget includes increased investment in operating expenses, as it is necessary to maintain and enhance service levels given the budgetary pressures and challenges that Leamington is facing, in addition to continue to support the opportunities identified in the completed SDRs.

Council and Administration are very aware of the infrastructure deficit that the Municipality is currently facing. That is why it is imperative to maintain, at a minimum, existing levels of annual lifecycle investment to reserves and capital infrastructure in order to remain fiscally responsible to Leamington taxpayers of today and tomorrow. It is expected that the new AMP will identify an even greater annual infrastructure gap than the \$6.2M annual deficit which was identified in the 2013 AMP. The Draft Budget slightly increases the capital investment compared to prior years as there is the need to set aside more funding annually to capital to alleviate future budgetary pressures.

Once approved, any significant changes from the 2022 Draft Budget will be brought forward to Council for further consideration and approval.

Respectfully submitted,



Peter Neufeld, B.A., LL.B.
Chief Administrative Officer



Laura Rauch, CPA, CMA
Director of Finance & Business
Services and Treasurer

Attachments: Budget Documents

T:\Finance\F90 - Reports\2021\FIN-31-21 2022 Draft Operating and Capital Budget



2022 Budget

Reserves Overview

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Reserves Overview

Reserves represent the Municipality's savings for future capital investment and for rate stabilization when contingency items arise.

Reserves offer liquidity that enhance the Municipality's flexibility in addressing operating and capital requirements. They also permit the Municipality to fund projects internally, choosing when to access debt markets and to take advantage of favourable conditions. Many of the reserve balances are established for a specific purpose and should be used for such to support the Municipality's underfunded Asset Management Plan.

Deferred revenue are monies typically received in advance of when they are allocated to projects and are obligatory in nature as they are permitted through legislation. This is primarily Ontario Transit Gas Tax and Federal Gas Tax. Gas Tax funds are taken into income as deferred revenue in the same year of an eligible capital project expense. Development charges will also be included as a deferred revenue once Council approves the new by-law.

Proposed 2022 Transactions

The 2022 budget includes a continued investment in capital spending with proposed reserve transfers contributing \$10.0M or approximately 36% of the total proposed capital budget.

The largest contributors for capital projects are:

- Federal Gas Tax - Cherry Lane to Regatta Road and Sewer Reconstruction; Cherry Lane Traffic signal, LED Streetlight conversion, Courtesy Crossing/POX Study/AT Study Implementation, Bridge design and reconstruction, and other projects (\$2.5M)
- Drainage - 2021 carry forward projects including Sturgeon Creek (\$2.1M)
- Fleet/Equipment - Tanker replacement and various other fleet purchases (\$776k)
- Infrastructure - Relining Storm Sewer - Seacliff Drive (\$590k)
- Infrastructure - Engineering design project for sewer separation for Queens/Baird Avenues, John, Albert, and Elliott Streets - carry forward project (\$500k)
- Arts and Culture - Leamington Arts Centre renewal (\$500k)
- Parks - Park Improvements including Scout Memorial, Kinsmen, Eastside, Henry, Cameo/Pearl (carry forward projects) and asphaltting of Soccer Complex trails for accessibility (\$500k)
- Recreation Centre - lifecycle replacement - Zamboni replacement and carry forward projects (\$389k)
- General and Administration - Emergency Centre generator - carry forward project (\$379k)
- Engineering - carry forward projects (\$364k)
- General and Administration - Rebuild of front entrance for Firehall and Courthouse for accessibility (\$300k)
- Infrastructure - Sewer separation project completion - carry forward project (\$300k)

- Ontario Transit Gas Tax - Accessible transit stop improvements and new transit shelters (\$235k)

The 2022 budget continues to set aside funds for lifecycle replacement. Financial strategies, which include increasing reserve transfers for large scale projects and major asset replacements, continue to be reviewed and implemented to mitigate future tax funded demands.

In the 2022 budget, there is a rate stabilization transfer of \$550k to the Recreation Centre department to adjust for the loss in revenues expected to continue as a result of the COVID-19 pandemic from the Contingency Reserve. This is approximately 60% of the change in operating revenues at the facility when compared to 2019. The amount of the transfer also brings the demand on taxation similar to 2019 values. This rate stabilization transfer is provided to support the facility as it resumes normal operations following Public Health recommendations and guidelines. If revenues exceed the budget for the Recreation Centre, the amount of this rate stabilization transfer will be reduced.

Overall, the reserves, reserve funds, and deferred revenue 2022 balances are projected to be \$89.8M. This is an increase over the 2021 budgeted year-end balances.

Final Budget

Through final budget deliberations, Council approved a 3% general and sewer tax rate increase for 2022.

The changes to reserves included:

- Increased transfer from reserves to fund the increased cost of the generator project in General Government \$471,038

**Municipality of Leamington
Reserve Funds and Deferred Revenue Summary
2022 Budget**

	Estimated Opening Balance 2022	Transfer/ Miscellaneous	From (To) Revenue	From (To) Capital	Estimated Closing Balance 2022
<u>Reserve Funds</u>					
Building Services	\$ 2,355,187	-	(92,773)	-	2,262,414
Collins Estate	28,943	-	-	-	28,943
Diamond Lighting	36,826	-	-	-	36,826
Fish Station	3,666	-	-	-	3,666
Impost	62,905	-	-	-	62,905
Recreation Complex Facility	127,533	-	35,400	(10,000)	152,933
Lot Levy	134,848	-	-	-	134,848
Parks Improvement Fund	19	-	-	-	19
Soccer Fields	827	-	-	-	827
Water System Expansion	7,628,573	-	-	-	7,628,573
Williams Estate	7,132	-	-	-	7,132
Equity in UWSS Reserve	5,895,330	-	-	-	5,895,330
	<u>\$ 16,281,790</u>	<u>\$ -</u>	<u>\$ (57,373)</u>	<u>\$ (10,000)</u>	<u>\$ 16,214,417</u>
<u>Deferred Revenues</u>					
Hwy 3 / Morse Rd	151,749	-	-	-	151,749
Recreational Land	565,036	-	-	-	565,036
Sidewalk Construction	22,500	-	-	(22,500)	-
Ontario Transit Gas Tax	755,481	231,587	(281,587)	(235,000)	470,481
Federal Gas Tax	5,118,726	1,390,134	-	(2,488,400)	4,020,460
	<u>\$ 6,613,491</u>	<u>\$ 1,621,721</u>	<u>\$ (281,587)</u>	<u>\$ (2,745,900)</u>	<u>\$ 5,207,724.87</u>
	<u>\$ 22,895,280</u>	<u>\$ 1,621,721</u>	<u>\$ (338,960)</u>	<u>\$ (2,755,900)</u>	<u>\$ 21,422,141</u>

**Municipality of Leamington
Reserves Summary
2022 Budget**

<u>Reserve</u>	Estimated Opening Balance 2022	From (To) Revenue	From (To) Capital	Estimated Ending Balance 2022
Arts & Culture	\$ 839,825	\$ 20,000	\$ (500,000)	\$ 359,825
Accessibility	258,525	(100,000)	-	158,525
Cannabis	10,000	(10,000)	-	-
Community Improvement Plan	357,561	(357,561)	-	-
Contingency	7,052,570	(1,116,650)	-	5,935,920
Dominos Pizza Donation	150,000	-	-	150,000
Drainage	2,528,142	-	(2,076,227)	451,915
Economic Development	96,000	-	-	96,000
Elections	106,307	(76,000)	-	30,307
Engineering	5,659,557	(364,378)	(363,900)	4,931,279
Fire Services	1,380,157	(16,000)	(28,000)	1,336,157
Fleet / Equipment	3,554,517	747,000	(776,000)	3,525,517
General and Administration	3,298,377	210,050	(1,170,000)	2,338,428
Handi Transit Bus	35,605	7,500	-	43,105
Health Benefits	520,000	-	-	520,000
Highbury Canco	62,476	-	(23,000)	39,476
Infrastructure	9,140,284	(226,071)	(1,400,000)	7,514,213
IT Services	841,492	28,000	(257,500)	611,992
Marina	605,197	100,000	-	705,197
Modernization Grant	126,800	(126,800)	-	-
Municipal Building	142,447	-	-	142,447
Parking	126,938	(12,995)	-	113,943
Parks	871,047	-	(500,000)	371,047
Police Services	1,286,699	-	-	1,286,699
Public Works	931,043	52,000	(88,000)	895,043
Rail Corridor	396,165	-	-	396,165
Recreation Centre	1,665,200	190,000	(389,000)	1,466,200
Sanitation	1,069,812	(151,461)	-	918,351
Tree Planting	75,983	10,000	-	85,983
Uptown Revitalization	807,170	-	-	807,170
Waterfront Redevelopment	3,297,761	200,000	(40,000)	3,457,761
Winter Control	737,777	-	(95,000)	642,777
Working Capital	1,426,172	-	-	1,426,172
Taxation Funded Total	\$ 49,457,606	\$ (993,365)	\$ (7,706,627)	\$ 40,757,614
Pollution Control	\$ 11,526,070	\$ 1,026,337	\$ -	\$ 12,552,407
Greenhouse Connections	3,628,172	-	-	\$ 3,628,172
Water - Line Renewals	7,150,508	3,152,448	-	\$ 10,302,956
Wheatley Service Area	200,842	6,520	-	\$ 207,362
Working Capital - Water	277,134	228,000	-	\$ 505,134
Total Water Funded	\$ 11,256,656	\$ 3,386,968	\$ -	\$ 14,643,624
Grand Totals	\$ 72,240,333	\$ 3,419,940	\$ (7,706,627)	\$ 67,953,646

**Municipality of Leamington
2022 Budget
Reserve Analysis - 5 Years**

	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Budget
	\$	\$	\$		\$
Reserve Funds and Deferred Revenue					
Opening balance	13,314,762	12,144,482	13,926,170	16,246,690	16,999,950
Interest	376,509	422,169	336,584	190,972	-
Subdivision contributions	69,667	78,344	87,792	66,060	-
Miscellaneous	1,496,371	3,022,146	1,563,037	2,978,011	1,621,721
From (to) revenue	(263,257)	(41,285)	577,569	(199,112)	(338,960)
From (to) capital	(2,849,570)	(1,699,685)	(1,930,690)	(2,282,671)	(2,755,900)
Transfer from (to) reserves	-	-	1,686,228	-	-
	12,144,482	13,926,170	16,246,690	16,999,950	15,526,811
Reserves					
Opening balance	42,595,076	43,182,821	57,951,436	66,903,728	72,240,333
From (to) revenue	7,891,755	13,985,861	15,049,311	8,580,107	3,419,940
From (to) capital	(7,304,010)	782,754	(4,410,791)	(3,243,502)	(7,706,627)
Transfer from (to) reserve funds	-	-	(1,686,228)	-	-
	43,182,821	57,951,436	66,903,728	72,240,333	67,953,646
Total (excluding Equity in UWSS)	\$ 55,327,303	\$ 71,877,606	\$ 83,150,418	\$ 89,240,283	\$ 83,480,457
For Information Purposes Only					
Ending Debt Balance (including Leamington share of UWSS)	\$ 27,636,103	\$ 24,307,186	\$ 20,819,731	\$ 17,977,365	\$ 15,040,466

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2022 Budget

Capital Summary

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Capital Summary

Description

A project or an acquisition must have a useful life longer than one year, have a cost equal or greater than \$5,000, and meet strategic priorities and fiscal policies to be considered a capital expenditure.

Highlights of Proposed 2022 Activities

2022 planned capital investment is projected to be \$28.3M. Funding for these capital programs is as follows:

Funding Source	2021 Budget	2022 Budget	Change
Reserves, reserve funds, and deferred revenue	\$10.4M	\$10.5M	(\$0.4M)
Grants	\$2.4M	\$2.3M	(\$0.1M)
Taxation	\$9.8M	\$11.7M	\$1.9M
Other	\$3.7M	\$3.8M	\$0.1M
Total	\$26.3M	\$28.3M	\$1.5M

The 2022 capital contribution from the general tax levy (excluding the rate funded departments - Sewers, Waste Water (PCC) and Water) is \$4.7M compared to \$3.3M in the 2021 budget.

Major proposed capital projects for 2022 are:

- Southwest Leamington Storm Water Management (SWM) Pond Construction - \$4,350,000
- Sewer Separation Project - Seacliff from Cherry Lane to Regatta - \$2,950,000
- Road Resurfacing/Gravel Elimination - \$1,500,000
- PCC Blower Upgrades (carry forward) - \$1,200,000
- Lebo Creek Drainage works - \$1,150,000
- Emergency Generator (carry forward) - \$1,351,038

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- Sewer Separation Project completions (carry forward) - \$750,000
- Mersea Park Renewal - \$700,000
- Cherry Lane Pump Station Upgrades - \$700,000
- PCC Biosolids (carry forward) - \$600,000
- Relining Storm Sewer (carry forward) - \$590,000
- South Dales Drain improvements - \$528,100
- Replacement of 1996 Fire Services tanker truck - \$500,000
- Arts Centre Renewal (carry forward) - \$500,000
- Water System Master Plan and Expansion Design - \$500,000
- Jacob Fox Drain relocation - \$456,000
- Traffic Signal Installation - Sherk/Ellison (carry forward) - \$450,000
- Marina Parking Lot reconstruction - \$450,000
- Asphalt the Soccer Complex Trails for accessibility - \$400,000
- Kinsmen Ball Diamond Driveway & Parking Lot Asphalt - \$350,000
- Accessibility Ramp for Fire Hall and Court House - \$300,000
- Watermain Design Projects - \$300,000

**Municipality of Leamington
2022 Final Budget
Capital Summary**

Department	Budget	Financing Source							Net from Revenue
		Reserves / Reserve Funds	Deferred Revenue	Grants	Asset Sales	Sundry	Unfinanced WIP		
Building Services	45,000	45,000	-	-	-	-	-	-	-
Cemeteries	110,000	88,000	-	-	-	-	-	-	22,000
Drainage Services	4,139,396	2,076,227	-	60,000	-	5,089,156	(3,688,427)	602,440	
Engineering Services	5,621,400	363,900	2,410,900	1,400,000	-	21,600	-	1,425,000	
Fire Services	933,000	623,000	-	-	-	-	-	310,000	
General Government	1,351,038	870,000	-	471,038	-	-	-	10,000	
Information Technology Services	305,000	257,500	-	-	-	-	-	47,500	
Library and Cultural Services	550,000	500,000	-	-	-	-	-	50,000	
Marina	510,000	-	-	-	-	-	-	510,000	
Parking Enforcement	25,000	-	-	-	-	-	-	25,000	
Parks	2,001,000	540,000	-	320,000	-	30,000	-	1,111,000	
Police Services	50,000	-	-	-	-	-	-	50,000	
Public Works	877,000	531,000	-	-	10,000	-	-	336,000	
Recreation Centre	635,000	412,000	10,000	-	-	-	-	213,000	
Transit	235,000	-	235,000	-	-	-	-	-	
Funded from General Levy	17,387,834	6,306,627	2,655,900	2,251,038	10,000	5,140,756	(3,688,427)	4,711,940	
Sewers	6,487,000	1,400,000	100,000	-	-	2,175,000	-	2,812,000	
Waste Water (PCC)	3,365,000	-	-	-	-	210,000	-	3,155,000	
Water Services	1,070,000	-	-	-	-	-	-	1,070,000	
Funded from User Rates	10,922,000	1,400,000	100,000	-	-	2,385,000	-	7,037,000	
Total Capital	28,309,834	7,706,627	2,755,900	2,251,038	10,000	7,525,756	(3,688,427)	11,748,940	

**Municipality of Leamington
2022 Final Budget
Capital Spending Analysis - 5 Years**

	2018	2019	2020	2021	2021	2022
Department	Actual Expenses	Actual Expenses	Actual Expenses	Actual Expenses as of 18Nov21	Budget Expenses	Budget Expenses
Building Services	-	34,846	-	40,707	37,000	45,000
By-law Enforcement	-	-	35,234	-	-	-
Cemeteries	-	-	-	-	98,000	110,000
Drainage Services	1,621,994	1,691,084	3,797,620	4,997,026	6,216,872	4,139,396
Engineering Services	5,442,288	4,666,748	7,238,647	2,592,053	5,887,000	5,621,400
Fire Services	47,473	246,603	1,094,014	117,172	513,000	933,000
General Government	117,382	340,013	259,361	2,011,237	870,000	1,351,038
Information Technology Services	415,947	726,783	378,457	60,626	140,000	305,000
Library and Cultural Services	532,698	1,089,434	21,344	-	520,000	550,000
Marina	975,918	292,204	237,625	205,940	210,000	510,000
Parking Enforcement	-	-	-	-	-	25,000
Parks	717,394	301,995	385,532	583,279	898,000	2,001,000
Police Services	-	-	6,159	4,778	50,000	50,000
Public Works	703,627	488,473	743,052	439,806	485,000	877,000
Recreation Centre	232,447	459,294	256,507	27,437	1,662,000	635,000
Transit	66	-	-	933,734	1,122,102	235,000
Funded from General Levy	10,807,235	10,337,478	14,453,551	12,013,795	18,708,974	17,387,834
Sewers	7,969,093	1,568,434	2,519,406	491,573	3,105,000	6,487,000
Waste Water (PCC)	3,605,877	1,452,031	942,787	1,132,652	3,600,000	3,365,000
Water Services	1,589,621	3,038,048	848,126	114,554	880,000	1,070,000
Funded from User Rates	13,164,592	6,058,512	4,310,319	1,738,779	7,585,000	10,922,000
Total Capital Expense	23,971,827	16,395,990	18,763,870	13,752,574	26,293,974	28,309,834

**Municipality of Leamington
2022 Final Budget
Capital Funding From Tax Revenue/Rates Analysis - 5 Years**

	2018	2019	2020	2021	2022
Department	Actual Funding from Tax Revenue/Rates	Actual Funding from Tax Revenue/Rates	Actual Funding from Tax Revenue/Rates	Budget Funding from Tax Revenue/Rates	Budget Funding from Tax Revenue/Rates
Building Services	-	2,846	-	-	-
By-law Enforcement	-	-	2,234	-	-
Cemeteries	-	-	-	22,000	22,000
Drainage Services	7,409	13,758	6,561	449,846	602,440
Engineering Services	211,036	724,019	1,972,024	733,500	1,425,000
Fire Services	47,473	53,943	40,365	91,000	310,000
General Government	5,518	14,915	22,300	320,000	10,000
Information Technology Services	230,000	50,550	113,714	90,000	47,500
Library and Cultural Services	1,373	12,448	-	20,000	50,000
Marina	88,950	285,087	205,914	75,000	510,000
Parking Enforcement	-	-	-	-	25,000
Parks	492,462	230,035	322,505	622,400	1,111,000
Police Services	-	-	6,159	50,000	50,000
Public Works	199,428	129,813	308,197	204,000	336,000
Recreation Centre	106,133	157,783	79,158	650,000	213,000
Transit	-	-	-	-	-
Funded from General Levy	1,389,781	1,675,197	3,079,131	3,327,746	4,711,940
Sewers	868,172	1,155,661	1,221,295	2,660,000	2,812,000
Waste Water (PCC)	3,605,877	1,446,874	884,932	3,600,000	3,155,000
Water Services	1,167,584	261,888	429,207	260,000	1,070,000
Funded from User Rates	5,641,633	2,864,423	2,535,434	6,520,000	7,037,000
Total From Tax Revenue and Rates	7,031,413	4,539,620	5,614,565	9,847,746	11,748,940

**Municipality of Leamington
2022 Final Budget
Capital Forecast - 5 Years**

	2022	2023	2024	2025	2026
Department	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses
Building Services	45,000	-	50,000	-	50,000
By-law Enforcement	-	-	-	70,000	-
Cemeteries	110,000	55,000	-	-	-
Drainage Services	4,139,396	-	-	-	-
Engineering Services	5,621,400	9,095,000	7,010,000	6,115,000	8,905,000
Fire Services	933,000	476,000	272,000	3,106,000	5,796,000
General Government	1,351,038	10,000	10,000	10,000	10,000
Information Technology Services	305,000	165,000	165,000	165,000	165,000
Library and Cultural Services	550,000	50,000	50,000	50,000	50,000
Marina	510,000	549,500	420,000	350,000	50,000
Parking Enforcement	25,000	-	-	-	-
Parks	2,001,000	1,630,000	1,590,000	1,530,000	1,530,000
Police Services	50,000	50,000	50,000	50,000	50,000
Public Works	877,000	250,000	308,000	565,000	286,000
Recreation Centre	635,000	1,560,000	775,000	360,000	360,000
Transit	235,000	35,000	35,000	35,000	35,000
Funded from General Levy	17,387,834	13,925,500	10,735,000	12,406,000	17,287,000
Sewers	6,487,000	4,795,000	3,065,000	1,950,000	1,715,000
Waste Water (PCC)	3,365,000	3,285,000	1,450,000	550,000	550,000
Water Services	1,070,000	3,934,000	1,375,000	335,000	3,990,000
Funded from User Rates	10,922,000	12,014,000	5,890,000	2,835,000	6,255,000
Total From Tax Revenue and Rates	28,309,834	25,939,500	16,625,000	15,241,000	23,542,000



2022 Budget

Operating Overview

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Operating Overview

The Operating Budget overview highlights significant differences in the total revenues and expenses by department when compared to the 2021 budget. Specific details of the differences are found in the individual department budgets that follow and will be highlighted during the budget discussions.

For each of the operating departments, the 2021 actuals column represents year to date expenses. These actuals require the remaining 2021 costs as well as year-end adjusting entries. The 2021 budget column includes Council's approved 2021 budget as well as Council's in-year approvals.

Revenues

When comparing the 2022 budget to the 2021 approved budget, differences greater than \$50k are outlined below:

Development Services - increased revenues as approved in fee schedule for pre-consultation work.

Drainage Services - increased recoveries from landowners and Province resulting from projects planned in 2022.

Engineering Services - increased reserve transfers as projects were deferred and/or carried forward to 2022.

Finance and Business Services - increased bank interest anticipated given Municipality's projected cash position and recoveries from rate-funded departments.

General Government - additional property tax revenue resulting from proposed 3% tax rate increase and conservative assessment growth as well as increase in supplemental tax revenue. This is offset by a decrease in the Ontario Municipal Partnership Fund (OMPF) grant and donation revenues.

Information Technology Services - increased reserve transfers to complete deferred 2021 projects and funding for IT Service Delivery Review from reserves.

Legislative Services - increased reserve transfer to fund Municipal election expenses.

Marina - increased seasonal well revenues.

Office of the CAO - increased reserve transfers to complete the Municipality's accessibility review.

Planning Services - increased reserve transfers to fund Community Improvement Program (CIP) and Organization Review and Process Mapping Study.

Pollution Control Centre - increased revenues due to approved rate as well as flow volumes.

Recreation Centre - increased reserve transfers for rate stabilization as it relates to the uncertainty of membership revenues given Public Health recommendations and guidance.

Sanitation - increased reserve transfer to achieve a fully funded department.

Transit - increased reserve transfer from Ontario Gas Tax to support On-Demand Transit system.

Water - increased revenues due to consumption and approved rates.

Expenses

When comparing the 2022 budget to the 2021 approved budget differences greater than \$50k are outlined below:

By-law Enforcement - additional contract By-law Enforcement Officer.

Community Development (formerly Tourism) - 2022 Music Onthe42 Summer Concert Series, Mill Street Markets, Special Events Coordinator (contract), Canada Day Fireworks and Tourism support.

Drainage Services - increased planned capital projects with a Municipal portion and increased drainage maintenance.

Engineering Services - increased professional services for sewer modelling project completion.

Finance and Business Services - New Finance Supervisor full-time, permanent position along with progression increases.

Fire Services - increased taxation funding for capital projects and additional building maintenance expense to support aging infrastructure.

Information Technology Services - increased costs for software purchases and associated licensing, IT Service Delivery Review and extension of Desktop Specialist (contract) for 6 months.

Legislative Services - increased Municipal election expenses.

Marina - increased taxation funding for capital projects.

Office of the CAO - increased expenses complete the Municipality's accessibility review.

Parks - 2 new seasonal staff positions to maintain service levels at the Parks washroom facilities and increase taxation funding for capital projects.

Planning Services - New Planning Technician and CIP funding as well as an Organization Review and Process Mapping Study for the Planning and Development Services process.

Police Services - increased OPP contract costs.

Pollution Control Centre - increased reserve transfer.

Public Works - increased taxation funding for capital project, additional miscellaneous roadside drain expenses, winter control costs and additional tree planting.

Recreation Centre - decreased taxation funding for capital projects.

Sanitation - increased contracted costs for residential and yard waste collection.

Transit - increased transit expenses to provide On-Demand Transit system.

Water - increased consumption resulting in additional purchased water from UWSS, additional reserve transfer and planned capital projects.

**Municipality of Leamington
2022 Budget
Revenues and Expenses by Department**

Department	2021 Budget	2022 Draft Budget	Variances
General Taxation			
Taxation Revenues			
Animal Control	55,355	40,355	(15,000)
Building Services	1,042,541	1,038,373	(4,168)
By-law Enforcement	61,000	28,000	(33,000)
Cemeteries	14,250	11,495	(2,755)
Communications and Public Relations	-	-	-
Community Development	-	-	-
Council Services	27,305	15,000	(12,305)
Development Services	31,000	172,000	141,000
Drainage Services	1,400,177	1,658,006	257,829
Economic Development	-	-	-
Engineering Services	450,000	564,858	114,858
Finance and Business Services	1,354,466	1,476,520	122,054
Fire Services	90,800	90,200	(600)
General Government	32,415,553	33,876,311	1,460,758
Human Resources (HR)	5,000	7,500	2,500
Infrastructure Services	8,065	8,600	535
Information Technology Services	95,000	228,800	133,800
Legal Services	60,000	51,500	(8,500)
Legislative Services	97,120	157,295	60,175
Library and Cultural Services	-	-	-
Marina	607,250	686,300	79,050
Office of the CAO	52,000	152,000	100,000
Parking Enforcement	123,750	136,745	12,995
Parks	108,073	60,500	(47,573)
Planning Services	196,807	518,153	321,346
Police Services	101,287	73,560	(27,727)
Public Works	243,080	285,883	42,803
Recreation Centre	943,875	1,391,675	447,800
Sanitation	1,612,945	1,852,101	239,156
Sewers	3,768,568	3,780,071	11,503
Transit	420,993	583,022	162,029
Total Taxation Revenues	45,386,260	48,944,823	3,558,563

**Municipality of Leamington
2022 Budget
Revenues and Expenses by Department**

Department	2021 Budget	2022 Draft Budget	Variances
Taxation Expenses			
Animal Control	89,629	90,503	874
Building Services	1,042,541	1,038,373	(4,168)
By-law Enforcement	631,078	703,718	72,640
Cemeteries	114,387	112,782	(1,605)
Communications and Public Relations	216,702	228,064	11,362
Community Development	45,010	231,355	186,345
Council Services	468,886	488,000	19,114
Development Services	455,947	503,407	47,460
Drainage Services	2,052,701	2,466,786	414,085
Economic Development	-	15,000	15,000
Engineering Services	3,267,099	3,367,322	100,223
Finance and Business Services	1,445,965	1,614,264	168,299
Fire Services	3,066,335	3,339,331	272,996
General Government	2,925,331	2,896,733	(28,598)
Human Resources	441,705	448,300	6,595
Infrastructure Services	8,065	8,600	535
Information Technology Services	1,266,919	1,414,446	147,527
Legal Services	667,400	699,616	32,216
Legislative Services	718,563	822,806	104,243
Library and Cultural Services	117,680	120,273	2,593
Marina	925,550	1,363,024	437,474
Office of the CAO	412,988	531,077	118,089
Parking Enforcement	123,750	136,745	12,995
Parks	2,110,706	2,563,379	452,673
Planning Services	1,016,455	1,487,009	470,554
Police Services	6,167,773	6,343,677	175,904
Public Works	4,532,820	4,900,888	368,068
Recreation Centre	4,966,705	4,515,180	(451,525)
Sanitation	1,707,942	1,852,101	144,159
Sewers	3,768,568	3,780,071	11,503
Transit	611,060	861,993	250,933
Total Taxation Expenses	45,386,260	48,944,823	3,558,563
General Taxation Net Total	-	-	-

**Municipality of Leamington
2022 Budget
Revenues and Expenses by Department**

Department	2021 Budget	2022 Draft Budget	Variances
Rate Funded			
Waste Water (PCC)			
Revenues	9,069,179	9,641,564	572,385
Expenses	9,069,179	9,641,564	572,385
Waste Water (PCC) Net Total	-	-	-
Water Services			
Revenues	10,776,957	14,475,760	3,698,803
Expenses	10,776,957	14,475,760	3,698,803
Water Services Net Total	-	-	-
Joint Animal Control			
Revenues	96,948	96,738	(210)
Expenses	96,948	96,738	(210)
Joint Animal Control Net Total	-	-	-
Rate Funded Net Total	-	-	-



2022 Budget

Summary by Department

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Council Services - 0910

Description

Council Services is part of the Office of the Chief Administrative Officer's area. Its budget includes costs pertaining to Council operations.

Staffing

Council Services includes the 7 members of Council including the Mayor, Deputy Mayor and 5 Councillors. Salaries for Council are adjusted annually by the same economic rate increment applied to the non-union staff pay grid. Council opted not to approve the 2% economic increase in 2021, therefore the 2022 budgeted salaries for Council and Council Appointed Committees include a 5% economic adjustment over the 2020 rates. The annual salaries are inclusive of all council meetings, as the Municipality does not provide remuneration on a per meeting basis at this time.

Salaries earned by Council for appointments to certain committees are included in various departments depending on the function of the committee: Committee of Adjustment is in Planning Services, Union Water Supply System Joint Board of Management is in Water Services, Leamington Police Services Advisory Committee is in Police Services and Migrant Workers Community Program is in Council Services.

2021 Year Performance

In 2021, Council Services Budget is expected to be over budget as it relates to funding the Council approved-in year spending for an abbreviated 2021 Music Onthe42 Concert Series on September 4 and 18. These concerts were done in partnership with the Bank Theatre and funded through the positive variance in supplemental taxation revenue realized in 2021. These events were a complete success and were a safe way for the community to enjoy the Sunset® Amphitheatre. All other expenses are forecasted to be within budget.

Proposed 2022 Activities

The 2022 budget includes the Grants to Non-Profits as per the Council approved policy. Council approved the 2022 Leamington Municipal Community Partners in September to include the Leamington and District Half Century Club, South Essex Arts Association, Sun Parlour Players Community Theatre, the Leamington District Chamber of Commerce, the Leamington Mersea Historical Society and the Migrant Worker Community Program. The intake period for the 2022 Municipal Grant applications was available in September with an application deadline of October 25, 2021. The grant applications have been received and once the Municipal Grants Committee has had an opportunity to review and prepare their recommendation, the report will be presented to Council for approval.

For 2022, members of Council will continue to represent the Municipality through attendance at and participation in various conferences, community events and meetings with upper levels of government. The 2022 budget includes an estimated Board Expenses cost for the Mayor for her position on the Association of Municipalities of Ontario (AMO) Board.

In 2022, the funding for the 2022 Reinvent this Space winner is included in this department. The unused 2021 funding for this same program is also included as a transfer from reserves.

The draft 2022 budget also includes inauguration expenses for the Municipal election in November.

Final Budget

Through final budget deliberations, Council approved a 3% general and sewer tax rate increase for 2022.

The changes to Council Services include:

- Remove 2% economic adjustment (2021) \$5,000
- Add Council salary review \$5,000



2022 Operating Budget for Council

Department: 0910 - Council Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	12,305	27,305	15,000	(12,305)	(45.07%)
Total Revenue	12,305	27,305	15,000	(12,305)	(45.07%)
Expense:					
35000-Salaries & Benefits	199,733	229,065	233,806	4,741	2.07%
36400-Grants to Non-Profits	168,500	175,000	174,000	(1,000)	(.57%)
37010-Office Supplies	467	750	750	-	.00%
37015-Board Expenses	-	1,000	1,000	-	.00%
37020-Dues & Memberships	437	500	500	-	.00%
37030-Travel & Mileage	-	1,000	500	(500)	(50.00%)
37040-Training	916	8,500	8,500	-	.00%
37050-Conferences	4,879	10,000	10,000	-	.00%
37100-Corporate Initiatives	86,445	-	-	-	.00%
37130-Advertising & Promotion	192	1,000	1,000	-	.00%
37140-Insurance Expense	1,620	1,766	1,944	178	10.08%
37928-Community Improvement Plan & Reinvent This Space	12,305	27,305	30,000	2,695	9.87%
37950-Professional Services	2,690	-	5,000	5,000	100.00%
37990-Other Operating Expenses	4,011	13,000	13,500	500	3.85%
42450-Election Expenses	-	-	7,500	7,500	100.00%
Sub-Total Operating Expense	482,195	468,886	488,000	19,114	4.08%
69000-Reserve Transfers	9,000	-	-	-	.00%
Sub-Total Non-Operating Expense	9,000	-	-	-	.00%
Total Expense	491,195	468,886	488,000	19,114	4.08%
Net Total	(478,890)	(441,581)	(473,000)	(31,419)	7.12%

Office of the Chief Administrative Officer - 0900

Description

The Office of the Chief Administrative Officer (Office of the CAO) is part of the Office of the CAO's area. It provides direction to municipal employees in regard to the implementation of corporate policies and programs. The Chief Administrative Officer (CAO) is responsible for the overall operations of the Municipality and for the implementation of the strategic plan as determined by Council. The CAO is also responsible for the Communications department.

Staffing

Staffing costs in this budget include the CAO as well as the Executive Assistant to the CAO and Mayor. The CAO is the sole employee of Municipal Council.

2021 Year Performance

The Office of the CAO oversees the operations of all departments and corporate-wide projects. The CAO provides overall direction to the Directors in regard to completion of corporate projects and reports. It is through the leadership and collaboration of Senior Administration that these projects have been successfully completed in 2021. The CAO ensures that recommendations from Administration reflect the values of Council and support the Municipality's Strategic Plan.

In 2021, the major corporate initiatives included (but were not limited to):

- Continued reinvestment and reconstruction of many core infrastructure projects included bridges, roads and drainage projects.
- Continuation of the strategic sewer separations through the completion of the Alley #9 Reconstruction and surrounding areas within the Uptown.
- Continued to elevate the profile of the Northeast Sanitary Trunk Sewer Line to both the Federal and Provincial Governments through a collaborative effort with Ontario Greenhouse Vegetable Growers (OGVG).
- Continuation of the study of the effects of high lake levels and high winds eroding municipal shorelines that caused damage to municipal infrastructure and break walls as well as private property, and strategically placed large amounts of armour stone in high priority locations for the protection of municipally-owned lands and infrastructure.
- Lead the coordination of the Municipality's global COVID-19 pandemic plan and recovery with a primary focus the Community and Municipal staff's safety.

- Continuation of the development of critical policies and by-laws through the drafting of the Draft Official Plan for public consultation, the final drafting, review and Council approval of the Boarding House and Farm Help Dwelling Study and corresponding by-law, and the development of a Light Abatement by-law for the greenhouse sector. This year also dealt with many on-going appeals and negotiations as it relates to these important policies.
- Work also continues on the development charge background study so that development charges by-law will be in place in the near future.
- Implementation of the deliverables identified in the organization-wide Service Delivery Review as well as the completion of a specific By-law Enforcement Service Delivery Review.
- Review and recommendations of strategic land purchases to support Council's strategic plan including the purchase of former school properties.
- Completion of the draft Waterfront Destination Master Plan which will include important and appropriate uses of the limited lands available for development to continue to promote Leamington as a destination.
- Initiated strategic partnerships with local organizations, including the Windsor-Essex Economic Development Commission, Invest Windsor Essex and Tourism Windsor-Essex Pelee Island, to support Leamington businesses.

Despite the continued incredible disruption to normal processes and operation as a result of the global COVID-19 pandemic, Leamington municipal employees were able to achieve many of the strategic initiatives set out for 2021.

Proposed 2022 Activities

In 2022, the Office of the CAO will continue to focus internally in order to deliver better services externally, utilizing the completed Service Delivery Reviews to develop a plan for the implementation of identified priorities. The implementation plans span over several years leading to a more efficient and customer-focused Municipality when completed. Both human and financial resources will need to be dedicated to this multi-year project in order to be successful and to realize the opportunities identified through the Service Delivery Reviews.

The Office of the CAO will continue to lead the Municipality through the Global COVID-19 pandemic with a recovery plan that will continue to follow Public Health Guidelines that will be based on the fundamental principle of keeping the Community and Municipal employees safe while continuing to ensure public engagement and opportunities for public input.

The Office of the CAO will continue to lead the modernization and subsequent transformation of operations to a contact-free service model through the continued investment in technology and the linking of internal services through process mapping. A By-law Citizens Portal and virtual Building/Planning/Development Cloud Permit solution will form the basis of modernization of public interaction in these service areas.

The Office of the CAO will continue to bring focus on the effects of climate change and high lake levels in conjunction with high winds causing damage to municipal shorelines and infrastructure through the completion of the study being conducted by Peter Zuzek. Based on those findings, the Office of the CAO will continue to engage both the Provincial and Federal governments in an effort to secure funding for shoreline management and bring focus to the potential for catastrophic flooding should the dykes protecting the marshlands breach or fail.

The Office of the CAO will continue to explore unique and creative options for the financing and development for the proposed Northeast Sanitary Trunk Sewer while continuing to engage with upper levels of government seeking financial support for the proposed project. The proposed sewer line, which would also collect processing water from greenhouse operations in addition to septic waste, would drastically increase the number of farm workers who could live in residential accommodations located at the greenhouse operations. This shift in the location of agri-farm worker housing will free up housing stock and rental units for local residents, and help to alleviate the affordable housing shortage. An additional beneficial result of the sewer line installation would be a significant reduction in phosphorus loading into the Great Lakes. The proposed sewer line will also provide sanitary sewer servicing to existing residential, commercial, and industrial lands helping to diversify Leamington's economic base.

A renewed focus on Fire Services will continue in 2022 as new methods of providing an appropriate level of fire protection to the Municipality will continue to be explored and enhanced, recognizing the pressure economic growth has placed on this service.

2022 continues to see significant reduction in revenues, especially at the Nature Fresh Farms Recreation Centre due to the COVID-19 pandemic restrictions. In addition to reduced revenues, the pandemic continues to increase operational costs across the organization. New ways of providing Municipal services will be explored at every level to ensure the service levels are appropriate and sustainable.

The Office of the CAO will also lead the transformation of the former Leamington High School property to develop the lands into an affordable and attainable housing project through the engagement of professionals and developers familiar with this segment of the housing industry.

Finally, a greater focus will be placed on making Leamington a more accessible place to live, play, and work, by specifically seeking capital projects and ensuring internal processes will help meet this goal.



2022 Operating Budget for Council

Department: 0900 - Office of the CAO

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	52,000	52,000	152,000	100,000	192.31%
Total Revenue	52,000	52,000	152,000	100,000	192.31%
Expense:					
35000-Salaries & Benefits	269,078	339,178	352,802	13,624	4.02%
37010-Office Supplies	107	250	250	-	.00%
37020-Dues & Memberships	4,229	3,560	5,150	1,590	44.66%
37030-Travel & Mileage	-	1,000	2,000	1,000	100.00%
37040-Training	1,048	1,500	1,500	-	.00%
37050-Conferences	1,476	3,500	4,875	1,375	39.29%
37100-Corporate Initiatives	1,038	12,000	12,000	-	.00%
37950-Professional Services	-	52,000	152,000	100,000	192.31%
37990-Other Operating Expenses	-	-	500	500	100.00%
Total Expense	276,977	412,988	531,077	118,089	28.59%
Net Total	(224,977)	(360,988)	(379,077)	(18,089)	5.01%

Communications and Public Relations - 0950

Description

Communications and Public Relations is part of the Office of the Chief Administrative Officer's area. The department provides strategic advice on, and delivers services to support internal and external communications, community engagement, public relations, crisis/issues management, media relations, marketing, customer service, graphic design and visual identity/brand management.

The department ensures that messages to the public are clear, consistent, and support civic participation and understanding of Council priorities, emerging issues and municipal policies, programs and services. The department also creates public awareness and understanding about municipal government as well as serves the internal communications needs of municipal employees.

Staffing

Communications and Public Relations includes a Manager of Communications and Public Relations and a Communications and Engagement Specialist.

2021 Year Performance

The following are key projects/initiatives that were undertaken in 2021:

- Provided communications support for recurring initiatives and services in 16 municipal service areas and the Mayor's Office, along with new services, programs and opportunities for public engagement.
- Developed and implemented a Media Relations Policy.
- Developed and implemented a Corporate Visual Identity Guide and Visual Identity Standards Policy.
- Site development and content creation for the Municipality's community engagement platform (Let's Talk Leamington) including employee training, development of a Project Creation Guide and a streamlined process for project submissions, in preparation for an early 2022 launch.
- Issued 127 media releases and public communications (news releases, public notices, service disruptions and council matters communications). (As of November 12/21)
- Issued 154 staff communications.

- Issued 672 social media posts and moderated comments across the Municipality's seven social media sites.
- Provided consistent and timely information to employees and the public about continuously evolving COVID-19 safety precautions and various changes and updates to municipal service levels. The Department developed and issued 28 public communications and 19 staff communications related to COVID-19.
- Provided ongoing website maintenance, content creation/approval and monitoring for accessibility compliance.

Proposed 2022 Activities

The following are the proposed 2022 activities:

- Enhance contact-free service delivery through the municipal website with the launch of the Citizen Portal, and communicate improvements to employees and the public.
- Launch the community engagement platform (Let's Talk Leamington) to streamline and foster community engagement on municipal projects and initiatives.
- Prepare and administer a comprehensive communications plan for the 2022 Municipal Election that includes preparation and distribution of informational and creative materials for marketing collateral for various communication channels.
- Provide communications support for recurring initiatives and services in 16 municipal service areas and the Mayor's Office along with new services, programs and opportunities for public engagement.



2022 Operating Budget for Council

Department: 0950 - Communications and Public Relations

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	134,661	190,898	214,869	23,971	12.56%
37010-Office Supplies	54	200	200	-	.00%
37020-Dues & Memberships	4,928	5,604	5,645	41	.73%
37030-Travel & Mileage	-	150	100	(50)	(33.33%)
37040-Training	-	500	1,000	500	100.00%
37050-Conferences	763	750	750	-	.00%
37054-Recruitment Expenses	1,399	-	-	-	.00%
37130-Advertising & Promotion	2,743	5,500	5,000	(500)	(9.09%)
37990-Other Operating Expenses	-	100	500	400	400.00%
37995-Software Licensing & Support	16,282	13,000	-	(13,000)	(100.00%)
Total Expense	160,829	216,702	228,064	11,362	5.24%
Net Total	(160,829)	(216,702)	(228,064)	(11,362)	5.24%

General Government - 0520

Description

General Government is part of the Finance and Business Services area. It captures many corporate costs and programs pertaining to the general administration of the Municipality rather than specific operational programs or divisions. This area includes property tax levies and associated revenues and expenditures related to the overall operations of the Municipality. Various projects and services funded under this budget are delivered by a variety of service areas.

Staffing

There is no staffing cost associated with this budget. However, from time to time there are staff costs incurred pertaining to staffing adjustments and matters outside of normal municipal operations. In addition, this budget area allows for the cost of post-employment benefits for retirees, except for Police, Water and Waste Water (PCC) departments for which retiree costs are allocated directly to their particular budgets.

2021 Year Performance

Supplemental tax revenues, which are in-year assessment changes for multiple years, are once again higher than projected. The increase is due to growth predominantly in the residential and farm tax classes. The Municipality continues to work closely with the Municipal Property Assessment Corporation (MPAC) to streamline processes to ensure that properties are assessed on a timely basis and the Municipality is able to levy taxes within a reasonable period.

Municipal contributions collected for the Leamington Uptown Business Improvement Area (BIA), the Essex Region Conservation Authority (ERCA) and the Lower Thames Valley Conservation Authority (LTVCA) are found in this budget. The BIA levy is applied as a special levy to commercial business properties within the defined BIA area and does not impact the general ratepayer.

Naming rights sponsorships are recorded in this department through sponsorship revenue and then transferred to the appropriate reserve for asset lifecycle replacement and designated to the facility which sponsored the agreement. COVID-19 provincial grant funding is non-budgeted and captured in this department. COVID-19 corporate costs, including personal protective equipment, enhanced cleaning and additional policing costs to keep the municipal parks and beach open for the community, are non-budgeted and captured within this department as well as other departments.

Many of the assessment appeals date back to prior years and have not yet been settled at the end of 2021. However throughout 2021, many properties continue to be reclassified from

the residential tax class, as provided by MPAC's 2020 assessment roll return file effective January 1, 2021, to the farm tax class. 2021 final property taxes are calculated based the information in the MPAC 2020 Assessment Roll Return, thus calculating several farm properties at the higher residential tax rate instead of the farm tax rate. Upon sale of a farm property, given the uncertainty of the eligibility of a reduced tax rate, the property class transfers the residential tax class. In order to return the property back to the farm tax class, property owners must submit the necessary paperwork to Agricorp. At that time, the Municipality incurs a significant loss of tax levies, recorded in Tax Adjustments. Due to the timing of farm property sales and the submission of paperwork to Agricorp, MPAC's 2020 Assessment Roll Return did not classify several Leamington farm properties properly. Therefore, in 2021 Tax Adjustment costs were recorded for these reclasses back to the farm tax class. There is great risk with these types of tax class changes as it directly impacts the total levy to support municipal services.

Proposed 2022 Activities

The General Government budget includes taxation revenues and related adjustments. The actual 2021 MPAC CVAs are included in this budget with adjustments as they occurred throughout the year in property tax class reassessments, requests for reconsiderations, assessment review board hearings as well as some anticipated growth.

The province has announced Ontario Municipal Partnership Funding for 2022. The Municipality's portion of this funding decreased a further \$150,000 from prior years.

A review of known assessment appeals and anticipated write-offs has determined the amount included for tax adjustments. The Municipality participates in appeals; however, it has no control over the annual returned MPAC assessment values other than to file an appeal on behalf of the Municipality.

The 2022 budget request includes costs to provide continued support for the BIA as requested, ERCA as anticipated, and LTVCA at their respective Final budgets.

In 2022, the category Other Operating Expenses is the placeholder for the salary review including a review of job descriptions and job values; assessing the competitive pay market and the Municipality's current pay policy, updating pay equity compliance and developing a revised salary grid for implementation in 2022 as well as a provision for the on-going union negotiations.

Costs to maintain the Municipal Office and its grounds are included under this budget.

Capital expenditures for General Government include facility improvements at the Municipal Office including the replacement of municipal office furniture. The 2022 budget also includes the carry-forward project of the installation of a generator for the Municipality's emergency center located at the Nature Fresh Farms Recreation Centre. This project will ensure that the emergency center is operational 24 hours a day.

Final Budget

Through final budget deliberations, Council approved a 3% general and sewer tax rate increase for 2022.

The changes to the General Government include:

- Increase generator project budget and fund through reserves \$471,038

2022 Operating Budget for Council

Department: 0520 - General Government

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	28,624,101	28,189,903	29,560,491	1,370,588	4.86%
11100-Payments in Lieu of Tax Levies	390,804	190,100	419,945	229,845	120.91%
11200-Supplemental Taxation Revenue	831,178	300,000	450,000	150,000	50.00%
11320-Other Levies	114,993	115,000	130,000	15,000	13.04%
11330-Grants in Lieu of Tax Levies	6,675	6,675	6,675	-	.00%
12000-Grant Revenue	2,012,305	2,010,700	1,870,700	(140,000)	(6.96%)
13000-Fees and Service Revenue	2,005	-	2,400	2,400	100.00%
13870-Rental Revenue	6,313	6,353	5,532	(821)	(12.92%)
14400-Donations	50,000	100,000	-	(100,000)	(100.00%)
14600-Sale of Assets	1,000,000	-	-	-	.00%
15400-Sponsorship Revenue	155,000	155,000	155,000	-	.00%
18002-COVID-19 Revenues	835,262	-	-	-	.00%
18991-Dividend Income	453,282	450,000	450,000	-	.00%
18992-Interest Income	503,525	463,000	465,000	2,000	.43%
18999-Miscellaneous Revenue	2,923	-	-	-	.00%
Sub-Total Operating Revenue	34,988,365	31,986,731	33,515,743	1,529,012	4.78%
19000-Reserve Transfers	482,805	428,822	360,568	(68,254)	(15.92%)
Sub-Total Non-Operating Revenue	482,805	428,822	360,568	(68,254)	(15.92%)
Total Revenue	35,471,170	32,415,553	33,876,311	1,460,758	4.51%
Expense:					
35000-Salaries & Benefits	232,227	266,356	265,998	(358)	(.13%)
36300-Tax Adjustment	280,617	573,698	428,564	(145,134)	(25.30%)
36401-Levies to Other Organizations	359,045	354,866	375,561	20,695	5.83%
37010-Office Supplies	-	500	-	(500)	(100.00%)
37020-Dues & Memberships	9,770	13,210	12,625	(585)	(4.43%)
37040-Training	361	1,250	1,250	-	.00%
37110-Telecommunications Usage	669	-	540	540	100.00%
37130-Advertising & Promotion	-	500	-	(500)	(100.00%)
37140-Insurance Expense	155,817	152,249	186,979	34,730	22.81%
37832-Credit, Debit & Bank Charges	4,273	-	5,000	5,000	100.00%
37950-Professional Services	55,942	31,000	31,546	546	1.76%
37960-Dispatch Fees	15,481	16,000	16,000	-	.00%
37990-Other Operating Expenses	10,891	12,000	389,011	377,011	3141.76%
47400-Building Maintenance	154,460	225,627	238,081	12,454	5.52%
47410-Equipment Maintenance	859	-	-	-	.00%
47470-Property Maintenance	23,506	10,728	25,430	14,702	137.05%
48002-COVID-19 Expenses	60,646	-	10,000	10,000	100.00%
48545-Vehicle/Equipment Fuel	464	2,000	800	(1,200)	(60.00%)
Sub-Total Operating Expense	1,365,028	1,659,983	1,987,384	327,401	19.72%

2022 Operating Budget for Council

Department: 0520 - General Government

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
56000-Debt Charges	230,924	468,348	468,348	0	.00%
69000-Reserve Transfers	2,437,262	477,000	431,000	(46,000)	(9.64%)
69040-Capital Transfers	-	320,000	10,000	(310,000)	(96.88%)
Sub-Total Non-Operating Expense	2,668,186	1,265,348	909,348	(356,000)	(28.13%)
Total Expense	4,033,215	2,925,331	2,896,733	(28,599)	(.98%)
Net Total	31,437,955	29,490,222	30,979,578	1,489,357	5.05%

2022 Capital Budget



Division: Finance and Business Services

Department: 0520 - General Government

Project #	Title	Description	2022 Budget	Net From Revenue
GEN-001	Office Furniture	Ergonomics, additional staff, general replacement.	10,000	10,000
GEN-004	General Government Other M&E Purchases	Generator for emergency centre and evacuation location.	1,321,038	-
GEN-006	Tomato Revitalization	Refurbish or replace tomato.	20,000	-
			1,351,038	10,000

5 Year Capital Forecast



Division: Finance and Business Services

Department: 0520 - General Government

Project #	Project Name	2022	2023	2024	2025	2026
GEN-001	Office Furniture	10,000	10,000	10,000	10,000	10,000
GEN-004	General Government Other M&E Purchases	1,321,038	-	-	-	-
GEN-006	Tomato Revitalization	20,000	-	-	-	-
		1,351,038	10,000	10,000	10,000	10,000

Finance and Business Services - 0500

Description

Finance and Business Services (Finance) is part of the Finance and Business Services area. It is responsible to provide services and programs to Leamington ratepayers and all municipal departments. These services include property taxation, water and waste water billing, revenue billing and collection, treasury, debt and investment management, payroll, payables, accounting, reporting and analysis. Finance is also responsible for asset inventory management and the asset management plan for the Corporation.

In addition, Finance provides operational support to Union Water Supply System for accounting and business functions, and serves as a business services liaison for the Provincial Offences Act Liaison Committee.

Staffing

Finance currently includes a Payroll Clerk, an Accounts Payable Clerk, a Property Tax Clerk, 2 Utility Billing Clerks, a Property Tax Specialist, a General Accountant, a Financial Analyst, an Asset Management Specialist, a Manager of Revenue and Financial Planning, a Manager of Accounting Services and the Director of Finance and Business Services.

The 2022 budget proposes a full-time, permanent Finance Supervisor whose primary function will be to oversee the Municipality's core revenues streams including water and waste water billing and property taxes as well as provide support to the Managers of the department who are unable to complete their current job tasks during normal business hours. This position will support the Managers by assuming some of their daily tasks as they will in turn be able to focus on more value-added analysis and projects including policy development, process improvements, automation of manual integrations, variance analysis and software solution enhancements. Given the duties of this new position, the salary and benefits costs are partially funded through taxation and water and waste water rates.

2021 Year Performance

In 2021, the Finance team successfully completed the following:

- Completed the annual audit and year-end financial close with provincial submissions (Annual Financial Information Return) within the required times.
- Issued monthly water and waste water bills as of March 1. These in-house billing services have improved the arrears management for all accounts, reduced the water loss percentage ensuring the Municipality is billing for all water being consumed and improved customer service as the account holders now only deals with the Municipality for the delivery and billing of their water and waste water services. This

successful implementation has been achieved by the dedicated water team which includes resources from Finance as well as Water Services.

- Implemented online water and waste water credit card and debit card payments to support contact-free service delivery. Ratepayers using this service pay the service fees.
- Drafted an updated asset management plan to support the Province's asset management planning regulation which will achieve the July 1, 2022 deadline.
- Commenced the implementation of the Workforce Management System, including automating staff scheduling and modernizing time entry.
- Supported the drafting of the development charges background study.
- Participated in the review of the proposals received for the provision of police services and prepared the final report to Council in consultation with the Director of Legal and Legislative Services.
- Supported the regional Mass Vaccination Clinic located at the Nature Fresh Farms Recreation Centre for the tracking and recovery of all directly related expenses including payroll, accounts payable and required reporting.
- Prepared several grant applications and reporting for additional funding sources for ongoing projects. (i.e. accessibility, modernization)
- Expanded online payments to accept credit card and debit card payments for other Municipal fees, such as marriage licenses, tax statements, tax certificates, water and waste water bills, etc., to support contact-free service delivery.
- Implemented process improvements that support departmental efficiencies including:
 - increased the number of electronic vendor payments with strong controls to reduce risk.
 - interdepartmental meetings to improve communication and streamline processes.
 - electronic submissions of all accounts payable invoices and payroll timesheets that also supports contact-free internal service delivery.

Proposed 2022 Activities

The 2022 budget for Finance provides for continued provision of the core treasury and financial services to support ratepayers and operational functions across the Corporation. Finance will continue to look for ways throughout the year to support contact-free service delivery and modernize processes to enhance internal and external services.

Online functionality for property and financial information will also be expanded. A continued focus of the department will be the review and streamlining of processes to improve efficiencies and increase the level of support across the organization. This includes the on-going workforce management project and co-ordinating property tax and utility billing processes.

These process improvement initiatives will include payroll, procurement and payables, property tax, billing and collections as well as financial analysis and reporting. Finance will implement the opportunities identified in the Service Delivery Review including quarterly variance analysis, promoting a culture of active budgeting and financial management and further policy development, such as an enterprise risk management policy, reserves policy and other policies that require updates.



2022 Operating Budget for Council

Department: 0500 - Finance and Business Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	74,990	52,000	74,000	22,000	42.31%
18990-Recoveries	113,380	265,766	335,820	70,054	26.36%
18992-Interest Income	1,094,152	981,700	1,031,700	50,000	5.09%
18999-Miscellaneous Revenue	35,212	35,000	35,000	-	.00%
Sub-Total Operating Revenue	1,317,734	1,334,466	1,476,520	142,054	10.65%
19000-Reserve Transfers	34,084	20,000	-	(20,000)	(100.00%)
Sub-Total Non-Operating Revenue	34,084	20,000	-	(20,000)	(100.00%)
Total Revenue	1,351,818	1,354,466	1,476,520	122,054	9.01%
Expense:					
35000-Salaries & Benefits	983,041	1,309,745	1,489,059	179,314	13.69%
37010-Office Supplies	41,643	43,000	43,000	-	.00%
37020-Dues & Memberships	6,673	7,570	8,830	1,260	16.64%
37040-Training	1,454	7,950	8,950	1,000	12.58%
37050-Conferences	1,297	3,000	7,125	4,125	137.50%
37054-Recruitment Expenses	-	-	1,000	1,000	100.00%
37130-Advertising & Promotion	51	500	500	-	.00%
37832-Credit, Debit & Bank Charges	22,074	13,000	13,000	-	.00%
37950-Professional Services	90,540	60,500	42,500	(18,000)	(29.75%)
37990-Other Operating Expenses	-	700	300	(400)	(57.14%)
44000-Ergonomics	335	-	-	-	.00%
Total Expense	1,147,107	1,445,965	1,614,264	168,299	11.64%
Net Total	204,711	(91,499)	(137,744)	(46,245)	50.54%

Information Technology Services - 0510

Description

Information Technology (IT) Services is part of the Finance and Business Services area. IT Services is responsible for all voice and data technologies for the Corporation, as well as the implementation and support of all current hardware and software needs. IT Services maintains, evaluates and implements new and alternative forms of technology, and manages existing data and systems. IT is responsible for the safety and security of all Municipal technologies. Geographic Information System (GIS) Services, a part of IT Services, manages and supports the current mapping of the Municipality's infrastructure.

Staffing

IT Services currently includes the Manager of IT, an IT Systems Administrator, a GIS Technologist, and an Application Administrator.

The 2022 budget also includes a 6-month contract extension of the Desktop Support Specialist to assist with the computer hardware refresh project.

2021 Year Activities

In 2021, IT Services staff expanded the contact-free services by adding more municipal services online with increased payment options. As well during this past year, IT Services continued to enhance and expand the security measures for all IT infrastructure, including the implementation of new software to aid in the mitigation of cyber security threats, as well as the replacement of the wireless access point technology. In addition, the project to upgrade the Municipality's current server backup environment was completed ensuring a sustainable disaster recovery plan. Staff commitment and dedication were required to meet many tight timelines again this year, and the IT Services staff delivered in this regard.

In 2021, IT Services continued to maintain and support Municipal staff to work remotely in a safe, secure and effective manner. IT supported all municipal staff and equipment efficiently to ensure staff the functionality to complete all aspects of their respective jobs. The Municipality's continued investment in IT infrastructure allowed the flexibility to allow for a hybrid work model while maintaining a security focus for the new modern workplace.

Proposed 2022 Activities

In 2022, IT Services will continue to enhance and strengthen the Municipality's security posture by implementing new infrastructure and software to detect and assess security threats. IT Services will upgrade computer hardware for all users across all facilities. This project will include desktops, laptops and tablets. In addition, upgrades to current software applications, like Laserfiche, will add new features to allow for workflows to be built for

departments to increase efficiencies by automating tasks. IT Services will also undergo a project to update and develop a new Business Continuity Plan to ensure the organization's ability to maintain essential processes before, during, and after a disaster or incident.

In support of the organizational Service Delivery Review (SDR), work will continue on the Planning Services and Development Services portal. IT Services will investigate a Human Resource Information System (HRIS) to standardize onboarding and orientation procedures as this opportunity was also identified in the SDR. Both of these initiatives are funded from reserves as they were approved or planned in previous years.

2022 includes continued enhancements of our Citizen's Portal for residents to initiate and track tickets or service requests that will integrate directly with Leamington Works (formerly Cityworks®) application. GIS Services will also concentrate on the open data initiatives as well as on mapping infrastructure to build additional layers for development and planning purposes, such as a business registration layer, to support internal operations.



2022 Operating Budget for Council

Department: 0510 - Information Technology Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	108,722	95,000	228,800	133,800	140.84%
Total Revenue	108,722	95,000	228,800	133,800	140.84%
Expense:					
35000-Salaries & Benefits	361,294	452,920	486,554	33,634	7.43%
37010-Office Supplies	245	1,200	2,500	1,300	108.33%
37020-Dues & Memberships	1,063	1,600	1,600	-	.00%
37030-Travel & Mileage	110	1,000	1,000	-	.00%
37040-Training	1,526	6,000	5,500	(500)	(8.33%)
37050-Conferences	850	5,500	5,625	125	2.27%
37110-Telecommunications Usage	80,819	86,675	92,825	6,150	7.10%
37140-Insurance Expense	18,327	18,654	20,172	1,518	8.14%
37250-Tech Hardware Purchases	9,340	10,000	10,000	-	.00%
37270-Software Purchases	58,893	172,300	233,800	61,500	35.69%
37280-Telecommunication Purchases	9,603	9,000	11,200	2,200	24.44%
37950-Professional Services	-	20,000	60,000	40,000	200.00%
37987-Telecom Maintenance & Support	24,360	19,700	19,700	-	.00%
37990-Other Operating Expenses	1,032	6,750	3,750	(3,000)	(44.44%)
37992-Office Equipment Rental/Lease	10,482	12,600	12,400	(200)	(1.59%)
37993-Office Equipment Maintenance	9,601	11,820	12,320	500	4.23%
37994-Tech Hardware Maintenance & Support	1,552	12,000	10,000	(2,000)	(16.67%)
37995-Software Licensing & Support	185,283	229,200	278,000	48,800	21.29%
44000-Ergonomics	388	-	-	-	.00%
48002-COVID-19 Expenses	4,113	-	-	-	.00%
Sub-Total Operating Expense	778,881	1,076,919	1,266,946	190,027	17.65%
69000-Reserve Transfers	100,000	100,000	100,000	-	.00%
69040-Capital Transfers	-	90,000	47,500	(42,500)	(47.22%)
Sub-Total Non-Operating Expense	100,000	190,000	147,500	(42,500)	(22.37%)
Total Expense	878,881	1,266,919	1,414,446	147,527	11.64%
Net Total	(770,159)	(1,171,919)	(1,185,646)	(13,727)	1.17%

2022 Capital Budget



Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Title	Description	2022 Budget	Net From Revenue
IT-001	Tech Equipment	\$10,000 - Upgrades to Recreation Centre Server Room \$25,000 - Security Setup / DMZ for online modules \$200,000 - Hardware Refresh desktops, laptops, and monitors \$25,000 - Replacement Server for Security Cameras (Municipal Building and Recreation Centre)	260,000	27,500
IT-002	Network Equipment	\$10,000 - Upgrades/replacement to Switches & Routers \$35,000 - Firewall Replacement	45,000	20,000
			305,000	47,500

5 Year Capital Forecast



Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Project Name	2022	2023	2024	2025	2026
IT-001	Tech Equipment	260,000	100,000	100,000	100,000	100,000
IT-002	Network Equipment	45,000	50,000	50,000	50,000	50,000
IT-003	Communications Equipment	-	15,000	15,000	15,000	15,000
		305,000	165,000	165,000	165,000	165,000

Police Services - 0530

Description

Police Services is part of the Finance and Business Services area. Police Services is primarily supported by Legal Services for ongoing operations.

The Ontario Provincial Police (OPP) currently provides police services for the Municipality under a purchase of service agreement and in accordance with Section 5 of the Police Services Act (PSA) as Leamington Council had provided notice of termination of the existing OPP contract as of June 9, 2021. In 2021, also a result of the change in the service agreement, the Leamington Police Services Board (PSB) was dissolved and a newly established Police Services Advisory Committee (Committee) has been established. As Council is aware, the Community Safety and Policing Act, 2019 (the “CSPA”) was introduced to replace the Act. It is anticipated that the CSPA will come into force in early 2022. Although the current Act provides a distinction between municipalities who contract with the OPP and municipalities that utilize the services of the OPP as a result of section 5.1, the CSPA does not. The CSPA will have the effect of changing the composition of police service boards that are serviced under OPP contracts by creating OPP detachment boards. It is unclear at this time what the composition of an Essex County OPP detachment board or boards may be. In this regard, the Solicitor General has requested input from affected municipalities. The municipalities who are currently serviced by the Essex County OPP detachment have been having ongoing discussions.

At the Committee’s meeting on November 19, 2021, the Committee recommended the approval of the 2022 draft budget to Council.

Staffing

Police Services currently includes salaries earned by Council and appointees of the Committee as well as retiree benefits for the former Leamington Police employees.

2021 Year Performance

The performance of the Leamington OPP Detachment is reported to the Committee throughout the year and is summarized in an annual report. Final results will be provided to the Committee after year-end close. Minutes of the Committee meetings are also provided to Council.

Proposed 2022 Activities

For 2022 budget purposes, it is assumed that OPP will continue to provide policing services to the Municipality through the entire year under Section 5 of the PSA. The OPP contract costs represent about 96% of the total operating budget of this department.

Under Section 5 of the PSA, some eligibility for grant funding is no longer available, including the Community Safety and Policing (CSP) grant and the RIDE grant funding. Therefore, these revenues were not included in the 2022 draft budget.

Other sources of revenue in the budget include grant funding for court security, court room rental, finger prints, police reports and record checks are forecasted to be similar to 2020 actuals which is a reduction from 2021's operating revenues budget.

As the Council is aware, the Municipality owns the Police Services Building, which is an aging structure and requires continued maintenance and capital investment. Costs to operate and maintain the facility are presented as part of this budget including hydro, gas and other service contracts. There is a small increase related to the utilities in the facility projected for 2022. The capital budget includes funding for general facility improvements.

Given that the 2021 budget anticipated a healthy reserve balance of approximately \$1.2M and in consideration to other municipal budgeting pressures in the upcoming year, the transfer to the Police Services Reserve has been removed in the draft budget for this department. Certainly, it is important to continue to prepare for the lifecycle replacement of the facility and therefore any unspent capital from 2021, and as proposed in 2022, raised from taxation will be reserved in the Police Services Reserve at the end of the fiscal year for the specific purpose of investment into this facility.



2022 Operating Budget for Council

Department: 0530 - Police Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	43,692	63,727	40,000	(23,727)	(37.23%)
13000-Fees and Service Revenue	4,240	14,000	10,000	(4,000)	(28.57%)
13870-Rental Revenue	17,142	23,560	23,560	-	.00%
Total Revenue	65,074	101,287	73,560	(27,727)	(27.37%)
Expense:					
35000-Salaries & Benefits	98,676	108,351	106,430	(1,921)	(1.77%)
37020-Dues & Memberships	1,535	1,500	1,550	50	3.33%
37050-Conferences	356	500	750	250	50.00%
37140-Insurance Expense	15,749	16,776	18,898	2,122	12.65%
37915-Police Programs	2,980	13,000	13,000	-	.00%
37950-Professional Services	809	-	-	-	.00%
37964-OPP Contract	4,328,739	5,771,650	5,994,303	222,653	3.86%
47400-Building Maintenance	94,187	118,261	120,900	2,640	2.23%
47470-Property Maintenance	744	1,953	2,063	110	5.65%
Sub-Total Operating Expense	4,543,774	6,031,990	6,257,894	225,904	3.75%
56000-Debt Charges	17,891	35,783	35,783	(0)	.00%
69000-Reserve Transfers	50,000	50,000	-	(50,000)	(100.00%)
69040-Capital Transfers	-	50,000	50,000	-	.00%
Sub-Total Non-Operating Expense	67,891	135,783	85,783	(50,000)	(36.82%)
Total Expense	4,611,665	6,167,773	6,343,677	175,904	2.85%
Net Total	(4,546,591)	(6,066,486)	(6,270,117)	(203,631)	3.36%

2022 Capital Budget



Division: Finance and Business Services

Department: 0530 - Police Services

<u>Project #</u>	<u>Title</u>	<u>Description</u>	<u>2022 Budget</u>	<u>Net From Revenue</u>
POLICE-001	Annual Facility Renovation	Facility upgrades as required to aging building and court house.	50,000	50,000
			<u>50,000</u>	<u>50,000</u>

5 Year Capital Forecast



Division: Finance and Business Services

Department: 0530 - Police Services

Project #	Project Name	2022	2023	2024	2025	2026
POLICE-001	Annual Facility Renovation	50,000	50,000	50,000	50,000	50,000
		50,000	50,000	50,000	50,000	50,000

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Legal Services - 0300

Description

Legal Services is part of the Legal and Legislative Services area. It is responsible for the provision of legal services to Council and all municipal departments, which includes conducting hearings before municipal committees and provincial administrative tribunals and boards; taking the legal steps necessary to enforce the Municipality's by-laws including prosecutions in Provincial Offences Court or seeking injunctive relief in the Superior Court of Justice; commencing or responding to litigation related to uninsured claims or claims below the Municipality's deductible; coordinating insurance claims and providing information and assistance to the Municipality's insurer and appointed lawyers; drafting and reviewing documents including contracts, by-laws and policies; providing legal advice; and reviewing and implementing procedures and processes to reduce risk and improve efficiencies.

Staffing

Legal Services currently includes a Legal Assistant, 2 Lawyers and the Director of Legal and Legislative Services.

2021 Year Performance

A significant amount of time continued to be devoted to COVID-19 related matters and the interpretation of provincial orders and regulations and preparing health and safety standards and policies related to the control of the pandemic.

The following are other major activities that were undertaken as of November 4, 2021:

- Processed 128 property information requests.
- Attended at 10 sittings of the Property Standards Committee, preparing for 33 hearings and presenting evidence and making submissions at 26.
- Attended at 8 sittings of the Appeal Committee.
- Recovered over \$75,000 in accounts receivable.
- Commenced 2 Plaintiff's Claims for unpaid accounts and obtained 1 Default Judgement.
- Drafted, issued and submitted over 50 filings with the Registrar for the Superior Court of Justice including Applications, Affidavits, Motion Material and Application Records including:
 - 8 Applications to the Superior Court of Justice against the greenhouse operators who were in contravention of the Greenhouse Light Abatement By-law, 2 of which also addressed contraventions of the Cannabis By-law.
 - An additional 3 Applications to the Superior Court of Justice against persons or corporations operating in contravention of the Cannabis By-law.
 - 1 Application to the Superior Court of Justice against an individual operating a business in contravention of the Business Licensing By-law.

- Resisted 1 Motion to stay a decision of the Municipality's Appeal Committee, with an award of costs.
- Attended several pre-hearings of the Normal Farm Practices Protection Board in connection with the applications by greenhouse developers related to the Greenhouse Light Abatement By-law and retained and instructed the consultant who will present evidence of the effects of greenhouse light on human health and the environment.
- Coordinated the review of the proposals received for the provision of police services and prepared the final report to Council in consultation with the Director of Finance and Business Services.
- Attended weekly Development Support Committee meetings and provided on-going legal advice and support to that Committee and to Development Services and Planning Services.
- Prepared and presented a new Sign By-law which was adopted by Council.
- Prepared and presented policies which were adopted by Council related to existing boarding houses and farm worker housing.
- Coordinated transactions related to land acquisitions, land dispositions and easements, including the purchase of the former Leamington District Secondary School and the purchase and sale of Mill Street School.

Proposed 2022 Activities

The following are the proposed 2022 activities:

- Support the conduct of the municipal election.
- Review and present amendments to by-laws in accordance with the recommendations from the By-law Enforcement Service Delivery Review.
- Present a by-law regarding the Municipality's parks.
- Prepare and present a Procurement By-Law.
- Continue applications to Superior Court to prohibit Part II cannabis facilities.
- Commence applications to Superior Court to prohibit the operation of boarding houses.
- Dispose of surplus municipal lands.
- Manage the disposition of the former Leamington District Secondary School through a competitive process.
- Provide on-going legal services to the organization with continued support to Development Services and Planning Services.



2022 Operating Budget for Council

Department: 0300 - Legal Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	33,450	30,000	31,500	1,500	5.00%
18990-Recoveries	10,000	10,000	10,000	-	.00%
18999-Miscellaneous Revenue	27,110	-	-	-	.00%
Sub-Total Operating Revenue	<u>70,560</u>	<u>40,000</u>	<u>41,500</u>	<u>1,500</u>	<u>3.75%</u>
19000-Reserve Transfers	6,519	20,000	10,000	(10,000)	(50.00%)
Sub-Total Non-Operating Revenue	<u>6,519</u>	<u>20,000</u>	<u>10,000</u>	<u>(10,000)</u>	<u>(50.00%)</u>
Total Revenue	<u>77,079</u>	<u>60,000</u>	<u>51,500</u>	<u>(8,500)</u>	<u>(14.17%)</u>
Expense:					
35000-Salaries & Benefits	439,663	558,180	581,976	23,796	4.26%
37010-Office Supplies	1,251	2,000	2,000	-	.00%
37020-Dues & Memberships	6,557	11,020	9,040	(1,980)	(17.97%)
37030-Travel & Mileage	-	100	100	-	.00%
37040-Training	2,255	3,000	5,000	2,000	66.67%
37050-Conferences	-	1,500	1,500	-	.00%
37054-Recruitment Expenses	1,017	1,500	-	(1,500)	(100.00%)
37140-Insurance Expense	40,599	-	-	-	.00%
37950-Professional Services	63,688	90,000	100,000	10,000	11.11%
37990-Other Operating Expenses	-	100	-	(100)	(100.00%)
Total Expense	<u>555,030</u>	<u>667,400</u>	<u>699,616</u>	<u>32,216</u>	<u>4.83%</u>
Net Total	<u>(477,951)</u>	<u>(607,400)</u>	<u>(648,116)</u>	<u>(40,716)</u>	<u>6.70%</u>

Legislative Services - 0302

Description

Legislative Services is part of the Legal and Legislative Services area. It is responsible for customer service, conducting the municipal election, records management, cemetery administration, preparing Council and Committee agendas and minutes, and providing various services to the public including business licensing, lottery licensing, death registration, marriage licensing and solemnizations and general administration of various by-laws.

Staffing

Legislative Services currently includes the Manager of Legislative Services/Clerk, a Records Coordinator, a Licensing Assistant, 2 Council Services Assistants, and 2 Customer Service Representatives. The 2021 Budget also included funds for the continuation of one contract staff person to input data from an outdated, manual cemetery management system into a new cemetery record system, the majority of which is maintained in catalogues and binders, into a new software system that is widely used among cemetery operators to store and maintain data relating to the ownership, transfer and use of interment rights (Stone Orchard).

The 2022 Budget includes an Election Assistant for a 6 month contract, which was approved by Council as a first charge at the September 28, 2021 Council meeting. The 2022 Budget also includes the continuation of the contract position for a Cemetery Clerk to continue the ongoing work for 6 months as well.

2021 Year Performance

The following are the major projects that were undertaken:

- Implemented solutions and processes associated with holding meetings electronically, including Council, Statutory public meetings, Committee and Board meetings.
- Prepared agendas, attended and prepared minutes for approximately 154 Council and Committee meetings. Prepared meeting agendas and minutes for 31 internal meetings for a total of 185 meetings which number increased from 120 in 2020.
- Implemented a corporate electronic signature program, Consign-o.

- Reviewed approximately 490 business licence files including sending out renewal notices, reviewing applications, assisting business owners, and processing applications.
- Sorted, scanned, entered and filed 3,221 Town of Leamington By-laws and 4,701 Township of Mersea By-law into Laserfiche providing each department full access.
- Entered 5,084 cemetery deeds, interments, transfers, ownership cards, etc. into Stone Orchard cemetery program for Lakeview, Albuna and Bayview Cemeteries.
- Customer Service Representatives entered 2,109 new issues into Leamington Works (formerly Cityworks®) (note: this amount does not include adding additional information to existing issues).
- Customer Service Representatives responded to a monthly average of 8,000 telephone calls from residents. Calls increased to 15,000 per month for both April and May as the Municipality assumed the water and waste water billing from Essex Power Corporation.
- Processed 17 requests for disclosure of information pursuant to the Municipal Freedom of Information and Protection of Privacy Act which equated to approximately 11,000 responsive records being reviewed.

Proposed 2022 Activities

The following are the proposed 2022 activities:

- Conduct the municipal election.
- Present a Procedural By-law.
- Present a Fireworks By-law and implement processes related to the applications.
- Continue the implementation of a records management file system for the Corporation (opening files, consistent formatting, indexing).
- Continue the implementation of an electronic document retention and destruction program, including training for all staff.



2022 Operating Budget for Council

Department: 0302 - Legislative Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	10,849	14,620	15,120	500	3.42%
14010-Licence & Permit Revenue	50,947	82,400	35,975	(46,425)	(56.34%)
18999-Miscellaneous Revenue	145	100	200	100	100.00%
Sub-Total Operating Revenue	61,941	97,120	51,295	(45,825)	(47.18%)
19000-Reserve Transfers	-	-	106,000	106,000	100.00%
Sub-Total Non-Operating Revenue	-	-	106,000	106,000	100.00%
Total Revenue	61,941	97,120	157,295	60,175	61.96%
Expense:					
35000-Salaries & Benefits	536,766	650,028	635,150	(14,878)	(2.29%)
37010-Office Supplies	2,248	2,500	2,500	-	.00%
37020-Dues & Memberships	1,422	1,975	1,835	(140)	(7.09%)
37040-Training	3,114	8,000	6,000	(2,000)	(25.00%)
37050-Conferences	834	1,250	1,250	-	.00%
37054-Recruitment Expenses	1,556	-	500	500	100.00%
37130-Advertising & Promotion	1,212	500	2,500	2,000	400.00%
37950-Professional Services	670	4,130	3,500	(630)	(15.25%)
37990-Other Operating Expenses	5,135	8,180	5,300	(2,880)	(35.21%)
42450-Election Expenses	4	-	132,271	132,271	100.00%
42460-Records Management	200	2,000	2,000	-	.00%
44000-Ergonomics	22	-	-	-	.00%
Sub-Total Operating Expense	553,183	678,563	792,806	114,243	16.84%
69000-Reserve Transfers	40,000	40,000	30,000	(10,000)	(25.00%)
Sub-Total Non-Operating Expense	40,000	40,000	30,000	(10,000)	(25.00%)
Total Expense	593,183	718,563	822,806	104,243	14.51%
Net Total	(531,242)	(621,443)	(665,511)	(44,068)	7.09%

Human Resources - 0301

Description

Human Resources is part of the Legal and Legislative Services area. It is responsible for health and safety, the administration of pension and benefits, recruitment, organizational design, performance management, salary administration, employee and labour relations, training and development, and employee engagement and communications.

Staffing

Human Resources currently includes the Manager of Human Resources, the Human Resources Generalist/Health and Safety Specialist, and a Human Resources Student. In 2020 and 2021, Council approved a contract position for an additional Human Resources Generalist/Health and Safety Specialist position after the contract staff member provided support to HR over a one-year maternity leave in 2019. This position is responsible for assisting in the day-to-day Human Resources functions, administering certain attendance management processes as well as assisting with the development and implementation of health and safety procedures and protocols in relation to the on-going COVID-19 pandemic.

The 2022 budget proposes the second Human Resources Generalist/Health and Safety Specialist contract position to be full time, permanent and includes a Human Resources Student for one term.

2021 Year Performance

In addition to addressing daily human resource matters, the following are the major projects that were undertaken:

Recruitments:

- Accounts Payable Clerk (Replacement)
- Assistant Deputy Chief (Temporary Replacement)
- By-Law Enforcement Officer Contract (2) (Temporary Contracts)
- Class B Refrigeration Operator (2) (Replacement)
- Customer Service Assistant (Replacement)
- Building Inspector (Replacement)
- Communications and Engagement Specialist (New Position)
- Coordinator of Development Approvals (Replacement)
- Council Services Assistant (Reorganization)
- Engineering Technologist (Replacement)
- Facility Attendant (Replacement)
- Fire Captain (Replacement, 1 Permanent, 1 Temporary)
- Fire Lieutenant (4) (Replacements, 2 Permanent, 2 Temporary)
- Firefighters (3) (Replacements, 1 Permanent, 2 Temporary)
- Fire Services Assistant (Replacement)

- Lawyer (New Position)
- Licensing Assistant (Replacement)
- Manager of Engineering Services (Replacement)
- Payroll Clerk (Replacement)
- Planning and Development Administrative Assistant (Temporary Contract/New Position)
- PCC Maintenance Mechanic (Replacement)
- Public Works Labourer/Operator (3) (Replacement)
- Recreation Lead Hand, Chief Plant Operator (Replacement)
- Water Distribution Operator-In-Training (Replacement)
- Water Systems Analyst (Replacement)
- 13 Vaccination Clinic Support Staff (Temporary Positions)
- 6 Part-time Staff
- 27 Seasonal Staff
- 18 Students
- 7 Leave of Absences (voluntary, work and non-work related injuries/illnesses)

Employee Turnover/Movement:

- 5 Retirements (FT)
- 7 Voluntary Terminations (FT)
- 46 Part-time staff recalls for Vaccination Clinic Operations

Health and Safety:

- Participation on the Emergency Operations Centre (EOC) Group for the COVID-19 pandemic.
- On-going development, implementation and maintenance of various health and safety documents related to COVID-19 pandemic, such as protocols, safe operating practices, workplace assessments and corporate safety plan.
- Participation in the Workplace Safety and Insurance Board (WSIB) Excellence Program formerly known as Safety Group for the Corporation. Including review and revisions to the Emergency, Preparedness and Prevention Program, select Emergency Response Plans.
- Corporate Workplace Violence and Harassment Assessment.

Policy/Protocols/Guidelines:

- Administration of H04-S-0091 and H04-S0092 COVID-19 Standards

Commenced the salary review process and implemented a new format for job descriptions.

Proposed 2022 Activities

In addition to addressing daily human resource matters, the following are the proposed 2022 activities:

- Continue to work towards the implementation of the Workforce Management System.
- Complete the Salary Review and bring forward report to Council.
- Continue to assist with the corporate and departmental implementation of recommendations from the 2020 Service Delivery Reviews.
- Continue to develop, implement, monitor and revise protocols as they relate to the COVID-19 pandemic.

- Review and evaluate alternative options for the Learning Management Systems, as it relates to the Municipal Health and Safety Program.
- Continue work on review and development of the employee orientation and onboarding program as identified in the Service Delivery Review.
- Launch Safety Opportunities, including new form and training module.
- Participate in the WSIB Health and Safety Excellence Program.
- Continue Corporate Leadership Training and Coaching sessions.
- Review, develop and implement recommendations from the Corporate Workplace Violence and Harassment Assessment.
- Work with various departments to create information and training modules for corporate processes.
- Continue the market review of benefits.
- Review and update policies as they relate to Human Resources.



2022 Operating Budget for Council

Department: 0301 - Human Resources

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	3,031	-	-	-	.00%
18999-Miscellaneous Revenue	842	-	-	-	.00%
Sub-Total Operating Revenue	3,873	-	-	-	.00%
19000-Reserve Transfers	5,000	5,000	7,500	2,500	50.00%
Sub-Total Non-Operating Revenue	5,000	5,000	7,500	2,500	50.00%
Total Revenue	8,873	5,000	7,500	2,500	50.00%
Expense:					
35000-Salaries & Benefits	267,698	349,630	363,855	14,225	4.07%
37010-Office Supplies	184	400	250	(150)	(37.50%)
37020-Dues & Memberships	1,605	2,025	3,845	1,820	89.88%
37040-Training	7,866	20,000	20,000	-	.00%
37050-Conferences	366	1,000	2,700	1,700	170.00%
37054-Recruitment Expenses	-	100	100	-	.00%
37100-Corporate Initiatives	1,725	9,000	9,000	-	.00%
37950-Professional Services	11,097	35,500	31,000	(4,500)	(12.68%)
37955-Service Contracts	14,246	22,500	17,000	(5,500)	(24.44%)
37990-Other Operating Expenses	-	1,550	550	(1,000)	(64.52%)
Total Expense	304,787	441,705	448,300	6,595	1.49%
Net Total	(295,914)	(436,705)	(440,800)	(4,095)	.94%

By-law Enforcement - 0330

Description

By-law Enforcement is part of the Legal and Legislative Services area. It is responsible for the enforcement of numerous municipal by-laws with the major by-laws being property standards, land maintenance, taxi, comprehensive zoning which regulates permitted uses on private property, cannabis regulation, and the sign by-law which includes the issuance of sign permits. Due to the COVID-19 pandemic, By-law Enforcement Officers continue to have the authority to enforce orders made under the Emergency Management and Civil Protection Act and the Re-Opening Ontario Act, 2020.

Staffing

By-law Enforcement currently includes the Manager of By-law Enforcement, 3 full-time, permanent By-law Enforcement Officers, and 10 Crossing Guards. Currently, there are also 2 full-time, contract By-law Enforcement Officers.

The job description for By-law Enforcement Officers allows the Municipality to change their work schedules to better address enforcement issues. Accordingly, By-law Enforcement Officers work some evenings and weekends.

The 2022 budget allocates a portion of a By-Law Enforcement Officer's salary to Parking Enforcement. The 2022 budget also includes the incremental costs related to the addition of one full-time, permanent By-law Enforcement Officer as well as the continuation of the contract of 1 full-time By-law Enforcement Officer.

2021 Year Performance

All requests for by-law enforcement are processed through Leamington Works (formerly Cityworks®) software. When a resident calls with a request for by-law enforcement, input screens prompt the user to gather the necessary information from the caller. From that information, a work order may be generated which is sent to the appropriate department to act upon. Callers are provided with a service request ID number in order to call back for a status update. From January 1 to November 3, 2021, 1,448 service requests related to by-law enforcement have been entered into the program. This is an increase of 377 service requests during the same period of time in 2020. This program has allowed for By-law Enforcement Officers to spend more time investigating requests as all the information is preliminarily gathered by Customer Service Representatives. The concept behind the system is to make enforcement activities easier to track, monitor and follow up.

In late 2021, the implementation of the citizen's portal to report a by-law infraction through the Municipality's website will be launched. This solution will automate incident reporting, reduce manual data entry, reduce duplicate entry and standardize By-law processes that will

create efficiencies and streamline processes. This solution was partially funded through the Province's Municipal Modernization Program (MMP2) funding.

In addition to investigating requests for by-law enforcement, By-law Enforcement Officers reviewed and issued 105 sign permits under the Sign By-law; reviewed Business Licence Applications; undertook regular patrols related to neighbourhood garbage issues; greenhouse light abatement patrols to identify locations of non compliance; participated in the uptown directed patrol that required each officer to spend a portion of each shift in a proactive manner. This initiative resulted in 45 property standard orders issued, 241 parking tickets issued, over 300 combined vehicle and foot patrol hours; responding to 145 service requests involving noncompliance with the Re-Opening Ontario Act, 2020, resulting in 54 charges under that legislation. This proactive approach is a result of the By-law Enforcement Service Delivery Review.

Proposed 2022 Activities

It is expected that the Manager of By-law Enforcement will continue to focus on implementing the recommendations from the By-law Enforcement Service Delivery Review. In addition, the following are the proposed activities:

- Continue the transition from a compliance to enforcement-driven approach.
- Develop and implement a proactive enforcement initiative that will focus on Property Standards in residential areas.
- Continue to review and update existing by-laws.
- Continue to collaborate with stakeholder groups to identify strategies for improved ongoing communications.
- Complete the implementation of phase 2 of modernizing by-law processes which is the development of a template-based system to generate by-law infraction letters. This project also funded through MMP2 funding.
- Explore ways to enhance the use of technology that will assist with achieving the desired customer service experience.



2022 Operating Budget for Council

Department: 0330 - By-law Enforcement

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	5,000	-	-	-	.00%
13000-Fees and Service Revenue	21,600	3,000	10,000	7,000	233.33%
14010-Licence & Permit Revenue	12,419	8,000	13,000	5,000	62.50%
Sub-Total Operating Revenue	39,019	11,000	23,000	12,000	109.09%
19000-Reserve Transfers	1,832	50,000	5,000	(45,000)	(90.00%)
Sub-Total Non-Operating Revenue	1,832	50,000	5,000	(45,000)	(90.00%)
Total Revenue	40,851	61,000	28,000	(33,000)	(54.10%)
Expense:					
35000-Salaries & Benefits	520,915	545,715	651,700	105,985	19.42%
37010-Office Supplies	3,693	2,000	2,900	900	45.00%
37020-Dues & Memberships	456	460	460	-	.00%
37040-Training	2,314	3,000	6,600	3,600	120.00%
37050-Conferences	-	1,250	1,250	-	.00%
37054-Recruitment Expenses	85	100	100	-	.00%
37070-Uniforms & Clothing	3,401	4,000	5,000	1,000	25.00%
37140-Insurance Expense	3,274	2,911	3,929	1,018	34.97%
37950-Professional Services	2,442	50,000	5,000	(45,000)	(90.00%)
37990-Other Operating Expenses	257	1,000	1,000	-	.00%
47420-Vehicle Maintenance	1,299	1,642	1,779	137	8.32%
48545-Vehicle/Equipment Fuel	2,340	4,000	4,000	-	.00%
Sub-Total Operating Expense	540,477	616,078	683,718	67,640	10.98%
69000-Reserve Transfers	20,000	15,000	20,000	5,000	33.33%
Sub-Total Non-Operating Expense	20,000	15,000	20,000	5,000	33.33%
Total Expense	560,477	631,078	703,718	72,640	11.51%
Net Total	(519,626)	(570,078)	(675,718)	(105,640)	18.53%

5 Year Capital Forecast



Division: Legal and Legislative Services

Department: 0330 - By-law Enforcement

Project #	Project Name	2022	2023	2024	2025	2026
BYLAW-001	Replace #3L - Pickup Truck	-	-	-	35,000	-
BYLAW-003	Replace #5L - Pickup Truck	-	-	-	35,000	-
		-	-	-	70,000	-

Parking Enforcement - 0340

Description

Parking Enforcement is part of the Legal and Legislative Services area and the enforcement activities are undertaken by the By-law Enforcement Officers. It is primarily funded through the collection of the Uptown Parking Levy, being a special charge imposed upon all lands in the Uptown other than residential or multi-residential. Revenue is also generated through parking fines collected through the issuance of parking tickets.

By-law Enforcement Officers proactively patrol the Uptown core and fire routes at several retail locations - some outside of the Uptown area. Officers also patrol the Municipality for violations of the Residential Parking By-law and respond to Leamington Works (formerly Cityworks®) requests for enforcement.

The Municipality also has an agreement with Erie Shores HealthCare authorizing police officers to issue parking tickets on hospital property. The Municipality processes all tickets written and keeps all of the revenue associated with these fines.

Staffing

The salary cost of the Parking Enforcement Officer is recorded to the By-law Enforcement department and the 2022 budget allocates a portion of a By-law Enforcement Officer's salary to Parking Enforcement.

2021 Year Performance

Between January and November 2021, the total number of tickets issued, including OPP issued parking tickets and parking tickets issued by hospital security, was 645. 17 of those tickets were issued pursuant to the Residential Parking By-law.

122 parking related complaints were submitted through Leamington Works.

The Provincial Offences Court was not operating for most of 2021; therefore, there were no parking related trials held.

Proposed 2022 Activities

The 2022 budget continues to allocate three-quarters of the salary for one By-law Enforcement Officer to the Parking Enforcement department. As all By-law Enforcement Officers are registered to issue parking tickets and enter complaints into Leamington Works, Officers will incorporate routine Uptown and fire route patrols as well as Residential Parking By-law patrols into their workday and will continue to respond to Leamington Works requests for enforcement.



2022 Operating Budget for Council

Department: 0340 - Parking Enforcement

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	96,365	114,250	114,250	-	.00%
18990-Recoveries	10,391	9,500	9,500	-	.00%
Sub-Total Operating Revenue	106,756	123,750	123,750	-	.00%
19000-Reserve Transfers	-	-	12,995	12,995	100.00%
Sub-Total Non-Operating Revenue	-	-	12,995	12,995	100.00%
Total Revenue	106,756	123,750	136,745	12,995	10.50%
Expense:					
35000-Salaries & Benefits	856	66,979	70,837	3,858	5.76%
37010-Office Supplies	1,412	2,700	2,700	-	.00%
37040-Training	-	300	300	-	.00%
37110-Telecommunications Usage	310	240	350	110	45.83%
37190-Internal Allocations	7,000	7,000	7,000	-	.00%
37280-Telecommunication Purchases	563	300	50	(250)	(83.33%)
37990-Other Operating Expenses	81	-	-	-	.00%
37995-Software Licensing & Support	-	-	15,000	15,000	100.00%
48530-Winter Control	5,007	7,510	7,700	190	2.53%
48540-Parking Lot Maintenance	4,881	8,496	7,808	(688)	(8.10%)
Sub-Total Operating Expense	20,109	93,525	111,745	18,220	19.48%
69000-Reserve Transfers	30,225	30,225	-	(30,225)	(100.00%)
69040-Capital Transfers	-	-	25,000	25,000	100.00%
Sub-Total Non-Operating Expense	30,225	30,225	25,000	(5,225)	(17.29%)
Total Expense	50,334	123,750	136,745	12,995	10.50%
Net Total	56,422	-	-	-	0%

2022 Capital Budget



Division: Legal and Legislative Services

Department: 0340 - Parking Enforcement

Project #	Title	Description	2022 Budget	Net From Revenue
PARKING-003	John Street Parking Lot	Perimeter fence replacement	25,000	25,000
			25,000	25,000

5 Year Capital Forecast



Division: Legal and Legislative Services

Department: 0340 - Parking Enforcement

Project #	Project Name	2022	2023	2024	2025	2026
PARKING-003	John Street Parking Lot	25,000	-	-	-	-
		25,000	-	-	-	-

Animal Control - 0360 **Joint Animal Control - 1000**

Description

Animal Control is part of the Legal and Legislative Services area. It includes revenues from the sale of dog tags and related expenses. The largest budget items are related to the allocated portion of the Kingsville/Leamington Municipal Animal Control Advisory Committee (Committee) budget. The Committee administers an agreement for shared services related to a dog pound and an Animal Control Officer. The shared services are apportioned based on a three-year average utilization and Leamington's share is paid out of the Animal Control budget. The Committee reviews and recommends its budget to Council for approval.

The Manager of By-law Enforcement is responsible for the administration of the Animal Control budget and providing direction and instructions to the Animal Control Officer and any contracted service providers. Essex County K9 Services commenced its contracted service for animal control on January 1, 2018 for a three-year term and both municipal Councils approved a further three-year contract which commenced January 1, 2021.

Staffing

There are no staffing costs associated with this budget.

2021 Year Performance

As of November 5, 2021, a total of 1,923 dogs were registered during this year's program.

The Commissionaires did not undertake enforcement activities this year due to the risks associate with the COVID-19 pandemic. In addition to its contracted animal control services, Essex County K9 Services patrolled Seacliff Park and the Promenade for 5 hours each week and undertook education and enforcement activities related to persons walking dogs off leash, contrary to the Municipality's by-law. From January to September 2021, 38 warnings were issued by Essex County K9 Services.

Proposed 2022 Activities

On November 3, 2021, the Committee approved the Draft 2022 Joint Animal Control budget which includes a \$7,500 cost in building maintenance for the purchase of two outdoor kennels. This project was originally included in the 2021 budget but as a result of a break and enter into the building, the Committee approved the funds allocated for this project to be utilized for the installation of a security system to prevent further incidents from taking place.

The 2022 Animal Control budget includes funding for the continuation of patrols in Seacliff Park and the Promenade throughout the entire year for the purposes of education and enforcement activities related to persons walking dogs off leash. In the spring, it is proposed that a private security company provide door-to-door enforcement of the Registration of Dogs By-law; however, such enforcement activities will not be undertaken if, due to the continuing COVID-19 pandemic, it is deemed not safe for officers or the public to do so.



2022 Operating Budget for Council

Department: 0360 - Animal Control

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	38,473	55,355	40,355	(15,000)	(27.10%)
Total Revenue	38,473	55,355	40,355	(15,000)	(27.10%)
Expense:					
37010-Office Supplies	3,399	2,000	3,000	1,000	50.00%
37130-Advertising & Promotion	-	1,100	1,100	-	.00%
37950-Professional Services	11,479	21,140	21,140	-	.00%
37990-Other Operating Expenses	3,053	3,020	3,020	-	.00%
47907-Cat Control Expense	460	600	600	-	.00%
47990-Animal Control Officer	-	55,769	55,643	(126)	(.23%)
47991-Spay & Neuter	3,415	6,000	6,000	-	.00%
Total Expense	21,806	89,629	90,503	874	.98%
Net Total	16,667	(34,274)	(50,148)	(15,874)	46.31%



2022 Operating Budget for Council

Department: 1000 - Joint Animal Control

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	37,179	92,948	92,738	(210)	(.23%)
13000-Fees and Service Revenue	3,025	4,000	4,000	-	.00%
Total Revenue	40,204	96,948	96,738	(210)	(.22%)
Expense:					
37110-Telecommunications Usage	53	60	60	-	.00%
37190-Internal Allocations	1,380	1,380	1,420	40	2.90%
37955-Service Contracts	-	1,000	1,000	-	.00%
37990-Other Operating Expenses	-	100	100	-	.00%
47400-Building Maintenance	2,182	13,000	12,750	(250)	(1.92%)
47990-Animal Control Officer	74,624	81,408	81,408	-	.00%
Total Expense	78,239	96,948	96,738	(210)	(.22%)
Net Total	(38,035)	-	-	-	.00%

Recreation Centre - 0670

Description

The Recreation Centre (Recreation) is part of the Community and Development Services area. It offers a full range of recreational opportunities for adults, seniors, youths and families. Instructional programs in aquatics, fitness, aqua fitness, indoor cycling, racquetball, squash, and various youth and adult sport/recreation programs are available at the Nature Fresh Farms Recreation Centre (NFFRC). Additionally, recreational skating programs coupled with specialized programs in junior hockey, hockey schools and figure skating are provided. The Recreation department also provides community groups and organizations the opportunity to rent facilities including the pool, gymnasium, and arena ice surface for occasions such as school outings, birthday parties, and community events etc.

Staffing

The Recreation department includes 14 full-time staff. These positions include the Manager of Recreation, Facilities Supervisor, Supervisor of Membership Services and Marketing, Supervisor of Recreation and Fitness Programs, Supervisor of Aquatics, a Lead Hand, 5 Facility Attendants and 3 Customer Service Assistants.

The Recreation department also includes various part-time staff. Although the complement may be different from 2021, the Recreation department will work with the same budget to staff the facility appropriately.

Negotiations with the Teamsters Union are incomplete at this time. Outcomes will be communicated to Council at a later date.

2021 Year Performance

2021 began in a provincial “Red Zone” lockdown, which resulted in the Recreation Centre closing (December 2020). While working towards planning for relaxed restrictions, the COVID-19 global pandemic steered towards further closures instead. At this time, Administration was presented with the task of planning and preparing for a Mass Vaccination Clinic (MVC). From March until August, the Recreation department functioned as a regional MVC, working in conjunction with the Windsor-Essex County Health Unit (WECHU), Erie Shores Health Care (ESHC) and Windsor-Essex Community Response and Stabilization Team (CRST). Over 45,000 vaccinations were administered at the NFFRC during this period. The 3 Customer Service Assistants, previously re-assigned to the Planning and Building departments were recalled. The majority of the part time staffing complement were also recalled to assist with day-to-day MVC operations. Some additional staff were recruited to fill in support needs for the MVC. With the building used as a MVC from March to August, it provided a unique opportunity to develop working relations with the Migrant Workers Community Program, WECHU, ESHC and CRST.

Typically, the Recreation Centre part-time staffing complement consists of 15 Facility Attendants, 10 Charge/Desk Staff, 20 Lifeguards, approximately 30 Aquatic and Programming Instructors, 5 Child Minding Staff and 5 Youth Programming Staff. These staff are limited to 24 hours per week; however, due to the nature of certain positions, they are not guaranteed this limit. In addition to COVID-19 restrictions, current staffing levels hinder some aspects of growth. With multiple closures over the last 2 years, developing the teams has not been able to happen. Recreation continues to rebuild and retrain to strengthen the teams and program offerings, with the hopes of getting back to traditional staffing levels and programming.

Upon reopening as a Recreation Centre, a tremendous amount of thought and planning went into phasing-in the offerings for programming and activities, managing the attendance numbers, controlling traffic flows, reducing opportunities for contact, and increasing cleaning protocols within the facility. Administration had to create a policy, compliant to the Provincial Regulations, which required attendees and users entering the facility to be fully vaccinated. Efficient ways to verify vaccination status and ensure those entering the facility are actively screened, continue to evolve. From a membership perspective, the Recreation department is still recovering from the sales refunds processed due to the closure. Membership is slowly growing; however, at a drastically slower rate than was experienced prior to the COVID-19 pandemic. Facility rentals seem to be slowly increasing in demand as Administration continues to work with community sports organizations to help facilitate a safe return to training and sports.

In 2021, Administration moved into the final phase of implementing the replacement of the “Sherk side” HVAC system. The consultant finalized the design of the HVAC system, the project was tendered, and the successful contractor is working towards a mid-December completion. This project affects activities within the weight room, however, opportunities are provided as modifications are made to use the Fitness Studio to accommodate comparable weight room opportunities.

Proposed 2022 Activities

The Recreation department will continue to monitor and expand the offerings, as well as evolve processes within Provincial guidelines as the COVID-19 pandemic continues through 2022. The Recreation department is optimistically working towards offering the community a full range of programs and activities for their participation. Under the guidance of the Recreation Centre staff, new and creative strategies continue to be developed to assist with increasing revenue, bettering the user experience, as well as improving the longevity and cleanliness of the facility.

The new arena heat exchangers project was delayed in 2021 due to supply and delivery uncertainties. It is anticipated to complete this project in the summer. In addition to this, the capital budget includes a few other security and redundancy projects, and the replacement of a Zamboni with an electric one.



2022 Operating Budget for Council

Department: 0670 - Recreation Centre

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	23,831	5,000	20,000	15,000	300.00%
13861-Memberships Revenue	19,155	146,000	146,000	-	.00%
13865-KC Programming Revenue	10,610	157,500	157,500	-	.00%
13870-Rental Revenue	94,301	466,200	360,000	(106,200)	(22.78%)
13934-Vending & Concession Revenue	473	-	500	500	100.00%
14400-Donations	30,000	41,400	21,400	(20,000)	(48.31%)
18999-Miscellaneous Revenue	2,353	10,000	7,500	(2,500)	(25.00%)
Sub-Total Operating Revenue	180,724	826,100	712,900	(113,200)	(13.70%)
19000-Reserve Transfers	117,775	117,775	678,775	561,000	476.33%
Sub-Total Non-Operating Revenue	117,775	117,775	678,775	561,000	476.33%
Total Revenue	298,498	943,875	1,391,675	447,800	47.44%
Expense:					
35000-Salaries & Benefits	1,009,714	2,153,003	2,190,362	37,359	1.74%
37010-Office Supplies	1,137	3,000	2,600	(400)	(13.33%)
37020-Dues & Memberships	3,194	4,860	6,000	1,140	23.46%
37030-Travel & Mileage	-	100	100	-	.00%
37040-Training	956	8,600	9,000	400	4.65%
37050-Conferences	-	3,000	6,750	3,750	125.00%
37054-Recruitment Expenses	92	1,000	500	(500)	(50.00%)
37070-Uniforms & Clothing	5,784	12,000	12,000	-	.00%
37110-Telecommunications Usage	17,784	16,764	17,875	1,111	6.63%
37130-Advertising & Promotion	1,462	8,000	11,000	3,000	37.50%
37140-Insurance Expense	162,636	169,656	195,817	26,161	15.42%
37250-Tech Hardware Purchases	1,605	750	1,500	750	100.00%
37280-Telecommunication Purchases	1,557	1,000	1,200	200	20.00%
37832-Credit, Debit & Bank Charges	4,330	22,500	22,500	-	.00%
37950-Professional Services	9,600	15,000	10,000	(5,000)	(33.33%)
37955-Service Contracts	-	50	100	-	100.00%
37987-Telecom Maintenance & Support	-	250	250	-	.00%
37990-Other Operating Expenses	3,582	8,200	26,300	18,100	220.73%
37992-Office Equipment Rental/Lease	1,984	2,600	2,000	(600)	(23.08%)
37993-Office Equipment Maintenance	1,325	2,500	2,000	(500)	(20.00%)
37995-Software Licensing & Support	1,056	850	4,750	3,900	458.82%
43000-Program Expenses	2,611	19,500	19,500	-	.00%
47400-Building Maintenance	409,781	837,410	756,904	(80,506)	(9.61%)
47410-Equipment Maintenance	20,770	37,977	35,998	(1,979)	(5.21%)
47420-Vehicle Maintenance	204	1,115	1,120	4	.37%
47470-Property Maintenance	8,717	31,402	26,252	(5,151)	(16.40%)
48002-COVID-19 Expenses	2,232	-	1,000	1,000	100.00%
48530-Winter Control	25,425	39,114	40,100	986	2.52%
48545-Vehicle/Equipment Fuel	1,022	800	1,000	200	25.00%

2022 Operating Budget for Council

Department: 0670 - Recreation Centre

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
48551-Grant Funded Programs	1,518	-	-	-	.00%
48556-Health & Safety	-	1,000	3,000	2,000	200.00%
Sub-Total Operating Expense	1,700,079	3,402,002	3,407,477	5,475	.16%
56000-Debt Charges	327,152	654,303	654,303	0	.00%
69000-Reserve Transfers	260,400	260,400	240,400	(20,000)	(7.68%)
69040-Capital Transfers	-	650,000	213,000	(437,000)	(67.23%)
Sub-Total Non-Operating Expense	587,552	1,564,703	1,107,703	(457,000)	(29.21%)
Total Expense	2,287,630	4,966,705	4,515,180	(451,525)	(9.09%)
Net Total	(1,989,132)	(4,022,831)	(3,123,506)	899,325	(22.36%)

2022 Capital Budget



Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Title	Description	2022 Budget	Net From Revenue
RECREA-002	Recreation Centre - Facility Improvements	Accessible door operators will be installed in order to phase-in accessibility standards throughout the facility.	15,000	15,000
RECREA-008	Door Replacements (Sherk Side)	A combination of interior and exterior doors that have experienced significant wear over time.	25,000	25,000
RECREA-012	Machinery & Equipment	Various items along with potential unknown failures.	50,000	50,000
RECREA-013	Floor Scrubber	Replacement of an inoperable unit.	18,000	18,000
RECREA-014	Fitness Equipment	Annual replacement of fitness equipment based on trends.	10,000	-
RECREA-016	Ice Resurfacers	Replacement of Zamboni, with laser leveling system.	200,000	50,000
RECREA-035	Entrance Canopy Painting	Repaint the front entrance canopy that has been weathering significantly over time. This project was not completed in 2021 so that coordination with the NFFRC rebranding could occur.	62,000	-
RECREA-045	Facility Sound System Overhaul	A system assessment was completed in 2019. Work will begin to phase in the recommendations.	50,000	-
RECREA-047	Exit Canopies	Safety issue while trying to maintain perimeter emergency exits during winter.	40,000	-
RECREA-050	Arena Compressor Heat Exchangers	Ice plant replacement of aging compressor heat exchangers as identified in an assessment by the maintenance contractor.	110,000	-
RECREA-053	Ice Plant Glycol Pump (backup)	Redundancy to the ice plant system in the event of pump failure.	45,000	45,000
RECREA-054	Security Camera Upgrade	Additional cameras for increased coverage including cabling.	10,000	10,000
			635,000	213,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Project Name	2022	2023	2024	2025	2026
RECREA-002	Recreation Centre - Facility Improvements	15,000	-	-	-	-
RECREA-008	Door Replacements (Sherk Side)	25,000	-	-	-	-
RECREA-012	Machinery & Equipment	50,000	65,000	350,000	350,000	350,000
RECREA-013	Floor Scrubber	18,000	-	-	-	-
RECREA-014	Fitness Equipment	10,000	10,000	10,000	10,000	10,000
RECREA-016	Ice Resurfacer	200,000	-	-	-	-
RECREA-024	Unico Dehumidifier	-	65,000	-	-	-
RECREA-027	Highbury Canco Ceiling Deck Coating	-	400,000	-	-	-
RECREA-029	Refrigeration Plant Compressor Room Replacement	-	-	200,000	-	-
RECREA-030	Arena Area Roof Top AC Unit Replacement	-	130,000	-	-	-
RECREA-035	Entrance Canopy Painting	62,000	-	-	-	-
RECREA-044	New Boilers for Arena Heat Loop	-	-	180,000	-	-
RECREA-045	Facility Sound System Overhaul	50,000	-	-	-	-
RECREA-046	Swimming Pool Improvement	-	40,000	-	-	-
RECREA-047	Exit Canopies	40,000	-	-	-	-
RECREA-050	Arena Compressor Heat Exchangers	110,000	-	-	-	-
RECREA-051	Sherk Side Roof Top Units	-	300,000	-	-	-
RECREA-052	Recreation & Culture Vehicle #1	-	-	35,000	-	-
RECREA-053	Ice Plant Glycol Pump (backup)	45,000	-	-	-	-
RECREA-054	Security Camera Upgrade	10,000	-	-	-	-
RECREA-055	New Boilers for Sherk Heat Loop	-	550,000	-	-	-
		635,000	1,560,000	775,000	360,000	360,000

Marina - 0672

Description

The Lakeside Marina, Leamington's municipal marina, is part of the Community and Development Services area. It provides modern docking facilities complimented by a variety of services to ensure seasonal boaters and transient visitors enjoy their stay. When travel restrictions are not in place, the Marina attracts boaters and visitors from across Ontario and the United States helping strengthen the tourism industry in Leamington. These economic benefits come directly through dockage revenue and indirectly through local commercial and hospitality sectors that benefit from the increased visitors. The Marina prides itself in knowing that staff provide outstanding customer service and beautifully maintained facilities.

Staffing

Marina currently includes the Marina Supervisor, a Senior Lead Hand, 2 Junior Lead Hands, a Marina Maintenance Attendant, 5 part-time Dock Hand positions, and 2 Boat Ramp Attendants.

2021 Year Performance

COVID-19 pandemic border restrictions continue to have a negative effect on the US transient market although revenues in this category exceeded budget and also seasonal dockage revenues continue to exceed expectations. Boat ramp revenues were slightly down despite the uptick that was experienced last season.

2021 included the completion of a few major improvements to the facility. The interlock conversion to concrete along with the renovations to the garden beds enhance the safety and beautification of the Marina. The replacement of the roof ensures the main office and lounge area will remain secure for many years to come. Finally, the replacement of an aged Gin pole will enhance the safety of the sail boating community from a previously used system.

Administration has installed units that will enable the monitoring of hydro usage on seasonal wells. These units were installed in various locations to compare the energy consumption of many different size and type of vessels. Administration will use this tangible data to ensure that the schedule of fees is consistent with the information collected.

Proposed 2022 Activities

The Marina continues to work towards a plan for the 2022 season, keeping in mind the ever-changing landscape due to the COVID-19 pandemic. An increase in the US transient market is anticipated as the border is expected to remain open.

The 2022 budget includes replacing the boat ramp slips. These slips are adjacent to the boat ramp, which is where boats that are trailered in and out, will temporarily moor.

The reconfiguration and resurfacing of the marina parking lot is expected to be completed in the 2022 budget as well.



2022 Operating Budget for Council

Department: 0672 - Marina

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	3,031	-	-	-	.00%
13882-Rental Revenue-Seasonal	379,482	320,000	375,000	55,000	17.19%
13883-Rental Revenue-Transient	19,295	11,300	11,300	-	.00%
13888-Ramp Services	43,647	45,500	49,000	3,500	7.69%
13893-Fuel, Oil & Pumpout Revenue	253,512	230,450	240,500	10,050	4.36%
13934-Vending & Concession Revenue	970	-	3,000	3,000	100.00%
18002-COVID-19 Revenues	512	-	-	-	.00%
18999-Miscellaneous Revenue	941	-	1,000	1,000	100.00%
Sub-Total Operating Revenue	701,390	607,250	679,800	72,550	11.95%
19000-Reserve Transfers	-	-	6,500	6,500	100.00%
Sub-Total Non-Operating Revenue	-	-	6,500	6,500	100.00%
Total Revenue	701,390	607,250	686,300	79,050	13.02%
Expense:					
35000-Salaries & Benefits	265,039	282,368	289,662	7,294	2.58%
37010-Office Supplies	1,927	2,000	2,000	-	.00%
37020-Dues & Memberships	1,240	1,550	1,850	300	19.35%
37030-Travel & Mileage	-	500	500	-	.00%
37040-Training	480	1,000	1,500	500	50.00%
37050-Conferences	-	500	1,125	625	125.00%
37054-Recruitment Expenses	140	250	250	-	.00%
37070-Uniforms & Clothing	1,916	2,300	2,400	100	4.35%
37110-Telecommunications Usage	2,690	3,120	2,910	(210)	(6.73%)
37130-Advertising & Promotion	-	3,000	3,000	-	.00%
37140-Insurance Expense	16,058	17,034	19,269	2,235	13.12%
37250-Tech Hardware Purchases	-	2,000	2,000	-	.00%
37280-Telecommunication Purchases	40	500	500	-	.00%
37832-Credit, Debit & Bank Charges	16,282	18,500	18,500	-	.00%
37987-Telecom Maintenance & Support	43	292	300	8	2.74%
37990-Other Operating Expenses	14,651	12,750	16,750	4,000	31.37%
37993-Office Equipment Maintenance	354	250	500	250	100.00%
37995-Software Licensing & Support	3,000	3,000	3,000	-	.00%
47400-Building Maintenance	125,195	144,437	129,812	(14,625)	(10.13%)
47410-Equipment Maintenance	747	7,610	3,000	(4,610)	(60.58%)
47420-Vehicle Maintenance	31	240	1,080	839	349.45%
47470-Property Maintenance	48,379	54,199	51,617	(2,582)	(4.76%)
48002-COVID-19 Expenses	6,915	3,000	6,500	3,500	116.67%
48545-Vehicle/Equipment Fuel	221,752	190,150	195,000	4,850	2.55%
Sub-Total Operating Expense	726,881	750,550	753,024	2,474	.33%

2022 Operating Budget for Council

Department: 0672 - Marina

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
69000-Reserve Transfers	100,000	100,000	100,000	-	.00%
69040-Capital Transfers	-	75,000	510,000	435,000	580.00%
Sub-Total Non-Operating Expense	100,000	175,000	610,000	435,000	248.57%
Total Expense	826,881	925,550	1,363,024	437,474	47.27%
Net Total	(125,491)	(318,300)	(676,724)	(358,424)	112.61%

2022 Capital Budget



Division: Community and Development Services

Department: 0672 - Marina

Project #	Title	Description	2022 Budget	Net From Revenue
MARINA-004	Parking Lot	A parking lot study is being performed at the end of 2021. The purpose of this study is to review the foot print and redesign the parking lot to create efficiencies. This allotment will be used to initiate the outcome of that study.	450,000	450,000
MARINA-008	Machinery & Equipment	Purchase of small equipment items.	10,000	10,000
MARINA-013	Boat Ramp Improvements	Replace the fingers on the Boat Ramp Dock.	50,000	50,000
			510,000	510,000

5 Year Capital Forecast



Division: Community and Development Services

Department: 0672 - Marina

Project #	Project Name	2022	2023	2024	2025	2026
MARINA-001	Jet-ski Docks	-	17,500	-	-	-
MARINA-004	Parking Lot	450,000	-	-	-	-
MARINA-007	Marina Admin Building	-	40,000	-	-	-
MARINA-008	Machinery & Equipment	10,000	40,000	20,000	50,000	-
MARINA-013	Boat Ramp Improvements	50,000	-	-	-	50,000
MARINA-021	AB Dock Improvements	-	345,000	-	-	-
MARINA-022	CD Dock Improvements	-	60,000	400,000	-	-
MARINA-025	Jet-ski Fuel Service Dock	-	35,000	-	-	-
MARINA-026	Additional Dock Ladders	-	12,000	-	-	-
MARINA-027	EF Dock Improvements	-	-	-	300,000	-
		510,000	549,500	420,000	350,000	50,000

Library and Cultural Services - 0685

Description

Library and Cultural Services is part of the Community and Development Services area and its budget falls within the responsibility of the Recreation department. Its budget includes costs associated with the maintenance and repairs of the Leamington Library building and the Leamington Arts Centre.

Staffing

There is no staffing cost associated with this budget.

2021 Year Performance

The completion of the Facility Condition Assessment at the Leamington Arts Centre in December, 2020 has provided the opportunity for Administration to review and implement a plan. With significant funds set aside, Administration has been working with a consultant that specializes in building envelope improvements. The building envelope was a significant item targeted as a priority within the study.

Request for Proposals were received on the Leamington Arts Centre sign and the project is expected to be completed in the summer of 2022 with funds previously set aside.

Proposed 2022 Activities

Administration will prepare the implementation for additional building improvements as identified in the recent Condition Assessment. Specifically there are 3 projects that are high priority: brick repointing, roof replacement and HVAC improvements.

On-going maintenance of the Library will continue as needed.

2022 hopes to see the return of the Canada Day Fireworks and these funds are now budgeted in the Community Development Department.



2022 Operating Budget for Council

Department: 0685 - Library and Cultural Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	83	194	205	11	5.45%
37140-Insurance Expense	14,281	15,223	17,138	1,915	12.58%
47400-Building Maintenance	17,155	31,000	32,000	1,000	3.23%
47410-Equipment Maintenance	354	-	-	-	.00%
47470-Property Maintenance	496	1,013	930	(83)	(8.20%)
48002-COVID-19 Expenses	-	250	-	(250)	(100.00%)
Sub-Total Operating Expense	32,369	47,680	50,273	2,592	5.44%
69000-Reserve Transfers	50,000	50,000	20,000	(30,000)	(60.00%)
69040-Capital Transfers	-	20,000	50,000	30,000	150.00%
Sub-Total Non-Operating Expense	50,000	70,000	70,000	-	.00%
Total Expense	82,369	117,680	120,273	2,592	2.20%
Net Total	(82,369)	(117,680)	(120,273)	(2,592)	2.20%

2022 Capital Budget

Division: Community and Development Services

Department: 0685 - Library and Cultural Services

Project #	Title	Description	2022 Budget	Net From Revenue
CULTURE-001	Arts Centre Facility Improvements	Various facility improvements at the Arts Centre.	30,000	30,000
CULTURE-002	Library Facility Improvements	Various facility improvements at the Library.	20,000	20,000
CULTURE-010	Arts Centre Lifecycle Replacement	Priorities based on the results of the condition assessment, renovations will be determined.	500,000	-
			550,000	50,000

5 Year Capital Forecast



Division: Community and Development Services

Department: 0685 - Library and Cultural Services

Project #	Project Name	2022	2023	2024	2025	2026
CULTURE-001	Art Centre Facility Improvements	30,000	30,000	30,000	30,000	30,000
CULTURE-002	Library Facility Improvements	20,000	20,000	20,000	20,000	20,000
CULTURE-010	Art Centre Lifecycle Replacement	500,000	-	-	-	-
		550,000	50,000	50,000	50,000	50,000

Economic Development - 0940

Description

Economic Development is part of the Community and Development Services area. It is responsible for planning, managing, and implementing the Municipality's economic development programs. Priorities include business retention and expansion, business support programs, business attraction, workforce development, and promotion and marketing. Responsibilities include the coordination of economic development initiatives with other internal departments; liaising with relevant departments and agencies of the County of Essex, Provincial and Federal Governments, outside agencies and groups; engaging and supporting the business community; and maintaining regular contact with Council and the public on matters relating to economic development.

Staffing

The 2022 budget does not include any staffing for this department.

2021 Year Performance

The Municipality worked to improve the relationships with regional partners including the Windsor-Essex Economic Development Corporation (WEEDC) to support the growth of the community. As part of the 2021 budget deliberations, Council removed funding for this initiative in order to achieve a 0% tax levy increase.

Proposed 2022 Activities

The 2022 budget includes financial support to deliver a program with WEEDC specifically targeted to support the economic development of the Leamington community.



2022 Operating Budget for Council

Department: 0940 - Economic Development

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
37100-Corporate Initiatives	-	-	15,000	15,000	100.00%
Total Expense	-	-	15,000	15,000	100.00%
Net Total	-	-	(15,000)	(15,000)	100.00%

Community Development - 0930

Description

Community Development (formerly Tourism) is part of the Community and Development Services area. Responsibilities include tourism support, municipally sponsored events, special events coordination and support, and marketing and promotion.

Staffing

Community Development currently includes a vacant Special Events Coordinator.

In 2022, the Special Events Coordinator position is proposed as a 6-month contract. That position has the responsibility for organizing municipal special events, coordinating third-party events and managing the special events applications process.

2021 Year Performance

With the declaration of the COVID-19 pandemic in early 2020 and the restrictions of large gatherings, the Municipality cancelled all community events including the Mill Street Markets and the Music Onthe42 Summer Concert Series as part of the 2021 budget. After final budget deliberations and to achieve a 0% general and sewer levy increase, funding for a community event totaling \$45,000 was included in the 2021 final budget.

To take advantage of the easing of the provincial restrictions for outdoor concert venues, in August, Council approved in-year spending for an abbreviated 2021 Music Onthe42 Concert Series on September 4 and 18. These concerts were done in partnership with the Bank Theatre and funded through the positive variance in supplemental taxation revenue realized in 2021. These events were a complete success and were a safe way for the community to enjoy the Sunset® Amphitheatre.

Proposed 2022 Activities

The 2022 budget includes funding specifically earmarked to support local tourism efforts.

The 2022 budget also includes all municipally sponsored events including the Windsor Symphony Community Concert to take place at the Sunset® Amphitheatre (formerly in Council Services), and Canada Day Fireworks costs (formerly in Library and Cultural Services).

The 2022 budget includes funding to support the 2022 Music Onthe42 Concert Series and the equivalent of financial support for two Mill Street Markets. The 2022 budget anticipates that the Municipality will contribute financially to these initiatives however will work with community partners to deliver these special events and tourism efforts.



2022 Operating Budget for Council

Department: 0930 - Community Development

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	68,408	-	-	-	.00%
Total Revenue	68,408	-	-	-	.00%
Expense:					
35000-Salaries & Benefits	-	-	33,355	33,355	100.00%
37100-Corporate Initiatives	-	-	20,000	20,000	100.00%
37130-Advertising & Promotion	50,212	-	-	-	.00%
37950-Professional Services	2,423	-	-	-	.00%
37990-Other Operating Expenses	-	-	52,000	52,000	100.00%
42905-Programming	-	45,010	126,000	80,990	179.93%
Total Expense	52,635	45,010	231,355	186,345	414.00%
Net Total	15,773	(45,010)	(231,355)	(186,345)	414.00%

Building Services - 0430

Description

Building Services is part of the Community and Development Services area. It is responsible for the enforcement of the Ontario Building Code (OBC) Act. Its primary responsibility is to ensure that the health and safety of the public is maintained through adherence to those requirements in the construction or use of every building in the Municipality.

The Building Services staff have achieved professional qualifications in the following categories:

- Junior Building Inspector - Plans Examiner, House, Plumbing House, Plumbing All Buildings, On-Site Sewage, Small Buildings and Large Buildings.
- Building Inspector - Plans Examiner, House, Plumbing House, Plumbing All Buildings, Small Buildings, Large Buildings, On-Site Sewage and Building Structural.
- Building Inspector - House, Plumbing House, Plumbing All Buildings, HVAC House, Detection Lighting and Power, Building Services, On-Site Sewage, Small Buildings and Large Buildings.
- Building Inspector - House, Plumbing House, Plumbing All Buildings, HVAC House, Detection Lighting and Power, Building Services, On-Site Sewage, Small Buildings, Large Buildings, Building Structural and Complex Buildings.
- Manager of Building Services and Chief Building Official (CBO) - House, HVAC House, Detection Lighting and Power, Small Buildings, Large Buildings, Complex Buildings, Plumbing House, Plumbing All Buildings, Building Services, Building Structural, and On-Site Sewage.

Staffing

Building Services currently includes the Manager of Building Services and CBO, 4 Building Inspectors, 2 Building Technicians, a Building Services Assistant, a Plan Examiner/Building Inspector (contract) and a Student for the entire year.

In 2022, the Plan Examiner/Building Inspector (contract) has been removed and there is Student position for one term.

2021 Year Performance

A total of 342 building permits, worth approximately \$90.8 million in construction value, were issued in 2021 up to November. Residential permits are valued at \$25.1 million creating 57 units; commercial permits are valued at \$6.2 million; agricultural permits are valued at \$55.9

million; industrial permits are valued at \$1.2 million; and institutional permits are valued at \$2.4 million. Total building permit fees and related revenues amounted to \$1.0 million.

Building Services staff continue to monitor the existing storm sewer and open drains for illegal sewage connection as complaints are received and take the appropriate action for remedial measures. The installation of new sewer connections on various projects had Building Services issuing permits and completing inspections on those properties.

The total value of construction for 2021 up to November is slightly less than the previous year, mainly due to the decrease in the residential and industrial permits, while the remaining categories have a slight increase over the previous year in commercial and institutional permits. Agricultural permits continue to remain strong with many more projects in the development review process. Once additional developable lands are available, it is expected that there will be an increase in the number of residential permits that are being issued. There is also a slight decrease in total construction value due to a large number of projects still in the development review process that will be completed in the near future.

The following table summarizes Building Services permit activity during the past 5 years:

Year	2017	2018	2019	2020	2021*
Value of construction (\$ millions)	158	166	193	202	90.8
No. of units created	202	73	164	106	57
No. of permits issued	452	514	577	420	342

*November, 2021

Construction activity has stayed strong and this trend is anticipated to continue subject to the availability of residential lots, Leamington’s economic performance and the continuation of the strong agricultural sector.

The Municipality of Leamington and the Township of Pelee (Pelee Island) have entered into an agreement to provide services to Pelee Island pursuant to the OBC Act. Construction activities on Pelee Island during 2021 have generated \$18,000 in permit revenue retained by Leamington under the agreement, plus \$2,000 for training. The new agreement will expire on December 31, 2023 as approved by Pelee Island Council and pending Leamington's Council's approval. Based on this agreement, in 2022 Pelee Island will pay Leamington \$18,500 plus \$2,000 for training.

Building Services has been very busy working with Cloudpermit setting up the new building software for electronic permitting that will help streamline the process and bring together all parties/agencies involved to improve communications. In return, this new software will help resolve outstanding issues, track stage of applications and provide a transparent path to final permits being issued. E-permitting is a very important part of streamlining building applications, offering a more accessible virtual service and moving towards contact-free service delivery. The implementation of this new building permit software will be in early 2022.

The Backflow Prevention By-Law regulates the safety of the Municipal water supply. Mandatory testing of the installed devices is required annually. Since the implementation of the Backflow By-Law, Building Services has issued permits and approved more than 1,386 devices.

Proposed 2022 Activities

Construction activities in 2022 are expected to continue to rise with an increase in availability of a large number of developed lots, in addition to the proposed subdivisions that are in the planning review process. As a result, Administration is forecasting roughly 80 residential dwelling units to be constructed in 2022. Construction activity will remain strong in the remaining sectors, in particular, agricultural, and it is projected that development will equal or exceed last year's values.

In addition to implementing Cloudpermit, the new e-permitting system, Building Services will also continue to monitor and act on all complaints received for illegal sewage connections and for construction activities commencing without first obtaining proper permits. Building Services will be working closely with Engineering on the sewer connections projects and other current sewer separation projects. Building Services staff will continue to support Fire Services and the Windsor Essex County Health Unit to bring the large demand of worker housing up to proper safety standards while the new Boarding House and Farm Help Dwelling By-Law is under appeal.

Building Services staff continue to stay current with any code amendments and code news. Additional new code amendments are expected and a new building code is also expected in the near future. Building Services works together with other local municipal building departments through the local Building Official Chapter (Sun Parlour Chapter) to hold seminars, presentations and training courses to address any new changes. The Ministry of Municipal Affairs and Housing (MMAH) may require Building Officials to take new examinations on the OBC changes for re-qualifications and update. MMAH will issue notices and updates as required subject to the Minister's final decision.

The following are some of the changes that were introduced to OBC requirements under the Ontario regulations:

- Mandatory building inspections at each stage of construction as specified in the OBC.
- Time period within which a permit is issued or refused, for example: residential dwelling will require that a permit be issued within 10 business days after receiving a completed application.
- Technical changes to the OBC came into force on January 1, 2006 and subsequent changes introduced in 2012 and 2017, which includes over 700 technical changes to all Parts and Divisions of the OBC. Some of those are related to increasing the energy efficiency of buildings, making buildings more accessible and facilitating the construction of small care homes, the construction of the solar systems, construction of residential buildings up to 6 stories using wood structure, etc. It is anticipated that additional changes are due to be released as they become available, addressing the barrier-free accessibility requirements and permitting the construction of residential buildings greater than 6 stories using a wood structure. In 2018, further requirements were introduced to increase the energy efficiency of residential buildings, and address environment issues and on-site sewage maintenance systems. More changes are anticipated in 2022 and again in 2023. MMAH delivers training courses on these changes.

- A new OBC and National Farm Building code is also being drafted for release in the very near future.

Although Building Services staff have met legislated requirements regarding current Ministry qualifications, cross training is required to ensure all building inspectors are able to perform all mandatory inspections in the absence of any one inspector.



2022 Operating Budget for Council

Department: 0430 - Building Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	37,289	34,950	34,050	(900)	(2.58%)
14030-Building Permits	1,029,128	870,300	817,800	(52,500)	(6.03%)
14031-Pelee Building Permits	7,237	10,050	11,450	1,400	13.93%
14034-Plumbing Permits	53,446	62,500	49,800	(12,700)	(20.32%)
14036-Septic Inspections	32,650	22,500	32,500	10,000	44.44%
Sub-Total Operating Revenue	1,159,750	1,000,300	945,600	(54,700)	(5.47%)
19000-Reserve Transfers	42,241	42,241	92,773	50,532	119.63%
Sub-Total Non-Operating Revenue	42,241	42,241	92,773	50,532	119.63%
Total Revenue	1,201,991	1,042,541	1,038,373	(4,168)	(.40%)
Expense:					
35000-Salaries & Benefits	670,060	864,935	874,439	9,504	1.10%
37010-Office Supplies	1,528	2,000	2,000	-	.00%
37020-Dues & Memberships	2,962	3,905	3,905	-	.00%
37030-Travel & Mileage	-	120	120	-	.00%
37040-Training	6,281	10,780	10,000	(780)	(7.24%)
37050-Conferences	304	4,500	6,750	2,250	50.00%
37054-Recruitment Expenses	330	2,000	-	(2,000)	(100.00%)
37070-Uniforms & Clothing	2,199	4,000	4,000	-	.00%
37110-Telecommunications Usage	2,455	1,800	5,500	3,700	205.56%
37140-Insurance Expense	6,547	5,821	7,856	2,035	34.96%
37190-Internal Allocations	45,000	45,000	45,000	-	.00%
37250-Tech Hardware Purchases	1,516	-	-	-	.00%
37270-Software Purchases	26,865	65,000	7,300	(57,700)	(88.77%)
37280-Telecommunication Purchases	1,380	1,400	1,400	-	.00%
37950-Professional Services	50	3,000	3,000	-	.00%
37990-Other Operating Expenses	111	100	100	-	.00%
37992-Office Equipment Rental/Lease	1,018	1,018	1,025	7	.69%
37995-Software Licensing & Support	3,709	3,200	36,500	33,300	1040.63%
47420-Vehicle Maintenance	1,406	3,262	3,279	17	.51%
48002-COVID-19 Expenses	-	200	200	-	.00%
48545-Vehicle/Equipment Fuel	3,785	6,000	6,000	-	.00%
Sub-Total Operating Expense	777,507	1,028,041	1,018,373	(9,667)	(.94%)
69000-Reserve Transfers	14,500	14,500	20,000	5,500	37.93%
Sub-Total Non-Operating Expense	14,500	14,500	20,000	5,500	37.93%
Total Expense	792,007	1,042,541	1,038,373	(4,168)	(.40%)
Net Total	409,984	-	-	-	(0%)

2022 Capital Budget



Division: Community and Development Services

Department: 0430 - Building Services

Project #	Title	Description	2022 Budget	Net From Revenue
BUILD-001	Replace #8B - Pickup Truck	Replacement of 2015 Dodge Ram Truck.	45,000	-
			45,000	-

5 Year Capital Forecast



Division: Community and Development Services

Department: 0430 - Building Services

Project #	Project Name	2022	2023	2024	2025	2026
BUILD-001	Replace #8B - Pickup Truck	45,000	-	-	-	-
BUILD-002	Replace #1B - Pickup Truck	-	-	50,000	-	-
BUILD-005	Replace #2B - Pickup Truck	-	-	-	-	50,000
		45,000	-	50,000	-	50,000

Planning Services - 0400

Description

Planning Services is part of the Community and Development Services area. It is involved in all Planning Act applications, long-range planning policy, the implementation of upper tier legislation and policies, and all other planning matters related to comprehensive and orderly development within the Municipality.

Planning Services is responsible for preparing and maintaining municipal planning documents including the Official Plan, Zoning By-law, Secondary Plans and Community Improvement Plans. These documents are used to implement legislation and perform a variety of services for ratepayers, developers, internal departments and upper tier governments. Planning Services processes applications legislated under the Planning Act including official plan amendments, zoning by-law amendments, minor variance and consent applications.

Planning Services offers professional opinions and recommendations on zoning, licensing, and general property inquiries. The department is also involved in the collection, maintenance and analysis of municipal statistical data for various initiatives as part of the municipal GIS system.

The Committee of Adjustment and Municipal Heritage Advisory Committee are administered by Planning Services through monthly meetings, each made up of Council and Council appointed members.

Staffing

Planning Services currently includes the Director of Community and Development Services, the Manager of Planning, 2 Planners, a Heritage Research Assistant Summer Student and a 50% allocation of the Planning and Development Services Assistant. In addition, Planning Services includes salaries for the members appointed to the Committee of Adjustment.

The 2022 budget also includes a full-time, permanent Planning Technician to assist with and offer a streamlined approach to provide planning review services to both Development Services and to the general public within the required timeframes as outlined within the Planning Act. The 2022 budget also includes a planning student position for the entire year.

2021 Year Performance

The primary function of Planning Services is to process all applications to be considered under the Planning Act by Council and the Committee of Adjustment. Based on the number of applications processed in 2021, as well as the significant consultations underway at this time, it is expected the number of applications to be processed in 2022 will remain high. At

this time, this function is completed by the Manager of Planning Services and 1 Planner together with support from the Development and Planning Assistant.

In 2021, the processing of applications received under the Planning Act, was completed by the current staff complement with the exception of minor reviews for final site plan applications and one combined Official Plan and Zoning By-law Amendment application. It was determined that the services of an outside planning consultant were appropriate due to the nature of the applications and its significance to the community (natural resource of Provincial interest). The consultants were retained to ensure the applications were processed in a timely manner. Consulting services enable staff to continue to offer a high level of customer service to the increased number of proposals and applications received for consideration.

Planning Services also provides planning analysis and interpretations to Development Services for development proposals, site plan applications and subdivision related matters. One Planner has been dedicated to this task for 2021.

For 2021, the total number of completed applications and proposals received and processed by Planning Services as of November 15, 2021 is as follows:

Type of Application	Applications Received	Significant Development Projects
Minor Variance	15	
Consent	12	
2021 Pending Under Review	69	
Combined Consent and ZBAs	17	
Zoning By-law Amendments	12	
2021 Pending Under Review	33	
Combined Official Plan and Zoning By-law Amendments	3	OPA #8 Boarding Houses - Appealed OPA #12 - Pending OPA #13 - Pending
Official Plan Amendments	-	-
LPAT Hearings	1	ZBA #221 Boarding House - Pending
2021 CIP Approvals	10	5 Façade, 5 Renovation
Zoning Certifications	19	TSSA, OMVIC
Site Plan Reviews	122	
Leamington Works Inquiries	532	

Proposed 2022 Activities

The following projects have been approved by Council in previous years, with funds being placed in appropriate reserves and brought forward for completion in house by Planning Services in 2022:

- Official Plan 5-Year Review.
- Updates to Zoning By-law 890-09, as amended.
- Uptown Heritage Walking Tour.
- Completion of Secondary Plan for lands east of the County Road 33 (East Side Arterial Road).

The 2022 Budget includes an Organization Review and Process Mapping Study for the Development Approvals Process which will be completed by a third-party as well as internal Municipal resources.

In addition, Planning Services will review the fees associated with the Planning applications to make certain that the increased capacity and modernization of the process is at least partially recovered by the applicants.

As outlined as a key finding in the Service Delivery Review, Planning Services will continue to support the implementation of the new planning and development CloudPermit solution to provide workflow support, two-way communication with applicants and provide a contact-free solution for files and documents to be shared. This will allow for an improved customer service experience with proactive and effective communication and education.



2022 Operating Budget for Council

Department: 0400 - Planning Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	96,110	77,225	102,143	24,918	32.27%
15217-Heritage Committee	8,875	-	-	-	.00%
18002-COVID-19 Revenues	406	-	-	-	.00%
18999-Miscellaneous Revenue	2,000	-	-	-	.00%
Sub-Total Operating Revenue	107,391	77,225	102,143	24,918	32.27%
19000-Reserve Transfers	-	119,582	416,011	296,429	247.89%
Sub-Total Non-Operating Revenue	-	119,582	416,011	296,429	247.89%
Total Revenue	107,391	196,807	518,153	321,346	163.28%
Expense:					
35000-Salaries & Benefits	538,669	620,212	745,311	125,099	20.17%
37010-Office Supplies	1,640	3,900	3,500	(400)	(10.26%)
37020-Dues & Memberships	2,164	2,335	2,500	165	7.07%
37030-Travel & Mileage	-	-	300	300	100.00%
37040-Training	162	2,000	5,000	3,000	150.00%
37050-Conferences	920	4,000	6,000	2,000	50.00%
37054-Recruitment Expenses	-	500	500	-	.00%
37070-Uniforms & Clothing	-	-	300	300	100.00%
37130-Advertising & Promotion	1,246	3,000	3,000	-	.00%
37928-Community Improvement Plan & Reinvent This Space	-	319,582	542,561	222,979	69.77%
37950-Professional Services	12,536	40,000	130,000	90,000	225.00%
37990-Other Operating Expenses	97	300	-	(300)	(100.00%)
42170-Heritage Committee	11,801	20,626	48,037	27,411	132.89%
Sub-Total Operating Expense	569,235	1,016,455	1,487,009	470,554	46.29%
69000-Reserve Transfers	200,000	-	-	-	.00%
Sub-Total Non-Operating Expense	200,000	-	-	-	.00%
Total Expense	769,235	1,016,455	1,487,009	470,554	46.29%
Net Total	(661,844)	(819,648)	(968,856)	(149,208)	18.20%

Development Services - 0405

Description

Development Services is part of the Community and Development Services area. It is responsible for processing and review of those Planning Act applications involving development projects such as Site Plan Control, Plan of Subdivision and Condominium, Part Lot Control and Telecommunications Tower. Both Site Plan Control and Plan of Subdivision and Condominium are development control measures under Ontario's Planning Act, 1990.

The Planning Act recognizes the decision making authority of municipal councils in local planning matters and establishes a process for development approvals. Municipal governments have the power to approve, conditionally approve, or reject development applications they receive. Every municipal development approval process follows a similar path from the moment of submission until the municipality makes a decision. When a municipality makes these decisions on local planning matters including development approvals, it must ensure that provincial interests are integrated in its consideration of local planning interests.

As delegated by Council, Development Services has the responsibility for making decisions on Site Plan Control applications. However, for Plan of Subdivision and Condominium, Development Services is responsible for creating a link between the applicant and the approval upper tier approval authority, being the County of Essex.

As a result, Development Services is responsible for all pre-consultations for proposed developments; receiving and reviewing development applications for completeness and conformity with the official plan and alignment with provincial interests and policies. When required, Development Services' review of development applications includes consulting with the County of Essex, other outside agencies, and holding required public meetings on behalf of the County.

In the end, upon approval of the plans for a development proposal, Development Services jointly with Legal and Legislative Services are responsible for creating a legal agreement that the owner and the Municipality enter into which contractually binds the owner to develop and maintain a site in accordance with the approved plans and the terms of the agreement.

Administration of the proposals, including the review and final approval of the above development approval process, forms the majority of the responsibilities of Development Services. In addition, Development Services holds weekly Development Support Committee (DSC) meetings where representatives from various municipal departments meet to discuss concerns related to various Development, Planning and Engineering projects. This committee consists of representatives from Planning Services, Development Services, Legal Services, Engineering Services, Public Works, Environmental Services, Water Services, Fire Services, and Building Services.

Development Services is involved in the review and maintenance of municipal development documents; creation of policies related to sustainable development of the community; the implementation of upper tier legislation and policies; ensuring development is done in accordance with the Municipality's Official Plan, and all other matters related to the comprehensive, orderly development within the Municipality.

Staffing

Development Services currently includes the Manager of Development Approvals, a Site Plan Control Specialist, a Coordinator of Development Approvals, a Planning Technical Assistant (contract) and a 50% allocation of the Planning and Development Services Assistant.

The 2022 budget proposes the Planning Technical Assistant (contract) become a full-time, permanent position.

2021 Year Performance

During 2021, Development Services continued to experience an increase in the number of development proposals. The number of applications and formal inquiries received and processed by Development Services as of November 15, 2021 is as follows:

Type of Development Application	Number of Applications in 2021
Preliminary Inquiries	53
Pre-Consultation Applications	80
Site Plan Control Applications received	36
New Site Plan Agreements	11
Site Plan Amendments	-
Site Plan Exemptions	11
Plan of Subdivision and Condominium	4
Part Lot Control	1
Telecommunications Tower	3
LPAT Hearings (Site Plan Control, Plan of Subdivision and Condominium)	-

Proposed 2022 Activities

Development Services will continue to support the development community through 2022. The department will also undertake a review to streamline and modernize processes through implementation of CloudPermit Online Portal. This new portal will provide workflow support, two-way communication with applicants and provide a contact-free solution for files and documents to be shared. This will allow for an improved customer service experience with proactive and effective communication and education.

In addition, Development Services will review the fees associated with the development applications to make certain that the increased capacity and modernization of the process is at least partially recovered by the applicants.

Development Services will be involved as well in the Organization Review and Process Mapping Study for the Development Approvals Process which will be completed by a third-party as well as internal Municipal resources.



2022 Operating Budget for Council

Department: 0405 - Development Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	35,500	31,000	172,000	141,000	454.84%
Total Revenue	35,500	31,000	172,000	141,000	454.84%
Expense:					
35000-Salaries & Benefits	329,702	439,477	483,037	43,560	9.91%
37010-Office Supplies	211	2,000	3,000	1,000	50.00%
37020-Dues & Memberships	2,347	1,670	3,320	1,650	98.80%
37040-Training	2,245	3,000	4,000	1,000	33.33%
37050-Conferences	903	2,500	3,750	1,250	50.00%
37054-Recruitment Expenses	-	1,000	1,000	-	.00%
37130-Advertising & Promotion	-	1,000	-	(1,000)	(100.00%)
37950-Professional Services	-	5,000	5,000	-	.00%
37990-Other Operating Expenses	-	300	300	-	.00%
Total Expense	335,407	455,947	503,407	47,460	10.41%
Net Total	(299,907)	(424,947)	(331,407)	93,540	(22.01%)

Fire Services - 0410

Description

Fire Services is part of the Community and Development Services area. It provides comprehensive fire protection services to approximately 32,000 residents of the Municipality from one station, covering an area of 238 square kilometres. Areas of responsibility include fire prevention; public education; training of department members, local business staff and public organizations upon request; fire suppression and rescue; emergency planning and management; and maintaining the department's wide range of equipment.

Staffing

Fire Services currently includes 6 full-time positions, including the Fire Chief, 2 Deputy Fire Chiefs, 2 Fire Inspectors (1 contract), and an Administrative Support staff, in addition to 28 part-time firefighters. The department is currently running at full strength. Beginning in September, 2020, a Station Crew pilot project was implemented as approved by Council. This trial program currently has 4 part-time firefighters on duty for 8 hours each day for the purpose of improving emergency response times.

The 2022 budget includes the continuation of the Station Crew pilot project, which includes 4 firefighters stationed at the firehall for 7 days a week and also proposes the Fire Inspector (contract) become a full-time, permanent position.

Negotiations with the Firefighters union are incomplete at this time. Outcomes will be communicated to Council at a later date.

2021 Year Performance

To date in 2021, Fire Services has responded to 493 (396 for 2020) emergency responses of various types. This is a 25% increase in call volumes from 2020 levels.

To date, 54% of emergency response calls have been during the 0830-1630 time frame when the Station Crew is at the Fire Hall. The Station Crew has been successful in decreasing emergency response times during the day hours, which were lowered to 80 seconds for the first apparatus out the door with 4 firefighters, compared to previous response times ranging between 7-10 minutes. This trial program has also allowed for a significant increase in hours spent on individual and crew training, public education and equipment maintenance. Along with increased training, came increased accountability for everyone within the department.

Since the mid-March 2020 COVID-19 restrictions, fire inspections were conducted only for requests and complaints. In 2021, fire inspections resumed and have included request, complaint, routine and industry mandatory inspections. To date, 905 inspections have been conducted (619 in 2020) with 556 fire inspections completed and 349 inspections in the process of becoming compliant. In conjunction with the Health Unit and related to COVID-19 pandemic requirements, the number of on-farm housing inspections increased significantly. In 2022, should the COVID-19 restrictions end, there is an expectation that there will be an increase in the demand for inspections; however, Fire Services will continue a proactive approach for the safety of the Municipality and its residents. In addition, the department is anticipating the volume of new inspections to grow again in 2022 as additional inspections will be required to support the Boarding House and Farm Help Dwelling By-law and meet the updated level of service requirements of the Establishing and Regulating (E&R) By-Law.

Public education activities are still limited due to the COVID-19 pandemic but a successful Fire Prevention week was conducted in 2021. Fire inspections continue to focus on new businesses, vulnerable occupancies, agri-farm worker housing, complaint and compliance inspections, and routine inspections when available.

The Fire Chief continues with the strategy to have a collaborative effort to communicate and advance the department. New communication equipment, dispatching services and training methods have been successful and continue to move the department forward in a positive manner.

Proposed 2022 Activities

In 2022, Fire Services will continue to provide outstanding services to the citizens of Leamington. The department will address its human resource allocations to meet the increased number of anticipated inspections.

The Station Crew trial in 2021 was very successful with the reduction in response times by approximately 6-8 minutes. Continuing into 2022 with the Station Crew is very important.

In 2022, continuous review of operations will allow for increased training for all personnel. Working to improve Fire Services equipment, standard operating guidelines and apparatus purchases will provide the department with a safer working environment which will better serve the community.

Fire Services is currently working on succession planning and continuing firefighter education and training through various training initiatives and leveraging localized specific training.

The Inspection and Prevention team plans to introduce a “Building Managers Information Program” to educate all building owners and managers their roles and responsibilities in regards to life safety of the properties they own or manage.

The 2022 budget includes various capital projects including the replacement of the 1996 Tanker Truck and 2013 Pick Up Truck. The complete rebuild of the front entrance for the Fire Hall and Courthouse is also included in the budget to make the buildings accessible. This project has been included in a pending accessibility grant application however the outcome of that application is unknown at this time. The project has been identified as a priority and is therefore included in the budget funded from the General and Administrative Reserve in the event that the Municipality is not successful with the grant application.

2022 Operating Budget for Council

Department: 0410 - Fire Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	511	5,000	2,500	(2,500)	(50.00%)
13000-Fees and Service Revenue	13,438	10,200	10,800	600	5.88%
14010-Licence & Permit Revenue	15,960	10,600	10,900	300	2.83%
18999-Miscellaneous Revenue	5,174	-	-	-	.00%
Sub-Total Operating Revenue	35,083	25,800	24,200	(1,600)	(6.20%)
19000-Reserve Transfers	65,000	65,000	66,000	1,000	1.54%
Sub-Total Non-Operating Revenue	65,000	65,000	66,000	1,000	1.54%
Total Revenue	100,083	90,800	90,200	(600)	(.66%)
Expense:					
35000-Salaries & Benefits	1,768,790	2,085,533	2,126,995	41,462	1.99%
37010-Office Supplies	2,297	3,000	2,600	(400)	(13.33%)
37020-Dues & Memberships	1,179	1,775	1,740	(35)	(1.97%)
37030-Travel & Mileage	-	-	500	500	100.00%
37040-Training	18,155	20,000	30,000	10,000	50.00%
37050-Conferences	280	3,750	5,625	1,875	50.00%
37054-Recruitment Expenses	-	500	500	-	.00%
37070-Uniforms & Clothing	22,651	35,250	30,000	(5,250)	(14.89%)
37130-Advertising & Promotion	382	1,500	1,500	-	.00%
37140-Insurance Expense	36,932	34,622	44,319	9,697	28.01%
37832-Credit, Debit & Bank Charges	141	1,500	1,000	(500)	(33.33%)
37950-Professional Services	1,449	5,000	5,000	-	.00%
37960-Dispatch Fees	30,517	68,968	72,350	3,382	4.90%
37970-Emergency Management	-	75,000	75,000	-	.00%
37990-Other Operating Expenses	8,590	6,200	6,450	250	4.03%
47400-Building Maintenance	42,078	40,827	77,661	36,834	90.22%
47410-Equipment Maintenance	19	-	-	-	.00%
47420-Vehicle Maintenance	18,735	45,909	36,042	(9,867)	(21.49%)
47470-Property Maintenance	478	164	662	498	303.47%
47500-Firefighting Supplies & Equipment Maintenance	30,274	24,625	29,625	5,000	20.30%
48002-COVID-19 Expenses	720	2,500	1,000	(1,500)	(60.00%)
48060-Rescue Boat Maintenance	2,917	3,450	4,000	550	15.94%
48545-Vehicle/Equipment Fuel	14,494	16,000	18,000	2,000	12.50%
48556-Health & Safety	200	500	500	-	.00%
Sub-Total Operating Expense	2,001,275	2,476,573	2,571,069	94,496	3.82%

2022 Operating Budget for Council

Department: 0410 - Fire Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
56000-Debt Charges	31,131	62,262	62,262	(0)	.00%
69000-Reserve Transfers	436,500	436,500	396,000	(40,500)	(9.28%)
69040-Capital Transfers	-	91,000	310,000	219,000	240.66%
Sub-Total Non-Operating Expense	467,631	589,762	768,262	178,500	30.27%
Total Expense	2,468,906	3,066,335	3,339,331	272,996	8.90%
Net Total	(2,368,823)	(2,975,535)	(3,249,131)	(273,596)	9.19%

2022 Capital Budget



Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Title	Description	2022 Budget	Net From Revenue
FIRE-002	Miscellaneous Equipment	Miscellaneous equipment replacement.	24,000	24,000
FIRE-003	Bunker (Turnout) Gear Replacement	Annual Replacement Program.	26,000	26,000
FIRE-010	Replace Unit #146	Replacement of 1996 tanker.	500,000	260,000
FIRE-014	Replace Unit #3	Replacement of 2013 pick-up.	55,000	-
FIRE-019	Office Renovations	Completion of 2021 project - new office and furniture for Fire Prevention Officers and Deputy Chief, carpet, paint, ceiling tiles.	28,000	-
FIRE-027	Accessibility Ramp for Court House	Complete rebuild of front entrance for Fire Hall and Court House.	300,000	-
			933,000	310,000

5 Year Capital Forecast



Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Project Name	2022	2023	2024	2025	2026
FIRE-002	Miscellaneous Equipment	24,000	20,000	26,000	20,000	20,000
FIRE-003	Bunker (Turnout) Gear Replacement	26,000	26,000	26,000	26,000	26,000
FIRE-005	Replace Unit #4 - Prevention Van	-	-	60,000	-	-
FIRE-007	Replace Unit #1 - Chief's SUV	-	-	-	60,000	-
FIRE-008	Generators	-	-	75,000	-	-
FIRE-009	Radio/Pager Replacement	-	20,000	-	-	-
FIRE-010	Replace Unit #146 - Tanker	500,000	-	-	-	-
FIRE-012	Fire Station HVAC	-	15,000	-	-	-
FIRE-014	Replace Unit #3 - Pick-up	55,000	-	-	-	-
FIRE-015	SCBA Equipment	-	-	80,000	-	-
FIRE-016	Replace Unit #2 - Pick-up	-	55,000	-	-	-
FIRE-019	Office Renovations	28,000	-	-	-	-
FIRE-021	Replace Unit #150 - Boat	-	75,000	-	-	-
FIRE-022	Replace Unit #143 - Tower Truck	-	-	-	2,000,000	-
FIRE-025	Replace PPV Fan on Unit #145	-	-	5,000	-	-
FIRE-027	Accessibility Ramp for Court House	300,000	-	-	-	-
FIRE-028	Roof Replacement	-	140,000	-	-	-
FIRE-029	Master Plan & Risk Assessment	-	125,000	-	-	-
FIRE-030	New Fire Hall	-	-	-	1,000,000	5,000,000
FIRE-031	Replace Unit #144 - Engine	-	-	-	-	750,000
		933,000	476,000	272,000	3,106,000	5,796,000

Water Services - 0690

Description

Water Services is part of the Infrastructure Services area. It is responsible for the delivery, maintenance and evaluation of the municipal water distribution system.

This department is funded from water rates instead of property tax levies.

Staffing

Water Services currently includes allocations of Water Services and Infrastructure Services salaried positions as follows: 45% of the Manager of Environmental Services, 100% for each of the Supervisor of Water Services and the Water Systems Analyst, 25% for each of the Infrastructure Services Assistant and Director of Infrastructure Services, and 54% of 2 Utility Billing Clerks. Water Services also includes full-time hourly salary costs for 9 Operators. In addition, Water Services includes salaries earned by Council for appointments to the Union Water Supply System Joint Board of Management.

The 2022 budgeted salary allocation remains the same, except that the allocation for the 2 Utility Billing Clerks has been changed to 58%; and 25% of the proposed Finance Supervisor has been added. The number of Operators remains the same as the prior year.

2021 Year Performance

For 2021, Leamington water consumption is projected to be approximately 10.0 million cubic metres, an increase of approximately 8% from 2020. For 2021, Highbury Canco's consumption is projected to be approximately 1.2 million cubic metres, an increase of approximately 11% from 2020 volumes.

All legislated sampling and analysis for the distribution system was carried out by Union Water Supply System and Chatham-Kent PUC. All requirements of the Safe Drinking Water Act and Ontario Regulations were met.

The Municipality's Drinking Water Quality Management System (DWQMS) was audited and recertified until November 2024, with zero non-compliances reported. In addition, both the Union Water Supply System and Wheatley Drinking Water System were inspected by the Ministry of the Environment, Conservation and Parks (MECP) and received 100% compliance ratings.

Proposed 2022 Activities

In 2022, Water Services will finalize the North Leamington Services Water Plan and initiate an update to the water system masterplan. Administration will be working closely with the

consultant, C3 Water, to develop short term and long term plans to address the exponential rate of greenhouse development that the Municipality is facing.

The department will also focus on detailed design for various stand alone watermain projects that require completion in the next 5-10 year period. Two vehicle purchases are proposed for 2022 including one new and one replacement service vehicle.

Water Services will continue to implement flushing programs to maintain and improve water quality and ensure the system meets all operational requirements.

Source water protection planning activities will continue into 2022 with ERCA and the Thames-Sydenham Region.

2022 Operating Budget for Council

Department: 0690 - Water Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	906,253	75,499	73,079	(2,420)	(3.21%)
13111-Water Rate Revenue	12,333,073	10,664,458	14,362,681	3,698,223	34.68%
18992-Interest Income	43,331	-	35,000	35,000	100.00%
18999-Miscellaneous Revenue	55,347	37,000	5,000	(32,000)	(86.49%)
Total Revenue	13,338,005	10,776,957	14,475,760	3,698,803	34.32%
Expense:					
35000-Salaries & Benefits	724,780	788,396	809,386	20,990	2.66%
37010-Office Supplies	95,454	170,362	189,580	19,218	11.28%
37020-Dues & Memberships	2,325	3,222	2,400	(822)	(25.51%)
37030-Travel & Mileage	-	250	250	-	.00%
37040-Training	15,867	20,431	15,000	(5,431)	(26.58%)
37050-Conferences	-	2,000	3,000	1,000	50.00%
37054-Recruitment Expenses	254	-	-	-	.00%
37070-Uniforms & Clothing	11,734	12,000	15,000	3,000	25.00%
37110-Telecommunications Usage	7,772	9,731	10,010	279	2.87%
37130-Advertising & Promotion	265	750	750	-	.00%
37140-Insurance Expense	27,075	25,913	32,491	6,578	25.38%
37190-Internal Allocations	35,000	119,782	161,927	42,145	35.18%
37250-Tech Hardware Purchases	743	500	500	-	.00%
37280-Telecommunication Purchases	2,692	3,000	1,000	(2,000)	(66.67%)
37832-Credit, Debit & Bank Charges	904	-	1,200	1,200	100.00%
37950-Professional Services	52,733	112,000	80,000	(32,000)	(28.57%)
37955-Billing & Collection Charges	50,825	-	-	-	.00%
37986-Purchased Water from UWSS	6,710,740	6,709,419	7,644,140	934,721	13.93%
37990-Other Operating Expenses	7,408	1,500	1,500	-	.00%
37992-Office Equipment Rental/Lease	1,331	1,400	1,350	(50)	(3.57%)
37993-Office Equipment Maintenance	186	400	400	-	.00%
37995-Software Licensing & Support	52,467	66,500	59,600	(6,900)	(10.38%)
42410-Source Water Protection	11,419	25,000	10,500	(14,500)	(58.00%)
42600-Boil Water Advisory	-	8,339	8,441	102	1.22%
47400-Building Maintenance	29,457	51,536	51,923	388	.75%
47410-Equipment Maintenance	6,111	5,460	8,031	2,572	47.10%
47420-Vehicle Maintenance	28,514	20,839	27,092	6,253	30.01%
47470-Property Maintenance	631	1,030	529	(501)	(48.62%)
48002-COVID-19 Expenses	597	1,000	1,000	-	.00%
48545-Vehicle/Equipment Fuel	24,341	36,000	36,000	-	.00%
48547-Meter Maintenance	94,230	183,565	148,860	(34,705)	(18.91%)
48549-Hydrant Maintenance	82,432	86,765	98,811	12,046	13.88%
48556-Health & Safety	2,197	5,339	4,064	(1,275)	(23.88%)
48680-Watermains & Services	422,193	583,913	594,055	10,142	1.74%
Sub-Total Operating Expense	8,502,679	9,056,343	10,018,792	962,449	10.63%

2022 Operating Budget for Council

Department: 0690 - Water Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
69000-Reserve Transfers	2,106,529	1,460,614	3,386,968	1,926,354	131.89%
69040-Capital Transfers	-	260,000	1,070,000	810,000	311.54%
Sub-Total Non-Operating Expense	2,106,529	1,720,614	4,456,968	2,736,354	159.03%
Total Expense	10,609,208	10,776,957	14,475,760	3,698,803	34.32%
Net Total	2,728,796	-	-	-	-

2022 Capital Budget



Division: Infrastructure Services

Department: 0690 - Water Services

Project #	Title	Description	2022 Budget	Net From Revenue
WATER-006	Tools & Equipment - Small Capital	Various small tools and equipment. Included for 2022 is a new bottle filling station and door access/fob system.	30,000	30,000
WATER-008	Wigle/Orange/Settington/Mill	Finalizing design details.	50,000	50,000
WATER-017	Ontario/Victoria/Montgomery/Princess	Detailed design of the water main replacement project.	90,000	90,000
WATER-057	Water System Master Plan and Expansion Design	Initiate the water system master plan update.	500,000	500,000
WATER-062	Replace Unit #60 - Truck	Replace 2012 truck.	50,000	50,000
WATER-065	Watermain Design Projects	Detailed design of various stand alone watermain projects to be completed over the next 5 years.	300,000	300,000
WATER-066	New Service Truck	New service truck to accommodate staff needs.	50,000	50,000
			1,070,000	1,070,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0690 - Water

Project #	Project Name	2022	2023	2024	2025	2026
WATER-006	Tools & Equipment - Small Capital	30,000	10,000	10,000	10,000	10,000
WATER-008	Wigle/Orange/Settingington/Mill	50,000	2,500,000	-	-	-
WATER-015	Audrey/Margaret/Jane/Claire	-	1,294,000	-	-	-
WATER-017	Ontario/Victoria/Montgomery/Princess	90,000	-	440,000	-	-
WATER-038	Grace Ave - Fuller to just past Kimball Ave	-	-	-	55,000	-
WATER-040	Martin Dr - Robinson to just past mid point	-	-	-	70,000	-
WATER-043	Bryon St and Warren Ave	-	-	225,000	-	-
WATER-044	Maxon St/Sherman St/James St	-	-	460,000	-	-
WATER-056	Hodgins/Wilkinson/Smith	-	-	-	-	650,000
WATER-057	Water System Master Plan and Expansion Design	500,000	-	-	-	-
WATER-060	Streetscaping - Erie (John to Talbot) and Talbot (Erie to Victoria)	-	130,000	240,000	-	-
WATER-062	Replace Unit #60 - Truck	50,000	-	-	-	-
WATER-065	Watermain Design Projects	300,000	-	-	200,000	-
WATER-066	New Service Truck	50,000	-	-	-	-
WATER-067	Talbot St Improvements	-	-	-	-	720,000
WATER-068	Fraser Rd Improvements	-	-	-	-	2,610,000
		1,070,000	3,934,000	1,375,000	335,000	3,990,000

Waste Water (PCC) - 0660

Description

Waste Water or Pollution Control Centre (PCC) is part of the Infrastructure Services area. It is responsible for treating all waste water from residential, industrial, and commercial establishments in the Leamington and surrounding area, before final discharge to Lake Erie. PCC staff manage and operate the sewage treatment facility and pump stations and are also responsible for managing the accumulated biosolids to end point disposal. The PCC and associated pumping stations, with the exception of the Highbury Canco incoming sewer, is owned and operated by the Municipality.

This department is funded from sewer rates instead of property tax levies.

Staffing

PCC currently includes allocations of PCC and Infrastructure Services salaried positions as follows: 45% of the Manager of Environmental Services, 100% for each of the Pollution Control Supervisor and the Lab Technician, 25% of the Director of Infrastructure Services, and 46% of 2 Utility Billing Clerks. PCC also includes full-time hourly salary costs for 6 Operators and a Maintenance Mechanic. In addition, there are 2 part-time Student positions.

The 2022 budgeted salary allocation remains the same, except that the allocation for the 2 Utility Billing Clerks has been changed to 42%; 25% of the proposed Finance Supervisor has been added; and one of the part-time Student positions has been replaced by an allocation from Public Works. The remaining positions remain the same as the prior year.

2021 Year Performance

PCC treats waste water from the sewered portion of the Municipality and Highbury Canco, as well as receives leachate from the Essex-Windsor Solid Waste Authority Landfill #2 and hauled sewage from customers on septic systems. For 2021, the volume of treated sewage is projected to be 7.0 million cubic meters, an increase of approximately 4% from 2020.

Storm flows during periods of high precipitation continue to be directed to an Offline Storage Basin (OSB) and held until flows subside sufficiently to allow the stored flow to be diverted back to the plant for treatment. The use of this basin has drastically improved the number of overflow events from the PCC directly to the Selkirk Drain. To date in 2021, PCC has not reported any overflow events to the Ministry of the Environment, Conservation and Parks (MECP).

The PCC sludge dewatering facilities produce sludge which when mixed with cement kiln dust and heated, produces “N-Viro lime stabilized biosolids”. These biosolids are managed by Walker Environmental under a 10-year contract and distributed to approved farmlands in

Windsor-Essex County and surrounding areas. In 2021, the projected volume of biosolids is approximately 7,800 tonnes, an increase of approximately 7% from 2020.

Proposed 2022 Activities

In 2022, PCC will complete 2021 projects related to the upgrades to the plant Supervisory Control and Data Acquisition (SCADA) system, turbo blower replacement and biosolids deficiencies.

PCC will also be initiating the masterplan for the treatment plant and completing engineering assessments on the outfall sewer and headworks equipment to determine next steps for either its rehabilitation or replacement in future years.

Other capital works projects include upgrades to the Cherry Lane Sanitary Pumping Station, centrifuge maintenance and the replacement of a service truck.

2022 Operating Budget for Council

Department: 0660 - Waste Water (PCC)

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	3,031	-	-	-	.00%
13000-Fees and Service Revenue	7,728,363	8,737,143	9,284,528	547,385	6.27%
18992-Interest Income	-	-	25,000	25,000	100.00%
18999-Miscellaneous Revenue	1,095	-	-	-	.00%
Sub-Total Operating Revenue	7,732,489	8,737,143	9,309,528	572,385	6.55%
19000-Reserve Transfers	332,036	332,036	332,036	-	.00%
Sub-Total Non-Operating Revenue	332,036	332,036	332,036	-	.00%
Total Revenue	8,064,525	9,069,179	9,641,564	572,385	6.31%
Expense:					
35000-Salaries & Benefits	1,078,291	1,196,807	1,235,834	39,027	3.26%
37010-Office Supplies	804	1,000	1,000	-	.00%
37020-Dues & Memberships	1,379	1,497	1,625	128	8.55%
37030-Travel & Mileage	-	500	500	-	.00%
37040-Training	6,887	11,569	7,000	(4,569)	(39.49%)
37050-Conferences	79	3,250	4,875	1,625	50.00%
37054-Recruitment Expenses	981	-	-	-	.00%
37070-Uniforms & Clothing	21,817	32,000	25,000	(7,000)	(21.88%)
37110-Telecommunications Usage	9,107	8,250	9,350	1,100	13.33%
37130-Advertising & Promotion	223	-	-	-	.00%
37140-Insurance Expense	238,902	247,535	286,683	39,148	15.82%
37190-Internal Allocations	35,000	106,636	134,773	28,137	26.39%
37280-Telecommunication Purchases	2,615	4,000	1,500	(2,500)	(62.50%)
37832-Credit, Debit & Bank Charges	263	-	920	920	100.00%
37950-Professional Services	6,291	30,000	40,000	10,000	33.33%
37955-Billing & Collection Charges	33,975	-	-	-	.00%
37990-Other Operating Expenses	4,012	6,250	6,250	-	.00%
37992-Office Equipment Rental/Lease	1,262	1,250	1,250	-	.00%
37993-Office Equipment Maintenance	189	500	300		(40.00%)
37995-Software Licensing & Support	21,593	24,100	26,000	1,900	7.88%
47400-Building Maintenance	261,902	250,802	265,070	14,268	5.69%
47410-Equipment Maintenance	211,662	260,000	260,000	-	.00%
47420-Vehicle Maintenance	3,800	9,801	9,885	83	.85%
47430-Wastewater - Operating Costs	1,097,455	1,610,900	1,582,500	(28,400)	(1.76%)
47440-Pumping Stations	46,549	63,000	69,000	6,000	9.52%
47470-Property Maintenance	25,665	28,096	38,437	10,341	36.81%
48002-COVID-19 Expenses	10,799	10,000	10,000	-	.00%
48545-Vehicle/Equipment Fuel	8,452	27,000	25,000	(2,000)	(7.41%)
Sub-Total Operating Expense	3,129,954	3,934,744	4,042,752	108,008	2.74%

2022 Operating Budget for Council

Department: 0660 - Waste Water (PCC)

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
56000-Debt Charges	603,632	1,085,439	1,085,439	-	.00%
69000-Reserve Transfers	448,996	448,996	1,358,373	909,377	202.54%
69040-Capital Transfers	-	3,600,000	3,155,000	(445,000)	(12.36%)
Sub-Total Non-Operating Expense	1,052,628	5,134,435	5,598,812	464,377	9.04%
Total Expense	4,182,582	9,069,179	9,641,564	572,386	6.31%
Net Total	3,881,943	-	-	-	-

2022 Capital Budget



Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Title	Description	2022 Budget	Net From Revenue
PCC-005	Biosolids Upgrades	This project is carried over from 2021 to complete the required upgrades on the biosolids stabilization equipment. Carry-over funding is required to correct deficiencies and conduct final equipment commissioning and testing.	600,000	600,000
PCC-006	Other Machinery & Equipment	For purchase of various capital items that are part of asset inventory. This budget includes inline wastewater sensors to continuously analyze critical parameters throughout the treatment process, and other mechanical and electrical components such as pumps, variable frequency drives, etc.	100,000	100,000
PCC-008	Wastewater Pump Stations Small Capital	Funding to replace/upgrade pumping station control panels on one station per year, in addition to other small capital asset purchases.	60,000	60,000
PCC-022	Centrifuge #1	Funding will be used to complete required preventative maintenance on Centrifuge #1.	75,000	75,000
PCC-024	Replace Unit #300 - Service Truck	Funding to replace the existing 2007 service truck with a new unit.	200,000	200,000
PCC-030	Headworks Upgrades	Funding will permit a structural/mechanical inspection and assessment of the existing equipment to provide recommendations for future rehabilitation or replacement.	50,000	50,000
PCC-035	SCADA Upgrades	The project is carried over from 2021 and includes funding to upgrade the current Supervisory Control and Data Acquisition (SCADA) system at PCC.	80,000	80,000
PCC-036	Blower Upgrades	This project is carried over from 2021 and was delayed due to COVID. Funding will permit the replacement of two (2) centrifugal blowers with new high speed turbo blowers. The project will allow for process optimization and energy savings.	1,200,000	1,200,000

2022 Capital Budget



Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Title	Description	2022 Budget	Net From Revenue
PCC-038	Outfall Sewer Lining	Funding will permit a review of the outfall sewer performance with recommendations for upgrades (replacement, twinning, booster pump station).	50,000	50,000
PCC-042	Wastewater System Masterplan	Initiate a new wastewater masterplan to identify upgrades and expansions required at the PCC to accommodate growth over the next 20 year period.	250,000	250,000
PCC-044	Cherry Lane Pump Station Upgrades	Funding will permit the replacement of the existing Cherry Lane pump station (all equipment and controls).	700,000	490,000
			3,365,000	3,155,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Project Name	2022	2023	2024	2025	2026
PCC-005	Biosolids Upgrades	600,000	-	-	-	-
PCC-006	Other Machinery & Equipment	100,000	100,000	510,000	510,000	510,000
PCC-008	Wastewater Pump Stations Small Capital	60,000	60,000	40,000	40,000	40,000
PCC-016	Painting Clarifier Mechanisms	-	-	400,000	-	-
PCC-022	Centrifuge #1	75,000	-	-	-	-
PCC-024	Replace Unit #300 - Service Truck	200,000	-	-	-	-
PCC-030	Headworks Upgrades	50,000	1,000,000	-	-	-
PCC-031	UV Upgrades	-	-	500,000	-	-
PCC-035	SCADA Upgrades	80,000	-	-	-	-
PCC-036	Blower Upgrades	1,200,000	600,000	-	-	-
PCC-038	Outfall Sewer Lining	50,000	1,200,000	-	-	-
PCC-042	Wastewater System Masterplan	250,000	250,000	-	-	-
PCC-043	Centrifuge #2	-	75,000	-	-	-
PCC-044	Cherry Lane Pump Station Upgrades	700,000	-	-	-	-
		3,365,000	3,285,000	1,450,000	550,000	550,000

Sanitation - 0640

Description

Sanitation is part of the Infrastructure Services area. It provides garbage and yard waste collection for the Municipality. These collection services include weekly curbside collection of urban and rural garbage, weekly curbside collection of urban yard waste between April and November, and container collection for various Municipal facilities and Marentette Beach. Services are provided by GFL Environmental (GFL), previously Windsor Disposal Services (WDS), under contract until December 2026.

White goods collection continues to be managed by the Essex-Windsor Solid Waste Authority (EWSWA).

Sanitation operates on a fee for service basis for current operations, meaning that the garbage levy revenues, a flat rate levy added to property taxes, fully fund the collection/disposal operations. An exception is some leaf collection activities which are related to roads and funded from the Public Works budget.

Sanitation also includes Landfill #2 post-closure costs, which were previously funded by the general and urban tax rates. In 2020, a slow transition away from this former model began so that the post-closure costs would instead be funded entirely from the garbage levy. The 2022 budget provides full funding through the garbage levy with additional support from the Sanitation Reserve which achieves a rate funded model similar to sewers, water, and waste water.

Staffing

Sanitation currently includes allocations of salaried positions as follows: 10% of the Manager of Environmental Services, and 5% of the Director of Infrastructure Services. A nominal amount of Public Works staff time is allocated to the Sanitation department for Christmas tree collection and collection calendar delivery.

The 2022 budgeted salary allocation remains the same.

2021 Year Performance

For 2021, Leamington is projected to generate approximately 7,050 tonnes of refuse and 1,350 tonnes of yard waste, which represents an increase of approximately 1% for refuse and 4% for yard waste over 2020 actual tonnage values. In 2021, the total quantity of collected “white goods” is projected to be approximately 310 articles which is the same number collected in 2020.

Proposed 2022 Activities

The 2022 EWSWA tipping fees are proposed to increase by \$1/tonne, approximately 2.5%, for both garbage and yard waste. Collection contract costs will be \$772,221, based on the recent GFL tender submission for the period January 1, 2022 to December 31, 2026.

The 2022 garbage levies were approved by Council in the fee schedule at \$163.00 and \$184.00 for rural and urban collection, respectively.



2022 Operating Budget for Council

Department: 0640 - Sanitation

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11320-Other Levies	1,615,085	1,612,945	1,700,640	87,695	5.44%
Sub-Total Operating Revenue	1,615,085	1,612,945	1,700,640	87,695	5.44%
19000-Reserve Transfers	-	-	151,461	151,461	100.00%
Sub-Total Non-Operating Revenue	-	-	151,461	151,461	100.00%
Total Revenue	1,615,085	1,612,945	1,852,101	239,156	14.83%
Expense:					
35000-Salaries & Benefits	25,600	27,227	27,693	466	1.71%
37130-Advertising & Promotion	1,775	2,485	2,475	(10)	(.40%)
37190-Internal Allocations	-	403	430	27	6.63%
47972-Disposal Costs	932,871	1,117,825	1,140,211	22,386	2.00%
47978-Residential Garbage Collection	339,028	460,465	560,357	99,891	21.69%
47980-Yard Waste Garbage Collection	70,869	94,536	115,936	21,400	22.64%
47982-White Goods Garbage Collection	4,768	5,000	5,000	-	.00%
Total Expense	1,374,913	1,707,942	1,852,101	144,160	8.44%
Net Total	240,172	(94,997)	-	94,996	(100.00%)

Public Works - 0630

Description

Public Works is part of the Infrastructure Services area. It is responsible for year round maintenance activities on the Municipality's existing infrastructure and assets including the roadway surface and rights-of-way, sewers, street lighting and fleet.

These activities include the maintenance of 526 lane km of surfaced roads and related shoulders, 32 lane km of gravel roads, catch basins and manholes, trees, boulevards, 7.6 km of alleys, parking lots, weed control, winter control, roadway signage, special events, 82 km of sidewalks and paths, leaf collection, street lights and sewer flushing and inspection.

Staffing

Public Works currently includes allocations of Public Works and Infrastructure Services salaried positions as follows: 50% of the Manager of Public Works, 100% for each of the 2 Supervisors and the 2 Infrastructure Services Inspectors, 60% of the Infrastructure Services Coordinator, and 7% of the Director of Infrastructure Services. Public Works also includes wage costs for direct time spent on Roads work and wage costs not allocated to specific job activities for the following positions: 20 full-time Operators and 26 seasonal part-time positions including 2 Horticulturalists, a Waterfront Labourer, an Uptown Labourer, Parks Attendant, 15 seasonal General Labourers and 6 Students. The remainder of the direct time costs for hourly staff is allocated to other departments requiring work including Parks, Cemeteries and Marina.

The 2022 budgeted salary allocation for salaried positions remains the same.

Negotiations with the Teamsters Union are incomplete at this time. Outcomes will be communicated to Council at a later date.

2021 Year Performance

Public Works regular full-time hourly staff spend approximately 24,000 hours per year maintaining the Municipality's infrastructure and assets within the Public Works budget, with an additional approximately 5,300 hours of assistance from part-time staff.

Most operational accounts were on target which is projected to result in being on budget for 2021.

Proposed 2022 Activities

In general, service levels are expected to stay consistent with prior year allocations across the various areas Public Works responsibilities, such as Roads, Parks and Cemeteries.

The 2022 draft budget includes the replacement of various pieces of aging equipment and vehicles including a 2012 Tandem Dump and Plow Truck. Over 60% of the funding for these replacement vehicles is from reserves. The budget also includes the purchase of a new pickup truck.



2022 Operating Budget for Council

Department: 0630 - Public Works

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	3,031	-	-	-	.00%
13000-Fees and Service Revenue	30,675	36,800	47,883	11,083	30.12%
14400-Donations	300	-	-	-	.00%
18002-COVID-19 Revenues	1,772	-	-	-	.00%
18990-Recoveries	5,953	9,000	8,000	(1,000)	(11.11%)
18999-Miscellaneous Revenue	68,116	18,000	43,000	25,000	138.89%
Sub-Total Operating Revenue	109,847	63,800	98,883	35,083	54.99%
19000-Reserve Transfers	179,280	179,280	187,000	7,720	4.31%
Sub-Total Non-Operating Revenue	179,280	179,280	187,000	7,720	4.31%
Total Revenue	289,127	243,080	285,883	42,803	17.61%
Expense:					
35000-Salaries & Benefits	1,104,164	1,282,610	1,282,022	(589)	(.05%)
37010-Office Supplies	3,569	2,000	2,500	500	25.00%
37020-Dues & Memberships	1,186	3,355	2,115	(1,240)	(36.96%)
37030-Travel & Mileage	433	300	500	200	66.67%
37040-Training	7,986	21,000	20,000	(1,000)	(4.76%)
37050-Conferences	-	1,000	1,500	500	50.00%
37054-Recruitment Expenses	79	500	1,500	1,000	200.00%
37070-Uniforms & Clothing	23,051	25,000	25,000	-	.00%
37130-Advertising & Promotion	629	1,000	1,000	-	.00%
37140-Insurance Expense	49,744	43,472	56,773	13,301	30.60%
37190-Internal Allocations	-	565	602	37	6.63%
37950-Professional Services	20,352	20,000	20,000	-	.00%
37990-Other Operating Expenses	14,766	7,000	9,000	2,000	28.57%
47410-Equipment Maintenance	63,725	100,954	94,735	(6,219)	(6.16%)
47420-Vehicle Maintenance	102,583	111,067	133,799	22,732	20.47%
47470-Property Maintenance	1,099	20,000	20,000	-	.00%
47480-Spills Expense	215	20,000	20,500	500	2.50%
48001-Flooding	-	1,500	1,500	-	.00%
48002-COVID-19 Expenses	57,896	23,500	56,452	32,952	140.22%
48514-Tree Maintenance	117,103	147,983	175,691	27,708	18.72%
48520-Roads & ROW	581,821	678,997	699,802	20,805	3.06%
48524-Roadway Signage & Safety Devices	44,625	100,888	117,783	16,895	16.75%
48530-Winter Control	295,034	448,145	494,282	46,136	10.29%
48534-Sidewalk Maintenance	117,936	133,380	127,488	(5,892)	(4.42%)
48545-Vehicle/Equipment Fuel	138,319	135,300	140,300	5,000	3.70%
48548-Miscellaneous Roadside Drains	39,219	297,110	342,142	45,032	15.16%
48550-Special Events	24,271	22,963	39,267	16,303	71.00%
48556-Health & Safety	18,206	16,814	17,854	1,040	6.18%
48558-PW Facilities	108,131	132,417	130,783	(1,634)	(1.23%)



2022 Operating Budget for Council

Department: 0630 - Public Works

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
48560-PW Fleet Inventory	1,104	2,000	2,000	-	.00%
Sub-Total Operating Expense	2,937,248	3,800,820	4,036,888	236,068	6.21%
69000-Reserve Transfers	540,500	528,000	528,000	-	.00%
69040-Capital Transfers	-	204,000	336,000	132,000	64.71%
Sub-Total Non-Operating Expense	540,500	732,000	864,000	132,000	18.03%
Total Expense	3,477,748	4,532,820	4,900,888	368,068	8.12%
Net Total	(3,188,621)	(4,289,740)	(4,615,005)	(325,265)	7.58%

2022 Capital Budget



Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Title	Description	2022 Budget	Net From Revenue
PW-001	Other Machinery & Equipment	Replacement and purchase of small equipment and attachments such as tractor/truck plow blades, etc. 2022 will include the replacement of a 2007 sweeper attachment.	37,000	27,000
PW-032	Replace Unit #103 - Wood Chipper	Replace 2010 Vermeer wood chipper.	100,000	57,000
PW-033	Replace Unit #66 - Beach Rake	Replace 2004 surf rake.	65,000	28,000
PW-038	Replace Unit #60 - Utility Tractor	Replace 2010 utility tractor.	100,000	31,000
PW-040	Replace Unit #80 - Stump Grinder with Trailer	Replace 2004 stump grinder with trailer.	37,000	10,000
PW-048	Replace Unit #62 - Utility Tractor	Replace 2013 utility tractor.	57,000	27,000
PW-050	Replace Unit #35 - Tandem Dump/Plow/Salter	Replace 2012 tandem dump/plow truck.	285,000	-
PW-061	New Pickup Truck	Purchase of one new pick-up truck.	45,000	45,000
PW-062	Replace Unit #01 - Pickup Truck	Replace 2008 pickup truck.	55,000	25,000
PW-063	Replace Unit #69 - Golf Cart	Replace 2012 golf cart (waterfront/horticulture).	15,000	13,000
PW-064	Replace Unit #79 - Golf Cart	Replace 2012 golf cart (waterfront/horticulture).	15,000	13,000
PW-068	Fleet Services Improvements	Vehicle hoist.	15,000	15,000
PW-072	Replace Unit #130 - Trailer	Replace 2011 construction trailer.	12,000	6,000
PW-074	Road Work Safety Equipment	Purchase of two road closure trailers.	14,000	14,000
PW-075	Relocate Greenhouse	Prepare site at Fleet Services and relocate former LDSS greenhouse for winter plant storage.	25,000	25,000
			877,000	336,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Project Name	2022	2023	2024	2025	2026
PW-001	- Other Machinery & Equipment	37,000	15,000	23,000	15,000	15,000
PW-002	- Replace Unit #100 - Roller	-	-	-	-	75,000
PW-004	- Replace Unit #13 - Pickup Truck	-	-	-	40,000	-
PW-011	- Replace Unit #10 - Pickup Truck	-	-	-	-	50,000
PW-014	- Replace Unit #29 - Tandem Salter/Plow	-	-	-	-	120,000
PW-019	- Replace Unit #22 - Refuse Packer	-	-	150,000	-	-
PW-023	- Replace Unit #33 - 3 Ton Dump with Chipper Box	-	-	-	120,000	-
PW-032	- Replace Unit #103 - Wood Chipper	100,000	-	-	-	-
PW-033	- Replace Unit #66 - Beach Rake	65,000	-	-	-	-
PW-034	- Replace Unit #86 - Portable Air Compressor	-	-	10,000	-	-
PW-038	- Replace Unit #60 - Utility Tractor	100,000	40,000	-	-	-
PW-040	- Replace Unit #80 - Stump Grinder with Trailer	37,000	-	-	-	-
PW-045	- Replace Unit #23 - 1 1/2 Ton Dump/Plow/Salter	-	-	100,000	-	-
PW-047	- Replace Unit #119 - Top Dresser	-	35,000	-	-	-
PW-048	- Replace Unit #62 - Utility Tractor	57,000	-	-	-	-
PW-050	- Replace Unit #35 - Tandem Dump/Plow/Salter	285,000	-	-	-	-
PW-051	- Replace Unit #24 - 1 1/2 Ton Dump/Plow/Salter	-	120,000	-	-	-
PW-061	- New Pickup Truck	45,000	-	-	-	-
PW-062	- Replace Unit #01 - Pickup Truck	55,000	-	-	-	-
PW-063	- Replace Unit #69 - Golf Cart	15,000	-	-	-	-
PW-064	- Replace Unit #79 - Golf Cart	15,000	-	-	-	-
PW-065	- Replace Unit #115 - Spreader	-	-	-	100,000	-
PW-066	- Replace Unit #64 - Utility Tractor	-	-	15,000	-	-
PW-067	- Replace Unit #102 - Trailer	-	-	10,000	-	-
PW-068	- Fleet Services Improvements	15,000	-	-	-	-
PW-070	- Replace Unit #17 - Pick-up Truck	-	-	-	40,000	-
PW-071	- Replace Unit #52 - Loader	-	-	-	250,000	-
PW-072	- Replace Unit #130 - Trailer	12,000	-	-	-	-
PW-074	- Road Work Safety Equipment	14,000	40,000	-	-	-
PW-075	- Relocate Greenhouse	25,000	-	-	-	-
PW-076	- Replace Unit #77 - 5' Rotary Mower	-	-	-	-	3,000
PW-077	- Replace Unit #88 - Portable Line Painter	-	-	-	-	18,000
PW-078	- Replace Unit #92 - Hot Water Pressure Washer	-	-	-	-	5,000
		877,000	250,000	308,000	565,000	286,000

Parks - 0650

Description

Parks is part of the Infrastructure Services area. It is responsible for maintaining and administering all Municipal parks, trails and outdoor sports venues.

The Municipality maintains 14 neighbourhood parks, 2 community parks, 1 skatepark, the Kinsmen Baseball Diamond, the Pure Flavour® Soccer Complex, 30 km of trails and various park related areas. Turf maintenance is provided by an outside contractor who maintains several park areas including Bayview Dog Park, Donald Park, Henry Park, Rickway Park and various waterfront areas including the Lakeside Marina, Rick Atkin Park, Robson Road Corridor and Erie Promenade.

The in-house maintenance includes turf cutting, horticulture, walkway edging, play structure inspections and repairs, tree maintenance, the hanging basket program, sport facility development, maintenance and field preparation, trails development and maintenance, maintenance of Seacliff Park, Sunset Amphitheatre, beach, volleyball courts, and splash pad, and any other activities that may arise in the parks sector.

Staffing

Parks currently includes allocations of Public Works and Infrastructure Services salaried positions as follows: 40% of the Manager of Public Works, 40% of the Infrastructure Services Coordinator and 6% of the Director of Infrastructure. Parks also includes wage costs for direct time spent on Parks work for the following positions: 20 full-time Operators and 26 seasonal part-time positions including 2 Horticulturalists, a Waterfront Labourer, an Uptown Labourer, Parks Attendant, 15 seasonal General Labourers and 6 Students.

The 2022 budgeted salary allocation for salaried positions remains the same.

The 2022 budget also includes 2 additional Seasonal Labourers that are dedicated to the opening, closing, and cleaning public washroom facilities located at municipal parks. These positions are necessary to manage existing service levels.

2021 Year Performance

Parks hourly staffing is based out of the Public Works budget which allocates approximately 7,000 hours of regular full-time hourly staff and 16,000 hours of seasonal and student staff to the municipal parks activities.

As a result of the continued COVID-19 pandemic, revenues were down compared to pre-pandemic years as a result of fewer events and rentals. Seasonal staff that normally would have been assigned to Special Events and other maintenance activities were reassigned to

cleaning and disinfecting park facilities. Overall, most operational accounts remained on target.

Some 2021 capital projects are still in progress, delayed primarily by the COVID-19 pandemic. However, improvements were still made to several parks and facilities, including the installation of new dugouts at the Mersea Park and the completion of phases 1 and 2 of the Kinsmen Baseball and Skatepark Parking Lot project. Currently in progress are improvements to 5 neighbourhood parks, namely Scout Memorial, Kinsmen Baseball, Eastside, Henry and Cameo/Pearl.

Proposed 2022 Activities

Capital projects which were delayed in 2021 will be completed in 2022. Additional capital improvements are also proposed for 2022 including the renewal of Mersea Park including a splash pad, completion of the Kinsmen Baseball Parking Lot project, asphaltting the trails at the Soccer Complex and the extension of the Seacliff beach boardwalk closer to the water's edge.



2022 Operating Budget for Council

Department: 0650 - Parks

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13870-Rental Revenue	13,076	23,500	25,000	1,500	6.38%
14400-Donations	31,052	3,500	3,500	-	.00%
18999-Miscellaneous Revenue	13,628	-	-	-	.00%
Sub-Total Operating Revenue	57,756	27,000	28,500	1,500	5.56%
19000-Reserve Transfers	81,073	81,073	32,000	(49,073)	(60.53%)
Sub-Total Non-Operating Revenue	81,073	81,073	32,000	(49,073)	(60.53%)
Total Revenue	138,830	108,073	60,500	(47,573)	(44.02%)
Expense:					
35000-Salaries & Benefits	197,188	231,770	244,553	12,783	5.52%
37140-Insurance Expense	28,170	28,596	30,987	2,391	8.36%
37190-Internal Allocations	-	484	516	32	6.63%
37832-Credit, Debit & Bank Charges	298	500	500	-	.00%
47410-Equipment Maintenance	40,906	43,659	43,063	(597)	(1.37%)
47420-Vehicle Maintenance	8,258	8,618	8,519	(99)	(1.15%)
48002-COVID-19 Expenses	33,833	49,214	33,484	(15,731)	(31.96%)
48545-Vehicle/Equipment Fuel	18,389	18,500	18,000	(500)	(2.70%)
48811-Seacliff Park	152,582	186,319	184,749	(1,570)	(.84%)
48813-Municipal Trails	89,843	105,032	97,998	(7,034)	(6.70%)
48815-Kinsmen Ball Diamond	82,856	89,618	104,923	15,305	17.08%
48816-Other Parks	173,344	166,354	191,221	24,867	14.95%
48818-Bayview Park	12,130	20,950	17,287	(3,663)	(17.48%)
48820-Mersea Park	36,722	29,969	36,932		23.24%
48821-Leamington Waterfront	129,489	159,526	156,617	(2,909)	(1.82%)
48823-Soccer Field	57,806	78,956	83,029	4,073	5.16%
Sub-Total Operating Expense	1,061,815	1,218,066	1,252,379	34,313	2.82%
56000-Debt Charges	35,120	70,240	-	(70,240)	(100.00%)
69000-Reserve Transfers	225,000	200,000	200,000	-	.00%
69040-Capital Transfers	-	622,400	1,111,000	488,600	78.50%
Sub-Total Non-Operating Expense	260,120	892,640	1,311,000	418,360	46.87%
Total Expense	1,321,935	2,110,706	2,563,379	452,673	21.45%
Net Total	(1,183,106)	(2,002,633)	(2,502,879)	(500,246)	24.98%

2022 Capital Budget

Division: Infrastructure Services

Department: 0650 - Parks

Project #	Title	Description	2022 Budget	Net From Revenue
PARKS-006	Cameo/Pearl Park Renewal	New play structure and park improvements.	80,000	-
PARKS-009	Bench Program - Memorial Donations	Bench Donation Program.	5,000	-
PARKS-022	Mersea Park Renewal	New play structure and park improvements.	700,000	675,000
PARKS-025	Kinsmen Ball Diamond Driveway & Parking Lot - Asphalt	Phase 3 - finish curb and asphaltting driveway and north parking lot and exit.	350,000	350,000
PARKS-030	Scout Memorial Park Improvements	New play structure and park improvements.	75,000	-
PARKS-037	Small Capital Improvements	General in-year capital improvements.	25,000	25,000
PARKS-041	Kinsmen Playground Renewal	New play structure and park improvements.	75,000	-
PARKS-043	Seacliff Park Improvements	Extension of the existing ramp to the water. New patio furniture for expanded Seacliff Concession, including accessible tables.	56,000	16,000
PARKS-051	Henry Park Improvements	New play structure and park improvements.	80,000	-
PARKS-052	Eastside Park Improvements	New play structure and park improvements.	80,000	-
PARKS-054	Wood Privacy Fence along Trail Adjacent to Recreation Centre Parking Lot	Repair or replace - All wood posts have rotted off at ground. PW staff have braced posts over years to prevent entire fence from falling over.	75,000	45,000
PARKS-059	Soccer Complex Trails	Asphalt the trails at the Soccer Complex.	400,000	-
			2,001,000	1,111,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0650 - Parks

Project #	Project Name	2022	2023	2024	2025	2026
PARKS-006	- Cameo/Pearl Park Renewal	80,000	-	-	-	-
PARKS-009	- Bench Program - Memorial Donations	5,000	5,000	5,000	5,000	5,000
PARKS-022	- Mersea Park Renewal	700,000	-	-	-	-
PARKS-025	- Kinsmen Ball Diamond Driveway & Parking Lot - Asphalt	350,000	-	-	-	-
PARKS-030	- Scout Memorial Park Improvements	75,000	-	-	-	-
PARKS-037	- Small Capital Improvements	25,000	25,000	25,000	25,000	25,000
PARKS-041	- Kinsmen Playground Renewal	75,000	-	-	-	-
PARKS-043	- Seacliff Park Improvements	56,000	-	-	-	-
PARKS-045	- Wilhelm Park Renewal	-	-	80,000	-	-
PARKS-046	- Donald Park Renewal	-	-	80,000	-	-
PARKS-047	- Rick Atkin Play Structure Improvements	-	130,000	-	-	-
PARKS-049	- Amphitheatre Performance Room and 3 Bay Storage Building	-	300,000	-	-	-
PARKS-051	- Henry Park Improvements	80,000	-	-	-	-
PARKS-052	- Eastside Park Improvements	80,000	-	-	-	-
PARKS-053	- Mill Street Park Renewal	-	70,000	-	-	-
PARKS-054	- Wood Privacy Fence along Trail Adjacent to Recreation Centre	75,000	-	-	-	-
PARKS-055	- Bayview Park Development	-	400,000	1,000,000	-	-
PARKS-057	- Rick Atkin Park Washrooms and Maintenance Garage	-	300,000	-	-	-
PARKS-058	- Improvements from Waterfront Master Plan	-	-	400,000	1,000,000	1,000,000
PARKS-059	- Soccer Complex Trails	400,000	400,000	-	-	-
PARKS-060	- Soccer Complex Parking Lot	-	-	-	500,000	-
PARKS-061	- Kinsmen Baseball Diamond Improvements	-	-	-	-	500,000
		2,001,000	1,630,000	1,590,000	1,530,000	1,530,000

Cemeteries - 0632

Description

Cemeteries is part of the Infrastructure Services area. It is responsible for maintaining eleven cemetery sites, three of which are active: Lakeview, Bayview and Albuna.

It is the responsibility of Public Works staff to carry out all interments at Lakeview and Bayview cemeteries, and cremation interments at Albuna. Contractors inter full burials in Albuna. Public Works staff maintain portions of the turf at Bayview Cemetery. Lakeview, Albuna, Roach (a small inactive rural cemetery), and the remainder of Bayview are maintained by a contractor under the Turf Maintenance contract. Remaining relatives or adjacent property owners maintain the smaller inactive cemeteries, most of which were once private family cemeteries.

Legislative Services is responsible for administering the cemetery files and responding to genealogical research inquiries; however, the salary of the Cemetery Clerk is fully allocated to Legislative Services.

Staffing

Cemeteries currently includes allocations of Public Works salaried positions as follows: 10% of the Manager of Public Works. Cemeteries also includes wage costs for direct time spent on Cemetery work for the following positions: 20 full-time Operators and 26 seasonal General Labourers. Public Works is responsible for all necessary cemetery maintenance, and scheduling interments and on-site requests for sales and genealogical research.

2021 Year Performance

Cemeteries hourly staffing is based out of the Public Works budget which allocates approximately 400 hours of regular full-time hourly staff and approximately 200 hours of part-time staff.

Similar to previous years, funding was approved and used to hire a specialized contractor to repair and restore some of the larger monuments that are beyond the capabilities of internal resources. Some of these monuments are very tall and are leaning, causing potential safety concerns and damage if they fall. Restoration of these monuments demonstrates diligence in fulfilling the Municipal role as steward of the cemeteries.

Proposed 2022 Activities

In addition to the routine turf and ground maintenance, Public Works staff will continue to locate potential vacant plots, repair headstones and adjust grave markers as required. The expertise of a specialized contractor will continue to be utilized to restore the larger monuments that are beyond the capabilities of internal resources.

The 2022 capital budget includes the cost for reconstructing the existing asphalt driveway at Lakeview Cemetery. A portion of this cost is recommended to be funded from reserves.



2022 Operating Budget for Council

Department: 0632 - Cemeteries

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	6,480	10,350	7,895	(2,455)	(23.72%)
18990-Recoveries	-	300	-	(300)	(100.00%)
18999-Miscellaneous Revenue	4,569	3,600	3,600	-	.00%
Total Revenue	11,049	14,250	11,495	(2,755)	(19.33%)
Expense:					
35000-Salaries & Benefits	20,833	20,452	21,226	773	3.78%
37990-Other Operating Expenses	-	300	300	-	.00%
47400-Building Maintenance	611	800	700	(100)	(12.50%)
48711-Lakeview Cemetery Burials	6,511	8,519	8,685	166	1.95%
48712-Lakeview Cemetery Maintenance	30,192	32,685	33,300	614	1.88%
48713-Bayview Cemetery Burials	100	391	399	8	2.13%
48714-Bayview Cemetery Maintenance	4,007	8,788	8,193	(594)	(6.76%)
48715-Other Cemeteries	650	1,800	1,800	-	.00%
48716-Albuna Cemetery Burials	4,854	6,152	3,665	(2,486)	(40.41%)
48717-Albuna Cemetery Maintenance	216	12,501	12,514	13	.10%
Sub-Total Operating Expense	67,975	92,387	90,782	(1,605)	(1.74%)
69040-Capital Transfers	-	22,000	22,000	-	.00%
Sub-Total Non-Operating Expense	-	22,000	22,000	-	.00%
Total Expense	67,975	114,387	112,782	(1,605)	(1.40%)
Net Total	(56,926)	(100,137)	(101,287)	(1,150)	1.15%

2022 Capital Budget



Division: Infrastructure Services

Department: 0632 - Cemeteries

Project #	Title	Description	2022 Budget	Net From Revenue
CEME-001	Lakeview Cemetery Asphalt Driveways	Reconstruction of existing asphalt driveways.	110,000	22,000
			110,000	22,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0632 - Cemeteries

Project #	Project Name	2022	2023	2024	2025	2026
CEME-001	Lakeview Cemetery Asphalt Driveways	110,000	55,000	-	-	-
		110,000	55,000	-	-	-

Drainage Services - 0680

Description

Drainage Services is part of the Infrastructure Services area. It oversees and undertakes capital projects and maintenance through the Drainage Act and the Tile Drainage Loans Act. Drainage Services interacts with agencies, such as the Essex Region Conservation Authority (ERCA), Lower Thames Valley Conservation Authority (LTVCA), Department of Fisheries and Oceans and the Ministry of Natural Resources for project approval requirements and other drainage related activity.

Drainage Services reviews building permits, development proposals, lawyer and real estate inquires, and provides comments for the Committee of Adjustment. Drainage Services also creates and reviews Drainage Apportionment Agreements and Mutual Drain Agreements. The Drainage Superintendents oversee Roadside Drainage (Public Works budget), Urban Drains (Sewer budget) and manage the former railway property in Leamington and Lakeshore for drain related issues and projects (Parks budget).

Staffing

Drainage Services currently includes 2 Drainage Superintendents, the Drainage Analyst, and a Co-op Student. Partial funding towards the costs of the Drainage Superintendent positions is obtained through the Agricultural Drainage Infrastructure Program (ADIP) grant. Under the ADIP grant, the Drainage Superintendents track direct time spent on Drainage Act works. Eligible costs for salary, benefits and expenses are funded up to a maximum annual amount. One student is hired annually to assist the Drainage Superintendents during construction season.

2021 Year Performance

Capital Budget

Approximately 35 capital projects were undertaken in 2021, at a total estimated value of \$7.3 million. In 2021, increased drainage activity is due to the exponential growth in the greenhouse sector and other development pressures as well as other landowner requests which create in-year pressures. These works include upgrades, under an Engineer's report (capital project), new petition drains, extending legal outlets, dyke repairs, maintenance schedules, culverts repairs, replacements, and relocations.

Maintenance Budget

Over 40 drains required some type of maintenance in 2021 including entire drain cleanout, partial drain cleanout, tile repairs, bank repairs, brushing, flushing, dam removals, drainage scheme engine replacement and pumping expenses, etc.

15 Municipal drains received major maintenance activities through bottom cleaning, brushing, root cutting, pump repair/replacement, diesel/ electric motor replacements/bank repairs, and/or tile repair.

The phragmites program continued along all municipal roads. In 2021, Drainage Services initiated spraying of scrub brush on drains that were maintained.

Proposed 2022 Activities

Capital Budget

The 2022 budget includes the completion of Municipal drain capital projects that were approved by Council under an Engineer's Report dated in 2021 or previous years, including several projects under Section 65(3) of the Drainage Act for the greenhouse industry. These Section 65(3) requests from the greenhouse industry are required for a change of use from vacant farmland to greenhouse development, adding water from one watershed (drain) to another or directing additional water to an existing drain.

The 2022 budget also includes capital projects on Municipal drains anticipated to be upgraded, under an Engineer's report.

The 2022 budget for Drainage capital projects is \$4.1 million with the Road (Municipal) portion of this budget estimated to be \$602,000 from taxation and \$2.08 million from reserves.

Maintenance Budget

Municipal drains are maintained as required. Requests for drain maintenance are received by the Drainage Superintendents throughout the year and are prioritized based on date of maintenance request and severity of the maintenance demand.

The 2022 budget for drain maintenance is \$1.48 million, with the Road portion of the budget estimated to be \$130,000 (9%), funded through the Public Works operating budget.

Weed control and catch-basin maintenance will continue on an "as needed" basis.

The phragmites program that began in 2016 will continue in 2022.



2022 Operating Budget for Council

Department: 0680 - Drainage Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11302-Drainage Levies	18,841	768,180	898,377	130,197	16.95%
12000-Grant Revenue	-	504,900	593,500	88,600	17.55%
18990-Recoveries	13,587	122,097	164,129	42,032	34.43%
18999-Miscellaneous Revenue	8,707	5,000	2,000	(3,000)	(60.00%)
Total Revenue	41,135	1,400,177	1,658,006	257,829	18.41%
Expense:					
35000-Salaries & Benefits	287,561	331,157	341,018	9,861	2.98%
37010-Office Supplies	562	700	500	(200)	(28.57%)
37020-Dues & Memberships	524	600	775	175	29.17%
37030-Travel & Mileage	-	200	200	-	.00%
37040-Training	1,336	3,500	4,833	1,333	38.09%
37050-Conferences	127	500	2,500	2,000	400.00%
37070-Uniforms & Clothing	657	1,500	1,000	(500)	(33.33%)
37140-Insurance Expense	2,182	1,940	2,618	678	34.95%
37950-Professional Services	-	3,000	3,000	-	.00%
37990-Other Operating Expenses	14,384	500	500	-	.00%
46680-Drainage Maintenance	966,264	1,228,440	1,477,043	248,603	20.24%
47420-Vehicle Maintenance	601	2,231	1,772	(459)	(20.56%)
48545-Vehicle/Equipment Fuel	1,392	3,000	3,000	-	.00%
Sub-Total Operating Expense	1,275,590	1,577,268	1,838,759	261,491	16.58%
56000-Debt Charges	13,587	13,587	13,587	-	.00%
69000-Reserve Transfers	12,000	12,000	12,000	-	.00%
69040-Capital Transfers	-	449,846	602,440	152,594	33.92%
Sub-Total Non-Operating Expense	25,587	475,433	628,027	152,594	32.10%
Total Expense	1,301,177	2,052,701	2,466,786	414,085	20.17%
Net Total	(1,260,042)	(652,524)	(808,780)	(156,256)	23.95%

2022 Capital Budget



Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2022 Budget	Net From Revenue
DRAIN-002	Sturgeon Creek Drain - Modeling/Engineering	Section 78 - Improvements and creation of diversion channel	2,674,458	150,000	106,544
DRAIN-003	Pelee Creek Drain - Improvements	Section 78 - Improvements to entire drain	331,200	29,636	-
DRAIN-007	E.J. Stockwell Drain - Section 78	Improvements to drain and support combination sewer - flooding	124,000	66,339	-
DRAIN-013	Jacob Fox Drain - Section 78	Drain relocation and new assessment schedule	500,000	456,000	-
DRAIN-041	Lebo Creek - Section 78 Sufficient Outlet	Legalizing the natural watercourse and creating working corridors	1,400,000	1,150,000	28,000
DRAIN-067	East Marsh - Petition for Drainage	Petition to install a new drainage system along East Beach Road	264,000	184,976	121,830
DRAIN-069	Culvert Needs Study - Section 78	Review of all municipal drain culverts to complete a fair assessment schedule	30,000	28,123	12,821
DRAIN-091	Bert Pulley Drain South Side Ext - New Petition Drain	Convert roadside ditch to a municipal drain	104,500	90,222	31,790
DRAIN-093	County Road 33 - Petition - Guyitt Drain	County Petition to convert ditch to municipal drain	48,000	10,000	48,000
DRAIN-094	County Road 33 - Petition - B & C Pump	County Petition to convert ditch to municipal drain	161,000	80,000	81,000
DRAIN-095	County Road 33 - Petition - West Marsh	County Petition to convert ditch to municipal drain	161,000	80,000	81,000
DRAIN-096	Pelee Creek/Jefferson Wiper Drain - Section 65	Amend assessments due to lot line adjustments	5,000	-	-
DRAIN-098	Marentette Drainage Scheme - Breakwall Proposal - South End	Provide direction on breakwall maintenance	50,000	50,000	1,000
DRAIN-099	Reid Drain - West Branch - Hwy 77	Section 65 for new development	3,000	-	-
DRAIN-107	Reid Drain - Section 78	New access	90,000	60,000	-

2022 Capital Budget



Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2022 Budget	Net From Revenue
DRAIN-109	Goslin Drain - New Extension of Culverts	Extension of culvert and replacement of 2 culverts	10,313	7,563	-
DRAIN-110	Silver Creek Drain - Section 65	Section 65 for new development	3,000	-	-
DRAIN-111	Reid Drain - West Branch - Section 65	Section 65 for new development	3,000	-	-
DRAIN-115	Jacob Fox Drain - Section 4	New Petition - converting mutual drain into a municipal drain - no construction required	32,000	12,404	-
DRAIN-117	4th Concession Drain - Section 78	Section 78 for new development	61,000	49,140	-
DRAIN-118	South Dales Drain - Improvements	South of Road 7 - Major erosion problems	550,000	528,100	22,200
DRAIN-119	Lebo Creek - New Access	New access for development	30,000	30,000	-
DRAIN-124	Lebo Creek Drain - Section 78	New access	50,000	45,000	5,000
DRAIN-130	Silver Creek Drain - 10th Concession - Section 78	New access	90,000	64,000	-
DRAIN-131	18-19 Sideroad Drain - New Assessment Schedule	Review drain for proper assessment	15,000	15,000	5,000
DRAIN-132	5th Concession Road Drain - Section 78	Relocate drain	100,000	100,000	-
DRAIN-133	A&B Drain - New Access	New access	20,352	11,913	-
DRAIN-134	B&C Concession Drain West	New report and schedule for cost sharing of bridges	95,000	84,980	26,005
DRAIN-135	Bailey Drain - Section 65	Section 65 for new development	1,000	-	-
DRAIN-136	East Marsh Pump Station	Review drain for proper assessment	15,000	15,000	5,000
DRAIN-137	G. W. Irwin Drain - New Assessment Schedule	New assessment schedule	10,000	10,000	-

2022 Capital Budget



Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2022 Budget	Net From Revenue
DRAIN-138	Hooker Drain - Section 78	New access and bridge replacement	145,000	105,000	7,250
DRAIN-139	Hooker Drain - Section 78	New access	85,000	85,000	-
DRAIN-140	Lloyd Pump Station	Review drain for proper assessment	15,000	15,000	5,000
DRAIN-141	Lundy Drain - Section 78	New access	90,000	85,000	-
DRAIN-142	Reid Drain/Silver Creek - 9th Conc Branch - Section 65	Section 65 for new development	3,000	3,000	-
DRAIN-143	Reid Drain - 9th Conc Branch - Section 78	New access	20,000	15,000	-
DRAIN-144	Robert Anderson Drain - Relocation	Relocate a portion of the drain	250,000	235,000	-
DRAIN-145	Silver Creek Drain - Section 78	Relocate drain	50,000	50,000	-
DRAIN-146	West Marsh Pump Station	Review drain for proper assessment	15,000	15,000	5,000
DRAIN-147	Bevel Line Drain - Section 78	Update assessment schedule	10,000	10,000	10,000
DRAIN-148	Lebo Creek Drain - Wetland Pond	Construction of a wetland pond.	113,000	113,000	-
			7,827,823	4,139,396	602,440

Engineering Services - 0620

Description

Engineering Services (Engineering) is part of the Infrastructure Services area. It is responsible for planning and managing municipal infrastructure and large construction programs. Engineering also manages municipal areas and programs including, traffic signals, active transportation, transit, bridges, capital construction projects, and review of subdivision plans and site developments. Engineering Services staff meet with all utility providers, such as Bell, Cogeco and Union Gas, prior to any construction projects and approve the utility alignments.

Staffing

Engineering Services currently includes allocations of Engineering Services and Infrastructure Services salaries as follows: 70% for each of the Manager of Engineering, and 3 Project Managers; 25% of the Infrastructure Services Assistant; an Engineering Technologist; 60% of another Engineering Technologist; and 15% of the Director of Infrastructure Services.

The 2022 budget includes a Co-op Student for only 1 semester rather than 2 semesters, as included in the 2021 budget.

2021 Year Performance

In 2021, the Municipality continued the sewer separation program with design assignments on Audrey, Margaret, Jane, Claire and Sherk Streets. Alley #9 (north of Talbot and east of Erie) was reconstructed with new, separated sanitary and storm sewers.

Through 2021 a number of studies continued:

- Southwest Leamington Stormwater Management Environmental Study
- PS #200 Replacement Environmental Study
- Lebo Creek Drain Stormwater Management Study
- Waterfront Master Plan
- Erie Street South Traffic Study
- Erie South, Oak, Seacliff and Sherk Area Traffic Study

Rehabilitation of Bridge 44 on Deer Run Road near Wheatley Harbour is nearly complete, along with the reconstruction of Bridge 53 at the intersection of Mersea Road 19 & C. Bridge 21 will be reconstructed by the end of 2021.

Erie Street South between Seacliff Drive and Oak Street is now resurfaced under the annual Road Resurfacing program.

Proposed 2022 Activities

Two traffic signal construction projects are underway at the intersections of Seacliff Drive and Cherry Lane, and Sherk Street and Ellison Avenue. In 2022, it is proposed to continue the reconstruction of Seacliff Drive East from Danforth to Regatta.

As previously noted, a number of studies are underway. Administration will present findings and recommendations to Council in 2022, regarding future infrastructure investments and development opportunities.



2022 Operating Budget for Council

Department: 0620 - Engineering Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	196,278	100,000	100,000	-	.00%
18999-Miscellaneous Revenue	4,025	-	-	-	.00%
Sub-Total Operating Revenue	200,303	100,000	100,000	-	.00%
19000-Reserve Transfers	355,524	350,000	464,858	114,858	32.82%
Sub-Total Non-Operating Revenue	355,524	350,000	464,858	114,858	32.82%
Total Revenue	555,827	450,000	564,858	114,858	25.52%
Expense:					
35000-Salaries & Benefits	483,859	587,474	597,975	10,501	1.79%
37010-Office Supplies	1,655	2,500	1,500	(1,000)	(40.00%)
37020-Dues & Memberships	2,263	3,835	3,135	(700)	(18.25%)
37030-Travel & Mileage	2,084	-	-	-	.00%
37040-Training	3,826	10,000	10,000	-	.00%
37050-Conferences	245	1,250	1,875	625	50.00%
37054-Recruitment Expenses	1,561	500	1,000	500	100.00%
37070-Uniforms & Clothing	-	600	600	-	.00%
37140-Insurance Expense	4,425	4,369	5,310	941	21.54%
37190-Internal Allocations	-	1,210	1,290	80	6.63%
37950-Professional Services	140,054	625,120	738,358	113,238	18.11%
37990-Other Operating Expenses	250	2,000	2,000	-	.00%
47420-Vehicle Maintenance	1,000	2,241	1,779	(463)	(20.65%)
48322-Traffic Signal Maintenance	64,683	110,000	110,000	-	.00%
48324-Crack Sealing	-	80,000	75,000	(5,000)	(6.25%)
48330-Streetlight Maintenance	154,433	265,000	265,000	-	.00%
48545-Vehicle/Equipment Fuel	4,106	2,500	2,500	-	.00%
Sub-Total Operating Expense	864,443	1,698,599	1,817,322	118,722	6.99%
69000-Reserve Transfers	941,558	835,000	125,000	(710,000)	(85.03%)
69040-Capital Transfers	-	733,500	1,425,000	691,500	94.27%
Sub-Total Non-Operating Expense	941,558	1,568,500	1,550,000	(18,500)	(1.18%)
Total Expense	1,806,001	3,267,099	3,367,322	100,222	3.07%
Net Total	(1,250,175)	(2,817,099)	(2,802,464)	14,636	(.52%)

2022 Capital Budget



Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2022 Budget	Net From Revenue
ENG-004	Road Resurfacing	The annual Road Resurfacing contract includes improvements to our road system through the application of a new tar and chip surface, a new slurry seal surface, or a new asphalt surface.	1,500,000	500,000
ENG-010A	Street Lighting	Street lighting installation and improvement/upgrades to existing urban and rural area lighting.	35,000	35,000
ENG-015	Sidewalks	Sidewalk is added annually at various locations throughout the Municipality's urban area. 2022 also includes the completion of Danforth sidewalks.	200,000	-
ENG-016	LED Streetlight Conversion	Funding to implement the planned LED upgrades/retrofit to existing decorative street lighting.	217,000	-
ENG-027	Traffic Signage	Installation of new traffic signs and replacement of deteriorated signs as required.	30,000	30,000
ENG-037	Seacliff - Cherry Lane to Regatta	Roads portion of this sewer separation project to improve sewage collection from Cherry Lane to Regatta, and will include new asphalt pavement, curbing, sidewalks and upgraded streetlighting. This is a joint project with Sewers.	2,450,000	667,600
ENG-041	Maxon Sherman Improvements (School Zones)	Further to review and discussion with the Greater Essex County District School Board (Queen Elizabeth Public School), and the Conseil scolaire catholique Providence (Ecole Saint-Michel) regarding traffic congestion in and around the school area, several recommendations were prepared by RC Spencer Ltd. These recommendations, if approved, include works (signage, pavement markings) in the municipal right-of-way.	30,000	-
ENG-043	Courtesy Crossing/PXO Study/AT Study Implementation	Further to amendments to the Highway Traffic Act and the Ontario Traffic Manuals, Leamington is continually updating our crossing and active transportation facilities.	196,000	-

2022 Capital Budget



Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2022 Budget	Net From Revenue
ENG-055	Bridge 53	Replacement of Bridge 53 on Mersea Road C over the 18 & 19 Sideroad Drain.	70,000	-
ENG-056	Bridge 21	Completion of Bridge 21 on Mersea Road 7 over the Hooker Drain, which is the highest priority identified in the most recent bridge condition survey.	14,000	-
ENG-069	Erie St, Clark to Marlborough Streetscape	Completion of design assignment, in preparation for future construction, and apply the Plan in the vicinity of Erie Street, between Clark Street and Marlborough Street.	100,000	-
ENG-070	Traffic Signal - Sherk and Ellison	Construction of a new traffic signal system.	450,000	-
ENG-075	Bridge 44	Deer Run Bridge slope protection, address bank failure, and guiderail repairs.	15,400	-
ENG-078	Bridge 37	Design of Bridge 37 located on Mersea Rd 3.	55,000	5,000
ENG-083	Mural projects	Funding for multiple mural projects for Uptown Beautification.	50,000	-
ENG-087	Courtesy Crossing PXO Erie South at Dock	Installation of improved PXO crossing at the Leamington dock.	100,000	100,000
ENG-088	Bridge Rehabilitation - Bridge 71 and 77	Design for the rehabilitation of Bridge 71 and 77 to be completed in future years.	55,000	55,000
ENG-093	CWATS Program - Functional Design	Funding represents 60% of the costs for the County of Essex to complete functional designs for segment Leam-22 for Seacliff Drive East (Cherry Lane to Regatta)	54,000	32,400
			5,621,400	1,425,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0620 - Engineering

Project #	Project Name	2022	2023	2024	2025	2026
ENG-004	Road Resurfacing	1,500,000	1,500,000	1,000,000	1,500,000	1,500,000
ENG-010A	Street Lighting	35,000	35,000	35,000	35,000	35,000
ENG-015	Sidewalks	200,000	100,000	100,000	100,000	100,000
ENG-016	LED Streetlight Conversion	217,000	-	-	-	-
ENG-037	Seacliff - Cherry Lane to Regatta	2,450,000	-	-	-	-
ENG-041	Maxon Sherman Improvements (School Zones)	30,000	-	-	-	-
ENG-043	Courtesy Crossing/PXO Study/AT Study Implementation	196,000	-	-	-	-
ENG-047B	Waterfront Revitalization	-	250,000	250,000	-	-
ENG-051	Audrey/Margaret/Jane/Claire	-	2,880,000	-	-	-
ENG-052	Queens/John/Albert/Baird/Elliott South	-	-	1,740,000	-	-
ENG-053	Clark W/Baird/Queens/Selkirk	-	-	-	3,150,000	-
ENG-054	Hodgins/Wilkinson/Smith	-	-	-	-	3,150,000
ENG-055	Bridge 53	70,000	-	-	-	-
ENG-056	Bridge 21	14,000	-	-	-	-
ENG-069	Erie St, Clark to Marlborough Streetscape	100,000	2,800,000	-	-	-
ENG-070	Traffic Signal - Sherk and Ellison	450,000	-	-	-	-
ENG-075	Bridge 44	15,400	-	-	-	-
ENG-077	CWATS Program - Leamington Share of B & C Bridge Widening	-	-	75,000	-	-
ENG-078	Bridge 37	55,000	500,000	-	-	-
ENG-079	Bridge 48	-	-	55,000	600,000	-
ENG-083	Mural projects	50,000	-	-	-	-
ENG-084	Talbot - Albert to Victoria Streetscape	-	-	2,500,000	-	-
ENG-086	Bridge 45	-	-	-	-	60,000
ENG-087	Courtesy Crossing PXO Erie South at Dock	100,000	-	-	-	-
ENG-088	Bridge Rehabilitation - Bridge 71 and 77	55,000	-	225,000	-	-
ENG-089	CWATS Program - Leam-17	-	1,000,000	1,000,000	-	-
ENG-090	Seacliff Drive E - Regatta to Peter	-	-	-	700,000	4,000,000
ENG-091	Bridge 41	-	-	-	-	30,000
ENG-093	CWATS Program - Functional Design	54,000	-	-	-	-
		5,621,400	9,095,000	7,010,000	6,115,000	8,905,000

Sewers - 0610

Description

Sewers is part of the Infrastructure Services area. The Public Works department is responsible for the maintenance of the sanitary, combined and storm sewer systems, and open drains within the urban area. Maintenance includes sewer flushing, tree root cutting, TV inspection, sewer repairs and related restoration (boulevards and roadway). The work completed for sewer maintenance is accomplished by using specialized contractors.

Sewers is responsible for maintaining private service connections within the municipal road allowance; the property line is the point where private landowner responsibility begins.

This department conducts a 5-year sewer flushing program which has proven very effective in maintaining sewer performance in a system that has exceeded its expected useful life in certain locations.

Another Sewers program is the Urban Drain Maintenance program, which typically includes cutting, mowing, and cleaning of open drains and flushing tile drains within the urban area. As these drains are showing signs of age, additional maintenance beyond mowing and flushing is expected in the near future.

The Engineering Services department is responsible for planning and managing sewer capital works, and defining the “urban boundary”.

This department is funded from the sewer levy, which is levied against properties that are connected to the municipal sewer system.

Staffing

Sewers currently includes allocations of Engineering Services and Infrastructure Services salaries for sewer planning and capital works. Their salaries are allocated to Sewers as follows: 30% for each of the Manager of Engineering, 3 Engineering Project Managers, and an Engineering Technologist; 25% of the Infrastructure Services Assistant; 10% of the Co-op Student; and 15% of the Director of Infrastructure Services. Sewers also includes Public Works Operator salaries for their work on sewer operations.

The 2022 budgeted salary allocation remains the same as 2021.

2021 Year Performance

Public Works Inspectors continued to provide locate services of the buried municipal infrastructure. Approximately 2,500 locate requests are completed annually.

This department continued the on-going program to flush and clean the sewer system. This work was completed by the contractor within budget and to the satisfaction of the Municipality. Part of the flushing budget allowed for camera inspection and evaluation of a sample portion of the combined sewers. This information will be used to update and improve the Asset Management Plan.

In 2021, combination sewers in Alley #9 were replaced with new, separate storm and sanitary sewers. A consultant was awarded a contract to complete a model of the urban sewer system with delivery of that model expected in 2023.

The Ministry of Environment, Conservation and Parks (MECP) requires that each municipality employ qualified staff, known as “Operators” to manage and maintain a sewage collection system, similar to the requirements of the Pollution Control Center. The “Class” of the operator is dependent on the “Class” of the system. The sewage collection system in the Municipality of Leamington is classified by the MECP as a “Class II” system. Two full-time Infrastructure Services Inspectors are employed by the Municipality to manage the repair and on-going maintenance of the sewer system. These same Inspectors are responsible for maintenance of street lights and completing locates through Ontario One Call for municipal underground infrastructure (other than water infrastructure which is managed by Water Services).

Proposed 2022 Activities

Staff will provide operations and inspection services of the Municipality’s existing sewer system.

In order to support the Asset Management Plan, sewer work will continue to televise and rate the Municipal sewer system. The rating considers structural and operational parameters to assign an overall condition number.

The primary 5-year flushing program will continue along with additional attention to areas that require flushing annually, semi-annually, and even on a three-month frequency.

In support of long-range planning and system improvements and within the Engineering budget, is phase 2 of a sewer modelling program which will continue, collecting flow data for modelling and calibration of a model. The engineering assignment to continue the sewer separation program will continue for Audrey, Margaret, Jane, Claire and Sherk Streets. Administration also proposes an engineering assignment to continue sewer separation in the northwest quadrant of the urban area: John Street, Albert Street, Baird Avenue and the southern portion of Elliott Street.

Sanitary Pump Station #200, along Robson Road and west of Bruce Avenue, will be replaced and is included in the Pollution Control Plant Budget for the upcoming year. The existing pumping station cannot handle anticipated flows from future development lands, and further to review, Administration identified a number of deficiencies. The deficiencies include operational safety concerns, structural integrity of the wet well, and internal piping.



2022 Operating Budget for Council

Department: 0610 - Sewers

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	3,265,264	3,271,761	3,391,350	119,589	3.66%
11100-Payments in Lieu of Tax Levies	31,493	-	-	-	.00%
11200-Supplemental Taxation Revenue	37,104	-	-	-	.00%
11320-Other Levies	188,244	168,132	162,650	(5,482)	(3.26%)
Sub-Total Operating Revenue	3,522,106	3,439,893	3,554,000	114,107	3.32%
19000-Reserve Transfers	328,675	328,675	226,071	(102,604)	(31.22%)
Sub-Total Non-Operating Revenue	328,675	328,675	226,071	(102,604)	(31.22%)
Total Revenue	3,850,781	3,768,568	3,780,071	11,503	.31%
Expense:					
35000-Salaries & Benefits	192,045	236,170	240,172	4,002	1.69%
36300-Tax Adjustment	8,163	50,000	37,775	(12,225)	(24.45%)
37140-Insurance Expense	11,020	10,375	12,122	1,747	16.84%
37190-Internal Allocations	-	1,210	1,290	80	6.63%
37950-Professional Services	2,272	4,000	4,000	-	.00%
48610-Sanitary & Combination Repairs	38,271	61,000	56,000	(5,000)	(8.20%)
48612-Sani/Comb Flushing & Inspection	37,635	82,500	61,500	(21,000)	(25.45%)
48614-Sani/Comb Service Connection Repairs	34,990	55,000	52,500	(2,500)	(4.55%)
48620-Storm Sewer Maintenance	79,860	110,000	155,500	45,500	41.36%
48622-Storm Sewer Flushing & Inspection	1,393	4,000	4,000	-	.00%
48624-Storm Sewer Service Connection Repair	2,104	2,600	1,500	(1,100)	(42.31%)
Sub-Total Operating Expense	407,752	616,855	626,359	9,504	1.54%
56000-Debt Charges	179,511	341,713	341,711	(2)	.00%
69000-Reserve Transfers	152,357	150,000	-	(150,000)	(100.00%)
69040-Capital Transfers	-	2,660,000	2,812,000	152,000	5.71%
Sub-Total Non-Operating Expense	331,868	3,151,713	3,153,711	1,998	.06%
Total Expense	739,620	3,768,568	3,780,071	11,503	.31%
Net Total	3,111,161	-	-	-	-

2022 Capital Budget



Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Title	Description	2022 Budget	Net From Revenue
SEWER-006	Northeast Trunk	Functional design assignment for the Northeast Trunk Sewer project.	37,000	37,000
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	Construction of stormwater management facility as designed in 2021. Existing and developed lands north of Seacliff Drive, west of Sherk Street, the southern portion of Sherk Street, and the west half of Coronation Avenue will not have a dedicated storm sewer outlet once sewer separation occurs in the area. The proposed storm water management facility will address this issue.	4,350,000	2,175,000
SEWER-019	Audrey/Margaret/Jane/Claire	Engineering and approvals portion of this sewer separation project to improve sewage collection on Audrey, Margaret, Jane, Claire and the southern portion of Sherk Street. The work will include new asphalt pavement, curbing, sidewalks and upgraded streetlighting. This is a joint Engineering, Sewers and Water project.	250,000	-
SEWER-021	Queens/John/Albert/Baird/Elliott South	Engineering and approvals portion of this sewer separation project to improve sewage collection on Queens Avenue, John Street, Albert Street, Baird Avenue and the southern portion of Elliott Street. The work will include new asphalt pavement, curbing, sidewalks and upgraded streetlighting. This is a joint Engineering, Sewers and Water project.	500,000	-
SEWER-026	Seacliff - Cherry Lane to Regatta	Sewer portion of this project to improve sewage collection from Cherry Lane to Regatta, and will include new asphalt pavement, curbing, sidewalks and upgraded streetlighting. This is a joint project with Engineering.	500,000	400,000
SEWER-034	General Capital Repairs	Various in-year demands.	200,000	200,000

2022 Capital Budget



Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Title	Description	2022 Budget	Net From Revenue
SEWER-035	Rear yard sewer - Johnson Ave C-383-35 and C-383-36	A small diameter combined sewer exists along the property line between the Leamington Family Health Team and rear yards of Johnson Ave north of Pearl. This funding will be used to replace/rehabilitate the sewer subject to investigation.	50,000	-
SEWER-036	Relining Storm Sewer - Seacliff Dr	The existing corrugated steel pipe storm sewer between Erie Street and the trail has failed in portions and the roof of a manhole has failed. This funding will be used to install a sewer liner and make necessary repairs to the manhole.	590,000	-
SEWER-038	Alley #9 - Talbot to Erie	A project to replace the existing combination sewer with separate storm and sanitary sewers.	10,000	-
			6,487,000	2,812,000

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Project Name	2022	2023	2024	2025	2026
SEWER-006	Northeast Trunk	37,000	-	-	-	-
SEWER-007	Erie South Storm Outfall	-	1,400,000	-	-	-
SEWER-009	Westmoreland/Churchill/Fuller/Lamarsh	-	-	-	-	190,000
SEWER-012	Seacliff Trunk Sewer Study	-	-	500,000	-	-
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	4,350,000	-	-	-	-
SEWER-019	Audrey/Margaret/Jane/Claire	250,000	2,475,000	-	-	-
SEWER-021	Queens/John/Albert/Baird/Elliott South	500,000	-	1,215,000	-	-
SEWER-022	Clark W/Baird/Queens/Selkirk	-	320,000	-	1,750,000	-
SEWER-023	Hodgins/Wilkinson/Smith	-	200,000	-	-	1,525,000
SEWER-024	Elliott/Hutchins Court	-	-	150,000	-	-
SEWER-026	Seacliff - Cherry Lane to Regatta	500,000	-	-	-	-
SEWER-034	General Capital Repairs	200,000	200,000	200,000	200,000	-
SEWER-035	Rear yard sewer - Johnson Ave C-383-35 and C-383-36	50,000	-	-	-	-
SEWER-036	Relining Storm Sewer - Seacliff Dr	590,000	-	-	-	-
SEWER-038	Alley #9 - Talbot to Erie	10,000	-	-	-	-
SEWER-040	Erie Street - Clark to Marlborough Streetscape/Sewer	-	200,000	-	-	-
SEWER-041	Talbot - Albert to Victoria Streetscape	-	-	1,000,000	-	-
		6,487,000	4,795,000	3,065,000	1,950,000	1,715,000

Transit - 0622

Description

Transit is part of the Infrastructure Services area. It includes costs and funding for the operation of Leamington's conventional and specialized (accessible) transit services, and the Leamington to Windsor Transit Route 42 (LTW). Leamington's conventional transit service is contracted to Switzer-Carty Transportation Services, and its specialized transit service is provided by South Essex Community Council (Erie Shore Community Transit). The LTW is contracted to the City of Windsor, Transit Windsor.

Staffing

Transit currently includes allocations of Engineering Services and Infrastructure Services salaries as follows: 10% of an Engineering technologist and 2% of the Director of Infrastructure Services. Transit also includes Public Works wages for bus shelter maintenance.

The 2022 budgeted salary allocation remains the same.

2021 Year Performance

In 2021, the Leamington Transit continued to provide service from 7am-7pm Monday through Saturday on the primary route. The second Leamington Transit route, typically operated from 7am-7pm, Friday, Saturday and Sunday, along Erie Street between Wilkinson Drive and the Waterfront, was cancelled in 2021 due to the COVID-19 pandemic.

Leamington began operations of the LTW in July 2019. Currently, the program is running as a pilot program, funded by the Community Transit Grant program, until March 31, 2023. A successful outcome at the end of the 45-month program may lead to discussions with the City of Windsor, the County of Essex, and other local municipalities within Essex County about a permanent continuation of regional transit and potential expansion of the service.

Proposed 2022 Activities

Administration proposes to move the Leamington Transit from a standard fixed route model to an "On Demand" transit model. On Demand transit utilizes complex algorithms that react to ride requests to develop instantaneous routing for transit. As a result, in times with lower demand for transit, stops can be served more efficiently as the bus goes directly to where people are, instead of following a pre-planned route and schedule.

The move to On Demand from the existing fixed route network has the potential to yield increased ridership due to enhanced service levels and reliability. In addition, the service will

offer the flexibility to extend the service area into the outlying areas, such as the newest subdivisions within the Leamington urban boundary.

The Municipality will continue to allocate \$7,500 to reserves for the Municipal share of future Erie Shore Community Transit vehicle replacement costs. The Municipality also pays a portion of the cost of the Erie Shore Community Transit for specialized transit, operated by the South Essex Community Council (SECC). The current contract with SECC for the provision of specialized transit expires at the end of 2027.

The Municipality receives Ontario Transit Gas Tax allocations that may be used for expenditures above baseline spending that promote increased ridership for conventional and specialized transit in the Leamington and Kingsville programs. The Ontario Transit Gas Tax funds are restricted and are held in a specific deferred revenue account.

The 2022 budget includes municipal funding to continue the LTW regional transit service.



2022 Operating Budget for Council

Department: 0622 - Transit

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	-	-	-	-	.00%
15890-Transit-LTW Route 42	133,170	216,732	239,628	22,896	10.56%
18002-COVID-19 Revenues	23,137	-	-	-	.00%
Sub-Total Operating Revenue	156,307	216,732	239,628	22,896	10.56%
19000-Reserve Transfers	192,271	204,261	343,394	139,133	68.12%
Sub-Total Non-Operating Revenue	192,271	204,261	343,394	139,133	68.12%
Total Revenue	348,578	420,993	583,022	162,029	38.49%
Expense:					
35000-Salaries & Benefits	10,140	17,772	18,224	452	2.54%
37020-Dues & Memberships	1,822	1,900	2,088	188	9.89%
37110-Telecommunications Usage	-	-	1,200	1,200	100.00%
37130-Advertising & Promotion	-	3,000	27,700	24,700	823.33%
37140-Insurance Expense	369	347	443	96	27.67%
37190-Internal Allocations	-	161	172	11	6.63%
37968-Transit Expense	164,852	273,531	486,171	212,640	77.74%
37970-Accessible Transit System	8,642	27,896	24,000	(3,896)	(13.97%)
42890-Transit-LTW Route 42	166,029	268,831	274,216	5,385	2.00%
48538-Bus Shelter Maintenance	8,456	10,122	19,799	9,678	95.61%
Sub-Total Operating Expense	360,310	603,560	854,013	250,454	41.50%
69000-Reserve Transfers	7,500	7,500	7,980	480	6.40%
Sub-Total Non-Operating Expense	7,500	7,500	7,980	480	6.40%
Total Expense	367,810	611,060	861,993	250,934	41.07%
Net Total	(19,232)	(190,067)	(278,971)	(88,905)	46.78%

2022 Capital Budget



Division: Infrastructure Services

Department: 0622 - Transit

Project #	Title	Description	2022 Budget	Net From Revenue
TRAN-002	Transit Bus Shelters	Purchase and installation of three new shelters at the Municipal Building (Erie St N), Erie St/Countess (apartment), and Robson Rd (opposite the Marina).	80,000	-
TRAN-004	Bus Stop Improvements	Construction and/or removal of existing pads to satisfy AODA requirements.	130,000	-
TRAN-005	Transit Signage	Purchase and installation of new signage.	15,000	-
TRAN-008	Other Furniture & Fixtures	Various equipment for the transit system.	10,000	-
			235,000	-

5 Year Capital Forecast



Division: Infrastructure Services

Department: 0622 - Transit

Project #	Project Name	2022	2023	2024	2025	2026
TRAN-002	Transit Bus Shelters	80,000	-	-	-	-
TRAN-004	Bus Stop Improvements	130,000	20,000	20,000	20,000	20,000
TRAN-005	Transit Signage	15,000	5,000	5,000	5,000	5,000
TRAN-008	Other Furniture & Fixtures	10,000	10,000	10,000	10,000	10,000
		235,000	35,000	35,000	35,000	35,000

Infrastructure Services - 0600

Description

Infrastructure Services (Infrastructure) is part of the Infrastructure Services area. This department captures the costs associated for the management of Infrastructure. The department fully recovers its costs from other Infrastructure Services departments. Therefore, it has net zero impact to taxation revenues.

Staffing

There is no staffing cost associated with this budget.

2021 Year Performance

A number of circumstances, including the COVID-19 pandemic, have modified the spending and allocation of this department. Variances to budget will be identified with consideration to the various operating departments.

Proposed 2022 Activities

2022 allocations are expected to be the same as 2021 budget year.



2022 Operating Budget for Council

Department: 0600 - Infrastructure Services

	2021 Actuals	2021 Budget	2022 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
18990-Recoveries	-	8,065	8,600	535	6.63%
Total Revenue	-	8,065	8,600	535	6.63%
Expense:					
35000-Salaries & Benefits	-	100	100	-	.00%
37010-Office Supplies	-	300	300	-	.00%
37020-Dues & Memberships	824	465	500	35	7.53%
37030-Travel & Mileage	-	1,500	1,500	-	.00%
37040-Training	-	4,500	5,000	500	11.11%
37050-Conferences	-	1,000	1,000	-	.00%
37990-Other Operating Expenses	-	200	200	-	.00%
44000-Ergonomics	198	-	-	-	.00%
Total Expense	1,023	8,065	8,600	535	6.63%
Net Total	(1,023)	-	-	-	.00%

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2022 Budget

Business Improvement Area 2022 Final Budget

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	2021 Budget	2022 Budget Final	Variance \$	Variance %
REVENUE				
Municipality of Leamington Levy	\$115,000	\$130,000	\$15,000	13%
Digital Grant Transformation	-	-		
TOTAL REVENUE	\$115,000	\$130,000	\$15,000	13%
EXPENSE				
Payroll Expenses				
Wages & Salaries	22,000	25,000	3,000	14%
EI & CPP	1,000	1,000	-	0%
	23,000	26,000	3,000	13%
General Advertising				
Advertising-Newspaper	4,000	-	(4,000)	-100%
Advertising-Marina Kiosk	400	-	(400)	-100%
Internet & Facebook Advertising	1,200	500	(700)	-58%
Small Business Week	750	1,000	250	33%
Promotional Giveaways	2,500	2,000	(500)	-20%
Promo-bus tokens, etc.	250	250	-	0%
General Advertising	9,100	3,750	(5,350)	-59%
Local Events Support				
Business Excellance	600	600	-	0%
BIA Bucks - SpringTime	8,100	8,100	-	0%
Corks & Canvas	150	250	100	67%
Local Events Support Total	8,850	8,950	100	1.13%
Christmas Expense				
Christmas-Newspaper	500	500	-	0%
Christmas-Online, Facebook	1,000	500	(500)	-50%
Christmas - Open House	2,900	3,000	100	3%
Christmas - Santa Mailbox, postage	750	500	(250)	-33%
Christmas - Storage Unit Rental	2,400	3,000	600	25%
Christmas-Parade	1,000	1,000	-	0%
Christmas-BIA Bucks	12,215	12,215	-	0%
Christmas-Winter Pots	12,000	12,000	-	0%
Total Christmas Expenses	32,765	32,715	(50)	-0.15%



	2021 Budget	2022 Budget Final	Variance \$	Variance %
Beautification				
Beatification - Pot Maintenance	12,000	42,000	30,000	250%
Beatification - Post Signage	-	10,000	10,000	100%
Christmas - Wreaths/New Decor	40,000	-	(40,000)	-100%
Beatification - Uplift Grant	4,000	2,000	(2,000)	-50%
Sounds System Additional	16,000	-	(16,000)	-100%
Beatification - Security Grant	5,000	2,500	(2,500)	-50%
Total Beautification	77,000	56,500	(20,500)	-26.62%
Operating Expenses				
Marketing & Branding	10,000	5,000	(5,000)	-50%
National BIA Conference - Toronto	-	-	-	0%
Insurance-Directors and Officers	2,000	2,000	-	0%
Memberships	250	250	-	0%
Office Supplies & Telephone	500	500	-	0%
Website & Wireless Cellular	1,500	1,500	-	0%
Meeting Exp and Workshops	500	250	(250)	-50%
Gifts	250	250	-	0%
Uptown Cleanup Projects	250	250	-	0%
Bank Charges	350	350	-	0%
Professional Fees	4,800	5,000	200	4%
Write Offs-Bad Debts	1,500	1,000	(500)	-33%
Total Operating Expenses	21,900	16,350	(5,550)	-25.34%
TOTAL EXPENSE	\$172,615	\$144,265	\$(28,350)	-16.42%
NET INCOME	\$(57,615)	\$(14,265)	\$(43,350)	75.24%
Estimated Bank Balance CF	60,000	14,500		
HST Refund Estimate - July-Dec		1,200		
Balance at Year End	2,385	1,435		