

Municipality of
Leamington
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2021 FINAL BUDGET

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021. All schedules and documents have been updated to reflect the changes as noted.

These changes include:

- 2021 Tax Levy Change \$161,980
- Reserves:
 - Reduced transfer to reserve for rate stabilization \$150,000
 - Increased transfer from reserve to support in-year tax adjustments \$113,800
 - Increased transfer from reserve for sewers \$65,440
- Capital:
 - Deferral of upgrade to AB Waterline at Lakeside Marina \$40,000
- Operating:
 - Sewer modelling project partial deferral \$100,000
 - Reduction in Tourism \$100,000
 - Reduction in Economic Development \$40,000
 - Elimination of Sand Bag Program \$20,000



2021 Budget

Overview of the 2021 Draft Budget

FIN-23-20 is included as presented to Council on December 2, 2020. Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021. All other schedules and documents have been updated to reflect the changes.



Report

To: Mayor and Members of Council

From: Laura Rauch, Director of Finance and Business Services

Date: November 20, 2020

Re: 2021 Draft Budget

Recommendation:

It is recommended that:

- 1) The 2021 Operating and Capital Budget for the Municipality of Leamington, which proposes municipal general tax levy increase of 2.0%, be adopted;
- 2) The 2021 Operating and Capital Budget for the Municipality of Leamington, which proposes municipal sewer tax levy increase of 2.0%, be adopted;
- 3) Administration be directed to report back to Council for final adoption of the 2021 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 2021, any 2020 projects that remain outstanding as of December 31, 2020 and do not appear in the 2021 budget, so long as the project costs do not exceed previously approved funding amounts or allocations. (FIN-32-20)

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 scrutinized 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.

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 1.9554 to 1.74155 (representing the first year of a four-year reduction plan) in October, 2020. 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. This change does shift the property tax burden to other tax classes and therefore has been included in the Draft Budget. This change is subject to final approval by County Council, which is expected in February 2021.

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 2021 Draft Budget, is the General Levy total of \$28,753,703 and the Sewer Levy total of \$3,337,201, for a total taxation levy of \$32,090,904.

The Draft Budget proposes a municipal tax rate increase of 2.0% to both the general and the sewer tax rates. This proposed rate increase will result in an additional \$791,221 of tax revenue when the new tax rate is applied to the 2021 weighted assessment tax base. This additional tax revenue equates to a \$42.71 annual tax levy increase (\$3.56 per month) on an urban home assessed at \$175,000 or \$24.41 per \$100,000 of assessment.

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. MPAC was scheduled to release updated property assessment figures this year as the end of the four-year assessment cycle had been reached. The new assessment data would have increased property values from their historic January 1, 2016 level to a value as at January 1, 2019. The Province of Ontario resolved to temporarily pause the release of the assessment update so that heading into the 2021 taxation cycle, municipalities will be levying against the 2020 assessment values adjusted for in-year changes only.

The Draft Budget includes conservative growth for Leamington, which is appropriate given the significant in-year 2020 tax class changes from the residential tax class to the farm tax class and all property assessments remaining at the same value as 2020 (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%	2.0%

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

Of the \$791,221 additional taxation revenues over the 2020 budget, \$165,750 is the net result of estimated growth and in-year adjustments to assessed value of properties, and \$625,471 is a result of the 2.0% recommended tax rate increase.

If Council chooses to increase (or decrease) services beyond the Draft Budget, a 1% increase (or decrease) in Leamington's 'Own Purposes' General and Sewer Levy equates to approximately \$300,000.

The COVID-19 pandemic has caused unprecedented interruption to the daily activities of individuals, businesses and institutions around the world. There remains considerable uncertainty with respect to future financial and operational consequences of COVID-19, particularly in the event of the emergence and degree of a future wave(s). This uncertainty has greatly influenced the Draft Budget as it is anticipated that COVID-19 impacts will persist into 2021 and beyond.

The total 2021 Draft Budget includes \$74.2M in total spending, of which \$26.3M is for capital projects and the remaining \$47.8M is for operating expenses. This total spending excludes the annual debt servicing requirements of \$2.7M and reserve transfers of \$5.4M.

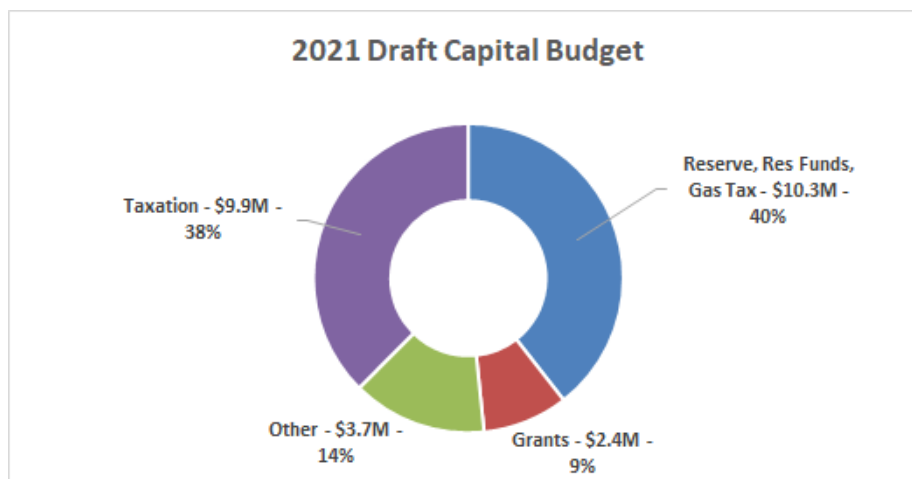
Debt Overview

There is no new debt financing proposed in the 2021 Draft Capital Budget. Capital spending will be funded through the general taxation, reserves, grants and landowner contributions.

Capital Overview

Total 2021 draft gross capital spending is \$26.3M which is a decrease of \$2.6M over the prior year. Funding from taxation for capital projects and lifecycle reserves combined has remained consistent year over year. In-year tax and rate funded capital contributions are \$9.9M of which \$3.4M is funded through the general tax levy; the remainder of the capital funding is comprised of rate funding (water, waste water and sewer), grants, landowner contributions, carryover funding from previous years, and reserve and reserve fund allocation. See Table 2 for funding sources of this year's draft capital plan.

Table 2



Some major 2021 capital projects include:

- continued investment in drainage works;
- road resurfacing and gravel elimination projects
- bridge reconstruction projects;

- Nature Fresh Farms Recreation Centre lifecycle replacement and renewal;
- installation of generator for the community emergency center;
- improvements and upgrades at the Pollution Control Centre;
- many carry-forward projects;
- Leamington Arts Centre renewal; and
- investment renewal at municipal parks, including Eastside, Henry and Cameo/Pearl Parks as well as the dugouts at Mersea Park and the driveway for the Kinsmen Baseball Complex.

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 of Council.

Operating Overview

Consideration of the impact of the COVID-19 pandemic is included in the 2021 Draft Budget. In particular, it is assumed that Recreation memberships will continue to be offered as monthly or daily passes only. This assumption may be considered conservative; however, assuming “status quo” membership revenues will create extreme budgetary pressures if full access to the facility and annual memberships do not resume given the current global pandemic. Revenues related to the Provincial Offences Act (POA) are also forecasted to decrease as virtual hearings continue to be held at this time with limited collection activity. In addition, continuation of virtual conferences is assumed through 2021, allowing elimination of related travel costs. As such across the corporation, all conference funding has been reduced by 50%. All municipally sponsored events, including the Summer Concert Series, Canada Fireworks, Mill Street Markets, Windsor Symphony Concert, etc. have been deferred for 2021. It is anticipated that the restrictions on large gatherings will continue through 2021 until the COVID-19 vaccine is approved and widely distributed. In the event that the Municipality is able to host a 2021 community event, general funds have been earmarked in the Tourism budget. Increased costs related to required Personal Protective Equipment (PPE) are also included in each department.

The Draft Budget also includes further investment to provide additional contact-free services to keep the community and municipal staff safe. Similar to 2020, Administration will keep Council apprised of material variances and unforeseen impacts of COVID-19 pandemic throughout the upcoming year.

Many of the 2020 Service Delivery Reviews’ (SDRs) opportunities and key recommendations are incorporated into the Draft Budget. As presented in each of the final SDR reports, the implementation of all opportunities may 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. The specific opportunities are identified in Table 3.

Table 3

Service Delivery Review Recommendation	Service Delivery Review Investment	Departments
Service Delivery*/**	Lawyer (new position)	Legal Services
Governance, Strategy & Communications*	Communications Coordinator (new position)	Communications and Public Relations
Enhance By-law enforcement service delivery**	By-law Officer (contract position)	By-law Enforcement
Enhance use of technology**	Funding for implementation of new technology	By-law Enforcement
Governance, Strategy & Communications*	Community engagement portal	Communications and Public Relations
Governance, Strategy & Communications*	Funding for additional training	Council Services
Service Delivery/Process & Technology*	Continue implementation of Planning/Development portal	Information Technology
People & Culture*	Standardize orientation and onboarding through a Human Resource Information System (HRIS)	Information Technology and Human Resources
Governance, Strategy & Communications*	Exploration of optimal economic development tools, including staffing, regional partnerships, and strategies for the future	Economic Development
Service Delivery*	Review of Planning Services fees and Development Services fees	Planning/Development (internal review)
Process & Technology*	Procurement process & policy review	Legal Services (internal review)

*as presented by StrategyCorp Inc - November, 2020

**as presented by MNP LLP - November, 2020

Other Revenues

The 2021 Draft Budget includes provincial funding of \$2.0M from the Ontario Municipal Partnership Fund (OMPF), reduced by \$156k from 2020. 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.

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. In addition, for this year, Administration considered the opportunities identified in the corporate and By-law Enforcement SDRs when finalizing the Draft Budget.

For 2021, salary and wage rates reflect the negotiated contract settlements (CUPE, Teamsters and Fire Services). The Draft Budget includes the continuation of the Fire Services Station Crew Pilot Project expanded to 7 days per week, 8 hours per day for the entire year.

The 2021 Draft Budget includes a 2% economic adjustment for non-union staff and Council. A separate report will be provided to Council to specifically approve the increase to the salary grid.

The 2021 Draft Budget includes an increase to staff resources given the identified SDR opportunities, changes in regulations, demands for improved servicing, increased volume of projects and initiatives, as well as consideration for succession plans. 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
Building Services	Building Inspector	Ends December 31, 2021
By-law Enforcement	By-law Officer	Ends December 31, 2021
Development Services	Planning Technical Assistant	Ends December 31, 2021
Fire Services	Fire Inspector	Ends December 31, 2021
Human Resources	Human Resources Generalist /Health & Safety Specialist	Ends December 31, 2021
Legislative Services	Cemetery Clerk	Ends December 31, 2021 (increase in hours in 2021)

Table 5: New Positions - (see departmental summaries)

Department	Position	Comment
Planning Services	Planner	Preapproved by Council
Development Services	Site Plan Control Specialist	Preapproved by Council
Planning Services/ Development Services	Planning Services Assistant	Preapproved by Council (Shared resource)
Communications and Public Relations	Communications Coordinator	Service Delivery Review
Legal Services	Lawyer	Service Delivery Review

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

Department	Position	Comment
Building Services	Intern (temporary)	Full year internship from student
By-law Enforcement	Parking Officer/By-law Officer	Allocation of staffing to Parking and By-law
Drainage Services	Drainage Analyst	Full-time from contract
Drainage Services	Drainage Superintendent	Preapproved by Council - change from Assistant Superintendent
Engineering Services	IS Assistant - Engineering	Full-time from contract
Fire Services	Station Crew Pilot Project	Full year, 7 days per week
Tourism	Special Events Coordinator	Full-time from 9 month contract *only staffing in department

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.

The Draft Budget includes the continuation of the OPP policing service, with the contract changing to be executed under Section 5 of the Police Services Act which will discontinue the Community Safety Policing and the Ride grant funding after June 2021. The cost of this service is approximately \$5.8M which represents an increase of \$337k or 6.2% over 2020.

Municipal insurance premiums are estimated to increase by 9% over 2020 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 Draft Budget as presented.

The Municipality's Community Improvement Plan (CIP) is included in the Draft Budget in the amount of \$200,000 for new 2021 projects. The remainder of the CIP expense in the 2021 draft budget is to administer grants approved prior to 2021.

All grants to non-profits have been budgeted at \$175,000 within the Council Services department, being the same as the prior year's level. At present, Administration is rewriting the Grant Policy and will have it available for Council's approval by the end of the year.

A general tax levy rate stabilization contribution of \$150,000 to the Contingency Reserve has been included in this Draft Budget. This reserve is used to stabilize tax rates on a year over year basis, or to fund specific strategic initiatives. Administration recommends that any changes to this Draft Budget be managed by adjusting this contribution to the reserve, thereby having no impact on the General or Sewer Levy rates proposed.

The Draft Budget includes estimated contributions from reserves to fund and finish both operating and capital projects that were approved and funded in 2020, but still require completion in 2021. Applying these already raised tax funds to already 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 2020 projects have not been included in the 2021 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 2021 Draft Budget was prepared based on best estimates and information available at the time. The work on this Draft Budget began in July. Since that time, updates and thorough reviews have been completed to present a reasonable and fiscally responsible budget. Key recommendations and opportunities identified in the 2020 Corporate and By-law Enforcement Service Delivery Reviews as well as the impact of the COVID-19 pandemic have been incorporated into the budget.

This Draft Budget:

- meets regulated standards;
- improves services levels of Fire Services, Legal Services, Planning Services, Development Services, Communications and Public Relations as well as By-law Enforcement;
- maintains existing service levels for other departments given the 2021 budget assumptions,
- progresses infrastructure renewal and lifecycle replacement;
- responsibly uses reserve funding for projects;
- funds on-going operational costs with on-going funding sources; and
- represents responsible and fiscally-prudent spending of municipal tax dollars.

The Draft 2021 Budget includes increased investment in operating expenses as it is necessary to maintain service levels given the 2021 budgetary pressures and challenges that Leamington is facing, in addition to including some of 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 to remain fiscally responsible to Leamington taxpayers each year. It is expected that the new Asset Management Plan, to be presented in 2021, and will identify an even greater annual infrastructure gap (\$6.2M annual deficit identified in the former Asset Management Plan). The Draft Budget maintains the capital investment; however, there is the need to set aside more funding annually to alleviate future budgetary pressures.

Administration has been extremely cautious with this allocation of the 2% tax rate increase to operating costs, in particular this year due to the ongoing uncertainty of the COVID-19 pandemic effect. Council is cautioned against reducing investment in capital and reserve contributions as this is not financially sustainable over the longer term.

Once approved, any significant changes from the 2021 Draft Budget will be brought forward to Council for further consideration and approval.

Respectfully submitted,




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

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Attachments: Budget Documents

T:\Finance\F90 - Reports\2020\FIN-32-20 2021 Draft Budget



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



2021 Budget

Reserves Overview

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 severely 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 a new by-law.

Proposed 2021 Transactions

The 2021 budget includes a continued investment in capital spending with proposed reserve transfers contributing \$10.3M or approximately 40% of the total proposed capital budget. The largest contributors for capital projects are:

- Federal Gas Tax - Cherry Lane Traffic signal, Bridge reconstruction # 21, Traffic Signal - Sherk and Ellison, completion of Henry, Lorne, Gladstone, William, Melrose Sewer Separation Project, and other projects (\$2.8M)
- Drainage - 2020 carry forward projects (\$2.1M)* includes infrastructure reserve transfer for Guyitt Drain
- Recreation - lifecycle replacement - air handling units and carry forward projects - (\$1M)
- General Administration - partial funding for emergency centre generator (\$550k)
- Arts and Culture - Leamington Arts Centre renewal (\$500k)
- Ontario Transit Gas Tax - partial funding for the purchase of 2 new busses (\$466k)
- Engineering - carry forward projects (\$460k)
- Fire Services - Replacement of MSA SCBA and carry forward projects (\$422k)
- Relining Storm Sewer - Seacliff Drive (\$400k)
- Water - Completion of the Water Meter Replacements (\$320k)
- North Leamington Water Main Expansion Environmental Assessment and Detailed Design (\$300k)
- Parks - Kinsmen Baseball Parking Lot (\$270k)

The 2021 budget continues to set aside funds for lifecycle replacement as well as rate stabilization (removed in final budget discussions). 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.

Overall, the reserves, reserve funds, and deferred revenue 2021 balances are projected to be \$75M. This is an increase over the 2020 budgeted year-end balances.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to reserves included:

- Reduced transfer to reserve for rate stabilization \$150,000
- Increased transfer from reserve to support in-year tax adjustments \$113,800
- Increased transfer from reserve for sewers \$65,440

**Municipality of Leamington
2021 Budget
Reserve Funds and Deferred Revenue Summary**

	Estimated Opening Balance 2021	Miscellaneous	From (To) Revenue	From (To) Capital	Estimated Closing Balance 2021
<u>Reserve Funds</u>					
Building Services	1,701,395	-	(42,241)	-	1,659,154
Collins Estate	28,496	-	-	-	28,496
Diamond Lighting	36,256	-	-	-	36,256
Fish Station	3,609	-	-	-	3,609
Impost	62,905	-	-	-	62,905
Recreation Centre Facility	112,386	-	35,400	(10,000)	137,786
Lot Levy	132,762	-	-	-	132,762
OMC Cycling	8,093	-	-	-	8,093
Parks Improvement Fund	19	-	-	-	19
Soccer Fields	814	-	-	-	814
Water System Expansion	7,510,559	-	-	-	7,510,559
Williams Estate	7,022	-	-	-	7,022
Equity in UWSS Reserve	5,895,330	-	-	-	5,895,330
	<u>\$ 15,499,645</u>	<u>\$ -</u>	<u>\$ (6,841)</u>	<u>\$ (10,000)</u>	<u>\$ 15,482,804</u>
<u>Deferred Revenues</u>					
Hwy 3 / Morse Rd	149,402	-	-	-	149,402
Recreational Land	327,697	-	-	-	327,697
Sidewalk Construction	22,386	114	-	(22,500)	-
LWT Grant	13,000	-	(11,990)	-	1,010
Ontario Transit Gas Tax	1,091,922	205,632	(192,271)	(465,957)	639,326
Federal Gas Tax	3,812,718	1,925,391	-	(2,792,600)	2,945,509
Main Street Revitalization	973	-	-	-	973
	<u>\$ 5,418,098</u>	<u>2,131,137</u>	<u>\$ (204,261)</u>	<u>\$ (3,281,057)</u>	<u>\$ 4,063,916</u>
	<u>\$ 20,917,743</u>	<u>2,131,137</u>	<u>\$ (211,102)</u>	<u>\$ (3,291,057)</u>	<u>\$ 19,546,721</u>

**Municipality of Leamington
2021 Budget
Reserves Summary**

Reserve	Estimated Opening Balance 2021	From (To) Revenue	From (To) Capital	Estimated Ending Balance 2021
General and Administration	\$ 2,521,961	\$ 137,000	\$ (550,000)	\$ 2,108,960.89
Arts & Culture	711,170	50,000	(500,000)	261,169.60
Cannabis	42,738	(20,000)	-	22,737.67
Community Improvement Plan	216,834	(146,887)	-	69,947.13
Contingency	7,451,428	(444,570)	-	7,006,858.17
COVID-19	713,556	-	-	713,556.00
Dominos Pizza Donation	100,000	100,000	-	200,000.00
Drainage	2,200,005	-	(1,697,890)	502,114.72
Economic Development	96,000	-	-	96,000.00
Elections	66,307	40,000	-	106,306.65
Engineering	4,301,274	460,000	(390,000)	4,371,273.65
Fire Services	1,658,302	(16,000)	(422,000)	1,220,302.00
Fleet / Equipment	3,063,905	777,000	(311,000)	3,529,904.92
Handi Transit Bus	28,105	7,500	-	35,605.02
Health Benefits	580,000	(60,000)	-	520,000.00
Highbury Canco	42,476	20,000	(23,000)	39,476.44
Infrastructure	7,449,817	(178,675)	(820,000)	6,451,141.89
IT Services	667,643	100,000	(50,000)	717,642.57
Marina	631,397	100,000	(135,000)	596,396.72
Modernization Grant	248,500	(65,000)	(183,500)	-
Municipal Building	142,447	-	-	142,447.00
Parking	6,499	30,225	-	36,723.70
Parks	635,348	(40,100)	(270,600)	324,647.68
Police Services	1,237,858	50,000	-	1,287,858.15
Public Works	635,057	20,720	(76,000)	579,777.34
Rail Corridor	31,028	-	-	31,028.11
Recreation Centre	2,073,869	200,000	(979,000)	1,294,869.18
Sanitation	1,069,812	-	-	1,069,811.63
Tree Planting	64,421	10,000	-	74,420.55
Uptown Revitalization	807,170	-	-	807,170.00
Waterfront Redevelopment	1,983,200	200,000	(70,000)	2,113,199.57
Winter Control	699,954	-	-	699,954.00
Working Capital	1,426,172	-	-	1,426,172.00
Taxation Funded Total	\$ 43,604,250	\$ 1,331,213	\$ (6,477,990)	\$ 38,457,473
Pollution Control	\$ 8,719,523	\$ 116,960	\$ -	\$ 8,836,483.48
Greenhouse Connections	3,144,007	-	(300,000)	2,844,007
Water - Line Renewals	4,160,291	1,234,094	-	5,394,385
Wheatley Service Area	192,150	6,520	-	198,670
Working Capital - Water	(203,793)	220,000	(320,000)	(303,793)
Total Water Funded	\$ 7,292,656	\$ 1,460,614	\$ (620,000)	\$ 8,133,270
Grand Totals	\$ 59,616,429	\$ 2,908,787	\$ (7,097,990)	\$ 55,427,227

**Municipality of Leamington
2021 Budget
Reserve Analysis - 5 Years**

	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Budget
	\$	\$	\$	\$	\$
Reserve Funds and Deferred Revenue					
Opening balance	10,485,730	13,314,762	12,144,482	13,926,170	15,022,413
Interest	280,913	376,509	422,169	261,458	-
Subdivision contributions	2,485,724	69,667	78,344	60,693	-
Miscellaneous	3,301,839	1,496,371	3,022,146	2,047,314	2,131,137
From (to) revenue	(1,008,337)	(263,257)	(41,285)	(164,029)	(211,102)
From (to) capital	(2,231,107)	(2,849,570)	(1,699,685)	(2,787,081)	(3,291,057)
Transfer from (to) reserves	-	-	-	1,677,889	-
	13,314,762	12,144,482	13,926,170	15,022,413	13,651,391
Reserves					
Opening balance	44,215,229	42,595,076	43,182,821	57,951,436	59,616,429
From (to) revenue	6,147,934	7,891,755	13,985,861	7,985,900	2,908,787
From (to) capital	(7,768,087)	(7,304,010)	782,754	(4,643,018)	(7,097,990)
Transfer from (to) reserve funds	-	-	-	(1,677,889)	-
	42,595,076	43,182,821	57,951,436	59,616,429	55,427,227
Total (excluding Equity in UWSS)	\$ 55,909,838	\$ 55,327,303	\$ 71,877,606	\$ 74,638,842	\$ 69,078,618
For Information Purposes Only					
Ending Debt Balance (including Leamington share of UWSS)	\$ 30,815,778	\$ 27,636,103	\$ 24,307,186	\$ 20,819,731	\$ 17,977,365



2021 Budget

Capital Summary

2021 Budget

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 2021 Activities

2021 planned capital investment is projected to be \$26.3M. Funding for these capital programs is as follows:

Funding Source	2020 Budget	2021 Budget	Change
Reserves, reserve funds, and deferred revenue	\$12.3M	\$10.3M	(\$2.0M)
Grants	\$2.9M	\$2.4M	(\$0.5M)
Taxation	\$10.6M	\$9.9M	(\$0.7M)
Other	\$3.1M	\$3.7M	\$0.6M
Total	\$28.9M	\$26.3M	(\$2.6M)

The 2021 capital contribution from the general tax levy (excluding the rate funded departments - Sewers, Waste Water (PCC) and Water) is \$3.4M compared to \$4.7M in the 2020 budget.

Major proposed capital projects for 2021 are:

- Sturgeon Creek Drain Modeling and Extension of Outlet (carry forward) - \$2,252,878
- Road Resurfacing/Gravel Elimination - \$1,770,000
- Nature Fresh Farms Recreation Centre lifecycle replacement and renewal - \$1,662,000
- Engineering Capital Works (carry forward) - \$1,472,000
- Bridge Replacement and Engineering Designs - \$1,350,000
- PCC Blower Upgrades (carry forward) - \$1,300,000

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- Lebo Creek Drainage Works - \$1,194,000
- Leamington Transit Bus Replacement - \$1,087,102
- Traffic Signal Installation - Sherk/Ellison and Seacliff/Cherry Lane - \$1,000,000
- Sewer Separation Engineering Designs - \$1,000,000
- Drainage Capital Works - Development - \$951,190
- Emergency Generator - \$850,000
- Guyitt Drain Petition - \$705,000
- Pump Station Upgrades - \$700,000
- PCC Biosolids (carry forward) - \$600,000
- Relining Storm Sewer - \$600,000
- Drainage Capital Works (carry forward) - \$589,389
- PCC Clarifier Repairs (carry forward) - \$545,000
- PCC SCADA Upgrades (carry forward) - \$500,000
- Leamington Arts Centre Renewal- \$500,000
- Drainage Capital Works (new projects) - \$486,415
- Kinsmen Baseball Diamond Driveway - \$480,000

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to capital include:

- Deferral of upgrade to AB Waterline at Lakeside Marina \$40,000

**Municipality of Leamington
2021 Budget
Capital Summary**

Department	Budget	Financing Source						Net from Revenue
		Reserves / Reserve Funds	Deferred Revenue	Grants	Asset Sales	Sundry	Unfinanced WIP	
Building Services	37,000	37,000	-	-	-	-	-	-
Cemeteries	98,000	76,000	-	-	-	-	-	22,000
Drainage Services	6,216,872	2,072,890	-	-	-	4,775,952	(1,081,816)	449,846
Engineering Services	5,887,000	460,000	2,815,100	1,878,400	-	-	-	733,500
Fire Services	513,000	422,000	-	-	-	-	-	91,000
General Government	870,000	550,000	-	-	-	-	-	320,000
Information Technology Services	140,000	50,000	-	-	-	-	-	90,000
Library and Cultural Services	520,000	500,000	-	-	-	-	-	20,000
Marina	210,000	135,000	-	-	-	-	-	75,000
Parks	898,000	270,600	-	-	-	5,000	-	622,400
Police Services	50,000	-	-	-	-	-	-	50,000
Public Works	485,000	274,000	-	-	7,000	-	-	204,000
Recreation Centre	1,662,000	1,012,000	-	-	-	-	-	650,000
Transit	1,122,102	183,500	465,957	472,645	-	-	-	-
Funded from General Levy	18,708,974	6,042,990	3,281,057	2,351,045	7,000	4,780,952	(1,081,816)	3,327,746
Sewers	3,105,000	445,000	-	-	-	-	-	2,660,000
Waste Water (PCC)	3,600,000	-	-	-	-	-	-	3,600,000
Water Services	880,000	620,000	-	-	-	-	-	260,000
Funded from User Rates	7,585,000	1,065,000	-	-	-	-	-	6,520,000
Total Capital	26,293,974	7,107,990	3,281,057	2,351,045	7,000	4,780,952	(1,081,816)	9,847,746

**Municipality of Leamington
2021 Budget
Capital Spending Analysis - 5 Years**

Department	2017 Actual Expenses	2018 Actual Expenses	2019 Actual Expenses	2020 Actual Expenses as of 18Nov20	2020 Budget Expenses	2021 Budget Expenses
Building Services	31,071	-	34,846	-	32,000	37,000
By-law Enforcement	48,262	-	-	35,234	35,000	-
Cemeteries	-	-	-	-	76,000	98,000
Drainage Services	1,438,959	1,621,994	1,691,084	2,439,143	3,827,817	6,216,872
Engineering Services	5,160,642	5,442,288	4,666,748	4,919,295	9,329,225	5,887,000
Fire Services	174,994	47,473	246,603	777,536	929,000	513,000
General Government	16,754	117,382	340,013	222,163	70,000	870,000
Information Technology Services	132,064	415,947	726,783	356,072	380,000	140,000
Library and Cultural Services	6,568	532,698	1,089,434	-	580,000	520,000
Marina	109,780	975,918	292,204	92,860	353,500	210,000
Parking Enforcement	63,874	-	-	-	-	-
Parks	2,560,437	717,394	301,995	298,086	976,096	898,000
Police Services	-	-	-	4,320	50,000	50,000
Public Works	276,601	703,627	488,473	727,055	830,000	485,000
Recreation Centre	1,001,125	232,447	459,294	218,050	794,000	1,662,000
Transit	6,724	66	-	4	985,000	1,122,102
Funded from General Levy	11,027,855	10,807,235	10,337,478	10,089,818	19,247,638	18,708,974
Sewers	7,055,233	7,969,093	1,568,434	1,865,899	4,359,453	3,105,000
Waste Water (PCC)	2,377,746	3,605,877	1,452,031	726,689	3,835,369	3,600,000
Water Services	2,297,000	1,589,621	3,038,048	729,502	1,501,000	880,000
Funded from User Rates	11,729,979	13,164,592	6,058,512	3,322,090	9,695,822	7,585,000
Total Capital Expense	22,757,834	23,971,827	16,395,990	13,411,908	28,943,460	26,293,974

**Municipality of Leamington
2021 Budget
Capital Funding From Tax Revenue/Rates Analysis - 5 Years**

Department	2017	2018	2019	2020	2021
Actual Funding from Tax Revenue/Rates	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	-	-
Cemeteries	-	-	-	27,000	22,000
Drainage Services	17,079	7,409	13,758	51,942	449,846
Engineering Services	846,087	211,036	724,019	2,057,000	733,500
Fire Services	106,914	47,473	53,943	166,000	91,000
General Government	16,754	5,518	14,915	20,000	320,000
Information Technology Services	105,000	230,000	50,550	90,000	90,000
Library and Cultural Services	6,525	1,373	12,448	250,000	20,000
Marina	70,638	88,950	285,087	323,500	75,000
Parking Enforcement	63,874	-	-	-	-
Parks	535,186	492,462	230,035	592,000	622,400
Police Services	-	-	-	50,000	50,000
Public Works	76,642	199,428	129,813	475,500	204,000
Recreation Centre	714,578	106,133	157,783	546,000	650,000
Funded from General Levy	2,559,277	1,389,781	1,675,197	4,648,942	3,327,746
Sewers	151,197	868,172	1,155,661	1,639,723	2,660,000
Waste Water (PCC)	280,780	3,605,877	1,446,874	3,820,369	3,600,000
Water Services	1,707,105	1,167,584	261,888	501,000	260,000
Funded from User Rates	2,139,081	5,641,633	2,864,423	5,961,092	6,520,000
Total From Tax Revenue and Rates	4,698,359	7,031,413	4,539,620	10,610,034	9,847,746

**Municipality of Leamington
2021 Budget
Capital Forecast - 5 Years**

	2021	2022	2023	2024	2025
Department	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses
Building Services	37,000	37,000	-	-	-
By-law Enforcement	-	-	-	-	70,000
Cemeteries	98,000	5,000	5,000	-	-
Drainage Services	6,216,872	-	-	-	-
Engineering Services	5,887,000	6,265,000	4,795,000	5,535,000	4,815,000
Fire Services	513,000	810,000	141,000	272,000	2,106,000
General Government	870,000	10,000	10,000	10,000	10,000
Information Technology Services	140,000	265,000	165,000	165,000	165,000
Library and Cultural Services	520,000	50,000	50,000	50,000	50,000
Marina	210,000	463,500	153,500	120,000	50,000
Parks	898,000	1,180,000	990,000	1,030,000	1,030,000
Police Services	50,000	50,000	50,000	50,000	50,000
Public Works	485,000	343,000	400,000	161,500	574,000
Recreation Centre	1,662,000	880,000	990,000	395,000	360,000
Transit	1,122,102	35,000	35,000	35,000	35,000
Funded from General Levy	18,708,974	10,393,500	7,784,500	7,823,500	9,315,000
Sewers	3,105,000	2,400,000	3,195,000	2,565,000	1,950,000
Waste Water (PCC)	3,600,000	2,585,000	1,425,000	1,050,000	550,000
Water Services	880,000	1,810,000	2,280,000	1,905,000	334,700
Funded from User Rates	7,585,000	6,795,000	6,900,000	5,520,000	2,834,700
Total From Tax Revenue and Rates	26,293,974	17,188,500	14,684,500	13,343,500	12,149,700



2021 Budget

Operating Overview

2021 Budget

Operating Overview

The Operating Budget overview highlights significant differences in the total revenues and expenses by department when compared to the 2020 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 2020 actuals column represents year to date expenses. These actuals require the remaining 2020 costs as well as year-end adjusting entries. The 2020 budget column includes Council's approved 2020 budget as well as all of Council's in-year approvals.

Revenues

When comparing the 2021 budget to the 2020 approved budget, differences greater than \$50k are outlined below:

Building Services - conservative estimate for building permit revenues. Favourable revenue variances will be set aside in the Building Services Reserve Fund.

By-law Enforcement - increased reserve transfers to support the recommendations of the by-law Service Delivery Review.

Drainage Services - increased recoveries from landowners and Province resulting from projects planned in 2021.

Economic Development - Community Improvement Program (CIP) program transferred to Planning Services.

Engineering Services - decreased reserve transfers as projects were completed in 2020.

Finance and Business Services - increased bank interest anticipated given Municipality's projected cash position.

General Government - additional property tax revenue due to modest tax rate increase and minimal assessment growth. Decrease in the Ontario Municipal Partnership Fund (OMPF) grant offset by a small increase in supplemental tax revenue as well as naming sponsorship revenues.

Information Technology Services - decreased funding for multiple projects with the modernization grant as projects are underway or completed.

Marina - decreased transient boater revenue.

Office of the CAO - decreased reserve transfers due to completion Service Delivery Reviews.

Police Services - assumed OPP policing services contract moves to Section 5 under Police Services Act, which results in the ineligibility of some grant funding.

Public Works - increased reserve transfers for carry forward projects related to roadside ditches.

Recreation Centre - decreased membership revenue given the COVID-19 pandemic.

Sewers - increased reserve transfers and recovery from landowners for sewer separation projects debentured with the Municipality.

Expenses

When comparing the 2021 budget to the 2020 approved budget differences greater than \$50k are outlined below:

Building Services - additional contract staff, Building Inspector, given current workload.

By-law Enforcement - additional contract staff, By-law Officer, implementation funding to support the by-law Service Delivery Review recommendations.

Communications & Public Relations - additional staff, Communications Coordinator, as identified in the corporate Service Delivery Review recommendations.

Development Services - new department in 2021; additional staffing as pre-approved by Council and other related staffing costs.

Drainage Services - increased planned capital projects with a Municipal portion and increased drainage maintenance as well as change to staffing positions including 2 Drainage Superintendents and a full-time Drainage Analyst.

Economic Development - no staffing costs funded in 2021; CIP transferred to Planning Services Department.

Engineering Services - decreased taxation funding for capital projects offset by increased reserve transfers. Increase to professional services for phase 2 of the sewer modeling project.

Fire Services - continuation and expansion of a Station Crew pilot project, which includes 4 firefighters stationed at the firehall for 7 days a week offset by decreased reserve transfers and taxation funding for capital projects.

General Government - decreased tax adjustments and final payments on debenture offset by increased taxation funding for emergency generator project.

Information Technology Services - increased costs related to modernization and efficiency initiatives.

Legal Services - additional staff, Lawyer, as identified in the corporate Service Delivery Review recommendations offset by decreased external legal costs.

Library and Cultural Services -- decreased taxation funding for capital projects and deferral of Canada Day fireworks.

Marina - decreased taxation funding for capital projects.

Office of the CAO - decreased expenses due to completion Service Delivery Reviews.

Planning Services - some staffing costs moved to Development Services Department offset by transfer of CIP from Economic Development.

Police Services - increased OPP contract costs.

Public Works - increased allocation of staffing and associated benefit changes as well as increased reserve transfers offset by decreased taxation funding for capital projects.

Recreation Centre - increased taxation funding for capital projects.

Sewers - increased capital investment offset by final payments on debenture and reduced storm sewer maintenance (urban drainage works).

Tourism - reduced staffing costs as community events and programming are not planned for 2021 due to large gathering restrictions relating to the COVID-19 pandemic.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to operating included:

- Sewer modelling project partial deferral \$100,000 in Engineering
- Reduction in Tourism \$100,000
- Reduction in Economic Development \$40,000
- Elimination of Sand Bag Program \$20,000 in Public Works

**Municipality of Leamington
2021 Budget
Revenues and Expenses by Department**

Department	2020 Budget	2021 Budget	Variances
General Taxation			
Taxation Revenues			
Animal Control	55,355	55,355	-
Building Services	898,689	1,042,541	143,852
By-law Enforcement	16,267	61,000	44,733
Cemeteries	17,045	14,250	(2,795)
Council Services	-	27,305	27,305
Development Services	-	31,000	31,000
Drainage Services	1,146,187	1,400,177	253,990
Economic Development	50,135	-	(50,135)
Engineering Services	542,000	450,000	(92,000)
Finance and Business Services	1,292,699	1,354,466	61,767
Fire Services	48,250	90,800	42,550
General Government	35,157,654	35,687,313	529,659
Human Resources (HR)	-	5,000	5,000
Infrastructure Services	10,542	8,065	(2,477)
Information Technology Services	165,000	95,000	(70,000)
Legal Services	101,600	60,000	(41,600)
Legislative Services	133,490	97,120	(36,370)
Library and Cultural Services	-	-	-
Marina	692,800	607,250	(85,550)
Office of the CAO	252,000	52,000	(200,000)
Parking Enforcement	128,750	123,750	(5,000)
Parks	130,473	108,073	(22,400)
Planning Services	152,455	196,807	44,352
Police Services	167,060	101,287	(65,773)
Public Works	79,050	243,080	164,030
Recreation Centre	1,798,250	943,875	(854,375)
Sanitation	1,590,591	1,612,945	22,354
Sewers	219,745	496,807	277,062
Tourism	2,000	-	(2,000)
Transit	400,331	420,993	20,662
Total Taxation Revenues	45,248,418	45,386,259	137,841

**Municipality of Leamington
2021 Budget
Revenues and Expenses by Department**

Department	2020 Budget	2021 Budget	Variances
Taxation Expenses			
Animal Control	81,917	89,629	7,712
Building Services	898,689	1,042,541	143,852
By-law Enforcement	479,256	631,078	151,822
Cemeteries	128,760	114,388	(14,372)
Communications and Public Relations	138,058	216,702	78,644
Council Services	515,520	468,886	(46,634)
Development Services	-	455,946	455,946
Drainage Services	1,405,370	2,052,701	647,331
Economic Development	401,869	-	(401,869)
Engineering Services	3,925,074	3,267,099	(657,975)
Finance and Business Services	1,447,369	1,445,963	(1,406)
Fire Services	2,893,762	3,066,335	172,573
General Government	3,305,038	2,925,333	(379,705)
Human Resources	431,357	441,705	10,348
Infrastructure Services	10,542	8,065	(2,477)
Information Technology Services	1,167,413	1,266,919	99,506
Legal Services	616,956	667,400	50,444
Legislative Services	675,288	718,564	43,276
Library and Cultural Services	377,950	117,680	(260,270)
Marina	1,141,433	925,550	(215,883)
Office of the CAO	619,022	412,988	(206,034)
Parking Enforcement	128,750	123,750	(5,000)
Parks	2,117,423	2,110,706	(6,717)
Planning Services	926,373	1,016,455	90,082
Police Services	5,840,659	6,167,773	327,114
Public Works	4,543,117	4,532,820	(10,297)
Recreation Centre	4,882,593	4,966,705	84,112
Sanitation	1,695,399	1,707,941	12,542
Sewers	3,485,426	3,768,568	283,142
Tourism	385,814	45,010	(340,804)
Transit	582,221	611,059	28,838
Total Taxation Expenses	45,248,418	45,386,259	137,841
General Taxation Net Total	-	-	-

**Municipality of Leamington
2021 Budget
Revenues and Expenses by Department**

Department	2020 Budget	2021 Budget	Variances
Rate Funded			
Waste Water (PCC)			
Revenues	9,274,566	9,069,179	(205,387)
Expenses	9,274,566	9,069,179	(205,387)
Waste Water (PCC) Net Total	-	-	-
Water Services			
Revenues	9,948,765	10,776,957	828,192
Expenses	9,948,765	10,776,957	828,192
Water Services Net Total	-	-	-
Joint Animal Control			
Revenues	80,232	96,948	16,716
Expenses	80,232	96,948	16,716
Joint Animal Control Net Total	-	-	-
Rate Funded Net Total	-	-	-



2021 Budget

Summary by Department

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. 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 Service Board is in Police Services and Migrant Workers Community Program is in Council Services.

2020 Year Performance

In 2020, as a result of the COVID-19 pandemic, Council Services experienced costs savings given that conferences and meetings were held electronically. As a number of community events did not take place throughout 2020, the grant funding was less than originally approved by Council. With the modernization of live-streaming Council meetings in addition to all meetings being held virtually since March 2020, the costs to record Council meetings were not incurred.

Proposed 2021 Activities

The 2021 budget includes the placeholder for the Grants to Non-Profits. The distribution of these grants will take place once the new Municipal Grant Policy is approved by Council.

For 2021, members of Council will continue to represent the Municipality through attendance at and participation in various virtual conferences, community events and meetings with upper levels of government. The budget includes reduced costs for conferences given the expected continuation of travel restrictions related to the COVID-19 pandemic. The 2021 budget includes an estimated Board Expenses cost for the Mayor for her position on the Association of Municipalities of Ontario (AMO) Board.

To support the governance and education recommendation as identified in the Service Delivery Review, additional training for Council has been included in the 2021 budget.

Given the expected continuation of the COVID-19 pandemic, the annual community concert with the Windsor Symphony Orchestra at Leamington's amphitheatre has not been included for 2021.

In 2021, the funding for the 2019/2020 Reinvent this Space winner is included in this department under Corporate Initiatives. The unused 2020 funding for this same program is also included as part of the transfer from reserve. This unused 2020 funding will allow the Municipality to provide another competition designed to foster local entrepreneurship during 2021.

2021 Operating Budget for Council

Department: 0910 - Council Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	-	-	27,305	27,305	100.00%
Total Revenue	-	-	27,305	27,305	100.00%
Expense:					
35000-Salaries & Benefits	189,325	232,775	229,065	(3,710)	(1.59%)
36400-Grants to Non-Profits	166,515	180,520	175,000	(5,520)	(3.06%)
37010-Office Supplies	449	1,000	750	(250)	(25.00%)
37015-Board Expenses	468	2,500	1,000	(1,500)	(60.00%)
37020-Dues & Memberships	448	500	500	-	.00%
37030-Travel & Mileage	62	2,000	1,000	(1,000)	(50.00%)
37040-Training	296	3,500	8,500	5,000	142.86%
37050-Conferences	7,350	30,000	10,000	(20,000)	(66.67%)
37100-Corporate Initiatives	-	-	27,305	27,305	100.00%
37130-Advertising & Promotion	611	1,000	1,000	-	.00%
37140-Insurance Expense	1,620	1,225	1,766	541	44.16%
37950-Professional Services	515	22,000	-	(22,000)	(100.00%)
37990-Other Operating Expenses	6,509	38,500	13,000	(25,500)	(66.23%)
Total Expense	374,300	515,520	468,886	(46,634)	(9.05%)
Net Total	(374,300)	(515,520)	(441,581)	73,939	(14.34%)

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.

2020 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 2020. The CAO ensures that recommendations from Administration reflect the values of Council and support the Municipality's Strategic Plan.

In 2020, the major corporate initiatives included (but were not limited to):

- Continuation of Uptown Reinvention through the design and construction of the Erie Street South Parkette, the re-design and completion of Shotten Parkette, as well as the demolition of 40-42 Mill Street West, allowing for a connecting link from the Russell Street parking lot to the Mill Street Market area through another newly designed parkette.
- Completion of the Queens Avenue - John Street parking lot and the Italian Centennial Park re-design to compliment the Leamington Library rebuild project and create a walkable corridor leading from the Mill Street Market area to the Leamington Library.
- Continuation of the strategic sewer separations through the completion of the Melrose/Henry subdivision and surrounding areas.
- Further elevating 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.
- Continuation of the development of critical policies and by-laws through the development of the Draft Official Plan including public consultations, the drafting and review of the Boarding House and Agriculture Worker Housing Study and corresponding draft by-law, and the development of a Light Abatement by-law for the greenhouse sector. Work also continues on the development charge background study so that development charges by-law will be in place for 2021.
- Completion of the organization-wide Service Delivery Review as well as the completion of a specific By-law Enforcement Service Delivery Review.

No one could have imagined during the 2020 budget deliberations, like every municipality across the country, the impact the COVID-19 pandemic would have on operations. Despite the incredible disruption to normal processes and operation, Leamington municipal employees were able to achieve many of the strategic initiatives set out for 2020.

Proposed 2021 Activities

In 2021, the Office of the CAO will 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 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.

The Office of the CAO will continue to bring focus on the effects of record 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.

Engagement with upper levels of government will also continue for financial support for the proposed Northeast Sanitary Trunk Sewer. There has been unprecedented growth in both the Ontario vegetable greenhouse industry and the emerging cannabis industry, which has presents an opportunity for significant private sector investment, both now and into the foreseeable future. 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 greenhouse 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.

The Office of the CAO will continue to ensure that projects are set in priority that gives consideration to greater economic development, ensuring sustainability into the future for Leamington.

A renewed focus on Fire Services will continue in 2021 as new methods of providing an appropriate level of fire protection to the Municipality will be explored, recognizing the pressure economic growth has placed on this service. The focus on improving Fire Services will be done with appropriate levels of funding in mind.

2021 will see significant reduction in revenues, especially at the Nature Fresh Farms Recreation Centre due to the COVID-19 pandemic. 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.

2021 Operating Budget for Council

Department: 0900 - Office of the CAO

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	150,000	-	-	-	.00%
Sub-Total Operating Revenue	150,000	-	-	-	.00%
19000-Reserve Transfers	71,232	252,000	52,000	(200,000)	(79.37%)
Sub-Total Non-Operating Revenue	71,232	252,000	52,000	(200,000)	(79.37%)
Total Revenue	221,232	252,000	52,000	(200,000)	(79.37%)
Expense:					
35000-Salaries & Benefits	264,617	327,462	339,178	11,716	3.58%
37010-Office Supplies	216	500	250	(250)	(50.00%)
37020-Dues & Memberships	3,249	3,560	3,560	-	.00%
37030-Travel & Mileage	54	2,000	1,000	(1,000)	(50.00%)
37040-Training	1,258	1,500	1,500	-	.00%
37050-Conferences	2,743	6,500	3,500	(3,000)	(46.15%)
37100-Corporate Initiatives	379	27,000	12,000	(15,000)	(55.56%)
37950-Professional Services	71,759	250,000	52,000	(198,000)	(79.20%)
37990-Other Operating Expenses	54	500	-	(500)	(100.00%)
Sub-Total Operating Expense	344,329	619,022	412,988	(206,034)	(33.28%)
69000-Reserve Transfers	150,000	-	-	-	.00%
Sub-Total Non-Operating Expense	150,000	-	-	-	.00%
Total Expense	494,329	619,022	412,988	(206,034)	(33.28%)
Net Total	(273,097)	(367,022)	(360,988)	6,034	(1.64%)

Communications and Public Relations - 0950

Description

Communications and Public Relations is part of the Office of the Chief Administrative Officer's area. It provides communication and customer service through a variety of channels to various audiences. This department supports the Municipality and its departments by providing timely, relevant, objective, factual, easy-to-understand information and engagement opportunities to citizens.

Communications and Public Relations also provides advice to the Municipality with respect to communications planning, media relations and issues management, digital communications, advertising, and brand management. This service 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. This service also creates public awareness and understanding about municipal government as well as serving the internal communications needs of municipal employees.

Staffing

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

The 2021 budget includes a new position, Communications Coordinator. As identified in the corporate service delivery review, the role of Communications and Public Relations continues to evolve as the need for internal and external engagement continues to increase. This additional communications staff will support the Municipality in achieving its communications and customer service goals as well as provide support to existing staff.

2020 Year Performance

In 2020, Communications and Public Relations played an integral role in supporting the organization through the COVID-19 pandemic by providing 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 also assisted in communicating relevant information to the public about:

- Ways to mitigate risks and slow the spread of COVID-19, sourced from local, provincial and federal health agencies.
- Ontario's Emergency Management and Civil Protection Act (EMCPA), including orders and enforcement;
- Ontario's reopening plan, including the reopening stages and how they impact Leamington businesses and residents.

With the pandemic changing the way the Municipality conducts business, Communications and Public Relations worked with Information and Technology Services to enhance contact-free service delivery through the municipal website. These enhancements include electronic form and application submission, appointment bookings, and online payment options for taxes and municipal services. These website improvements not only provide additional 24-hour access to municipal services, they provide a convenient, safe and contact-free way of servicing the community.

Throughout the year, the department continued to improve public awareness of and engagement in various municipal services, programs, plans and projects.

Proposed 2021 Activities

In 2021, Communications and Public Relations will continue to enhance contact-free service delivery through the municipal website, and communicate improvements to employees and the public.

In support of the key recommendations of the Service Delivery Review, the department will have a strategic focus on community engagement as a method to achieve sustainable outcomes, equitable decision-making processes, and deepen relationships and build trust between the Municipality and its residents. This community engagement focus includes the implementation of a new portal to streamline and foster community engagement on municipal initiatives.

The department will continue to foster relationships with employees, taxpayers and local and national media by providing unsolicited information and good news stories to build trust and boost the profile and reputation of Leamington.

There will be a focus to ensure municipal documents, website, and communication materials are easy-to-understand, engaging and meet the standards of the Accessibility for Ontarians with Disabilities Act (AODA).

2021 Operating Budget for Council

Department: 0950 - Communications and Public Relations

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	100,325	124,608	190,898	66,290	53.20%
37010-Office Supplies	61	200	200	-	.00%
37020-Dues & Memberships	3,250	400	5,604	5,204	1301.00%
37030-Travel & Mileage	-	250	150	(100)	(40.00%)
37040-Training	76	1,000	500	(500)	(50.00%)
37050-Conferences	825	1,500	750	(750)	(50.00%)
37130-Advertising & Promotion	594	10,000	5,500	(4,500)	(45.00%)
37990-Other Operating Expenses	25	100	100	-	.00%
37995-Software Licensing & Support	-	-	13,000	13,000	100.00%
48001-Flooding	1,956	-	-	-	.00%
Total Expense	107,112	138,058	216,702	78,644	56.96%
Net Total	(107,112)	(138,058)	(216,702)	(78,644)	56.96%

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.

2020 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. Miscellaneous revenue is primarily the Green Shield surplus that has been paid to the Municipality as it relates to health benefit premiums and then transferred to a reserve.

COVID-19 provincial grant funding is non-budgeted and captured in this department. COVID-19 corporate costs, including the deferral of interest and penalty, 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. These costs require a full internal review prior to year-end to ensure they are appropriate and captured properly.

Many of the assessment appeals date back to prior years and have not yet been settled at the end of 2020. However throughout 2020, many properties were reclassified from the residential tax class, as provided by MPAC's 2019 assessment roll return file effective January 1, 2020, to the farm tax class. 2020 final property taxes are calculated based the information in the MPAC 2019 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 2019 Assessment Roll Return did not classify several Leamington farm properties properly. Therefore, in 2020 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.

In 2020, the category Other Operating Expenses was the placeholder for the recently approved On-Call Pay Policy costs. The actual on-call pay costs will be captured within each appropriate department once the adjustments have been paid to staff.

Proposed 2021 Activities

The General Government budget includes taxation revenues and related adjustments. The actual 2020 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 2021. The Municipality's portion of this funding decreased a further \$156,300 from prior years. In addition, the 2021 Provincial Offences Act revenue, which has been declining over the years and will likely be very limited by the end of 2020 due to the COVID-19 pandemic, has been drastically reduced given the uncertainty of fines collections directly related to court proceedings only being held virtually at this time.

The 2021 budget does include a \$60,000 transfer from the Health Benefits Reserve to mitigate the increase of employee benefits, in particular life insurance premiums. In 2021, the provider proposed a new methodology for calculating premiums and this reserve transfer assists with those budget pressures as a temporary measure.

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 2021 budget request includes costs to provide continued support for the BIA, ERCA, and LTVCA at the levels of their respective draft budgets. ERCA and the LTVCA are increased by approximately 2% from 2020 and the BIA remains the same as 2020.

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 2021 budget also includes the installation of a generator for the Municipality's emergency center located at the Nature Fresh Farms Recreation Centre. At present, this project is funded partially through previous funds raised through taxation as well as an additional \$300,000 from this budget. Grant funding from the COVID-19 Resilience Infrastructure Stream: Local Government Intake was recently announced which has earmarked approximately \$471,000 for the Municipality. Applications are due in mid-December 2020 and Administration is confident that this generator purchase will qualify for this funding. Administration will report back to Council once the qualifying projects are announced.

In addition to the annual lifecycle replacement transfer to reserve, included in the 2021 budget is a recommended transfer to the Contingency Reserve of \$150,000 to provide for rate stabilization. This transfer acts as a contingency for unforeseen expenditures, or to be used for additional services or lifecycle replacement at the discretion of Council.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to General Government included:

- Change in total property tax levy
- Reduced transfer to reserve for rate stabilization \$150,000
- Increased transfer from reserve to support in-year tax adjustments \$113,800

2021 Operating Budget for Council

Department: 0520 - General Government

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	31,134,520	31,299,684	31,461,664	161,980	.52%
11100-Payments in Lieu of Tax Levies	380,363	190,100	190,100	-	.00%
11200-Supplemental Taxation	479,320	250,000	300,000	50,000	20.00%
11320-Other Levies	115,095	115,000	115,000	-	.00%
11330-Grants in Lieu of Tax Levies	6,675	6,675	6,675	-	.00%
12000-Grant Revenue	2,157,935	2,236,000	2,010,700	(225,300)	(10.08%)
13870-Rental Revenue	8,051	13,173	6,353	(6,820)	(51.77%)
14400-Donations	75,000	100,000	100,000	-	.00%
15400-Sponsorship Revenue	105,000	-	155,000	155,000	100.00%
18002-COVID-19 Revenues	676,600	-	-	-	.00%
18991-Dividend Income	453,282	425,000	450,000	25,000	5.88%
18992-Interest Income	618,823	463,000	463,000	-	.00%
18999-Miscellaneous Revenue	342,263	-	-	-	.00%
Sub-Total Operating Revenue	36,552,927	35,098,632	35,258,492	159,860	.46%
19000-Reserve Transfers	80,022	59,022	428,822	369,800	626.55%
Sub-Total Non-Operating Revenue	80,022	59,022	428,822	369,800	626.55%
Total Revenue	36,632,949	35,157,654	35,687,314	529,660	1.51%
Expense:					
35000-Salaries & Benefits	216,714	278,585	266,356	(12,230)	(4.39%)
36300-Tax Adjustment	59,176	929,905	573,698	(356,207)	(38.31%)
36401-Levies to Other Organizations	299,638	349,861	354,866	5,005	1.43%
37010-Office Supplies	4	500	500	-	.00%
37020-Dues & Memberships	11,076	12,000	13,210	1,210	10.08%
37040-Training	-	2,500	1,250	(1,250)	(50.00%)
37070-Uniforms & Clothing	632	-	-	-	.00%
37130-Advertising & Promotion	151	500	500	-	.00%
37140-Insurance Expense	139,677	110,872	152,249	41,377	37.32%
37250-Tech Hardware Purchases	9	-	-	-	.00%
37950-Professional Services	4,136	-	-	-	.00%
37960-Dispatch Fees	15,481	16,000	16,000	-	.00%
37990-Other Operating Expenses	31,202	87,500	43,000	(44,500)	(50.86%)
47400-Building Maintenance	211,318	227,493	225,627	(1,866)	(.82%)
47410-Equipment Maintenance	5,807	-	-	-	.00%
47470-Property Maintenance	11,493	10,386	10,728	342	3.30%
48002-COVID-19 Expenses	551,618	-	-	-	.00%
48545-Vehicle/Equipment Fuel	-	2,000	2,000	-	.00%
48556-Health & Safety	21	-	-	-	.00%
Sub-Total Operating Expense	1,558,149	2,028,102	1,659,983	(368,119)	(18.15%)

2021 Operating Budget for Council

Department: 0520 - General Government

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
56000-Debt Charges	303,477	613,455	468,348	(145,107)	(23.65%)
69000-Reserve Transfers	1,783,600	643,480	477,000	(166,480)	(25.87%)
69040-Capital Transfers	-	20,000	320,000	300,000	1500.00%
Sub-Total Non-Operating Expense	2,087,077	1,276,935	1,265,348	(11,587)	(.91%)
Total Expense	3,645,227	3,305,037	2,925,331	(379,706)	(11.49%)
Net Total	32,987,723	31,852,617	32,761,983	909,366	2.85%

2021 Capital Budget

Division: Finance and Business Services

Department: 0520 - General Government

Project #	Title	Description	2021 Budget	Net From Revenue
GEN-001	Office Furniture	Ergonomics, additional staff, general replacement.	20,000	20,000
GEN-004	Machinery & Equipment	Generator for emergency centre and evacuation location.	850,000	300,000
			870,000	320,000

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0520 - General Government

Project #	Project Name	2021	2022	2023	2024	2025
GEN-001	Office Furniture	20,000	10,000	10,000	10,000	10,000
GEN-004	Machinery & Equipment	850,000	-	-	-	-
		870,000	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, revenue billing and collection, treasury, debt and investment management, payroll, payables, accounting, reporting and analysis. Finance is also responsible for asset inventory management 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 Essex Power Corporation and 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.

2020 Year Performance

In 2020, 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.
- Hired two new Utility Billing Clerks to allow the Municipality to provide municipal water and waste water billing in-house. Implementation of the project is currently underway with a go-live date planned for early 2021.
- Hired the Asset Management Specialist to support the Province's asset management planning regulation, which requires a Council approved updated asset management plan for core infrastructure assets by July 1, 2021.
- 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 for implementation in 2021.
- Implemented online property tax credit card and debit card payments to support contact-free service delivery. Ratepayers using this service pay the service fees.
- Established no-fee online payments to accept credit card and debit card payments for other Municipal fees, such as dog tags and fire burn permits, to support contact-free service delivery.

- Commenced project to present property tax bills electronically.
- Drafted new policies (Municipal grants, on-call pay).
- 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.
 - restructured electronic records and files to comply with records retention by-law.
 - internal audit of community improvement plan applications and grant distribution.
 - electronic submissions of all accounts payable invoices and payroll timesheets that also supports contact-free internal service delivery.

Proposed 2021 Activities

The 2021 budget for Finance provides for continued provision of the core treasury and financial services to support ratepayers and operational functions across the Corporation including utility billing. 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 utility billing.

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.

2021 Operating Budget for Council

Department: 0500 - Finance and Business Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	57,375	54,000	52,000	(2,000)	(3.70%)
18990-Recoveries	113,300	281,999	265,766	(16,233)	(5.76%)
18992-Interest Income	1,138,939	881,700	981,700	100,000	11.34%
18999-Miscellaneous Revenue	36,820	35,000	35,000	-	.00%
Sub-Total Operating Revenue	1,346,434	1,252,699	1,334,466	81,767	6.53%
19000-Reserve Transfers	-	40,000	20,000	(20,000)	(50.00%)
Sub-Total Non-Operating Revenue	-	40,000	20,000	(20,000)	(50.00%)
Total Revenue	1,346,434	1,292,699	1,354,466	61,767	4.78%
Expense:					
35000-Salaries & Benefits	836,131	1,280,799	1,309,743	28,945	2.26%
37010-Office Supplies	37,829	43,100	43,000	(100)	(.23%)
37020-Dues & Memberships	6,876	7,020	7,570	550	7.83%
37030-Travel & Mileage	-	250	-	(250)	(100.00%)
37040-Training	1,825	3,500	7,950	4,450	127.14%
37050-Conferences	1,425	9,500	3,000	(6,500)	(68.42%)
37054-Recruitment Expenses	1,792	3,000	-	(3,000)	(100.00%)
37130-Advertising & Promotion	61	1,000	500	(500)	(50.00%)
37832-Credit, Debit & Bank Charges	27,856	13,000	13,000	-	.00%
37950-Professional Services	30,758	85,500	60,500	(25,000)	(29.24%)
37990-Other Operating Expenses	76	700	700	-	.00%
48002-COVID-19 Expenses	3,951	-	-	-	.00%
Total Expense	948,580	1,447,369	1,445,963	(1,405)	(.10%)
Net Total	397,854	(154,670)	(91,497)	63,172	(40.84%)

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. 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.

2020 Year Activities

In 2020, IT Services staff upgraded and expanded the audio and visual equipment in Council Chambers and boardrooms throughout the Municipality. The municipal fibre project was completed with fibre connectivity to link the Municipal Building with the Lakeside Marina, Seacliff Park, the Waterfront, Pollution Control Centre and the Kinsmen Ball Diamonds. During the past year, IT Services continued to enhance and expand the security measures for all IT infrastructure, including the replacement of the virtualized Servers and SAN environment. IT Services completed the security access control project in the Municipal Building, the Nature Fresh Farms Recreation Centre and Pollution Control Centre Administrative Buildings. Staff commitment and dedication were required to meet many tight timelines, and the IT Services staff delivered in this regard.

In 2020, IT Services worked tirelessly to allow Municipal staff to work remotely in a safe, secure and effective manner. IT deployed municipal equipment efficiently to all staff that required hardware including monitors, laptops, phones, scanners, etc. The Municipality's continued investment in IT infrastructure supported these efforts and eased the transition to this new modern workplace during the COVID-19 pandemic.

Proposed 2021 Activities

In 2021, IT Services will continue expansion upon the contact-free services it provides by adding more municipal services online with increased payment options and improved workflow efficiencies across the organization, all the while strengthening its security posture during this expansion. IT Services will upgrade all network infrastructure for internal wireless

communications across all facilities. In addition, upgrades to the current server backup environment will be made to ensure there is a sustainable disaster recovery plan.

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.

2021 includes continued enhancements of Leamington Works (formerly Cityworks®) and extending its use to all departments. Full utilization of existing software will continue in support of the Corporate and By-law Service Delivery Reviews. GIS Services will also concentrate on mapping infrastructure to build additional layers for development and planning purposes, such as a business registration layer, to support internal operations.

2021 Operating Budget for Council

Department: 0510 - Information Technology Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	29,351	165,000	95,000	(70,000)	(42.42%)
Total Revenue	29,351	165,000	95,000	(70,000)	(42.42%)
Expense:					
35000-Salaries & Benefits	337,864	415,262	452,920	37,658	9.07%
37010-Office Supplies	311	1,500	1,200	(300)	(20.00%)
37020-Dues & Memberships	1,131	2,000	1,600	(400)	(20.00%)
37030-Travel & Mileage	126	1,200	1,000	(200)	(16.67%)
37040-Training	2,544	6,000	6,000	-	.00%
37050-Conferences	91	7,500	5,500	(2,000)	(26.67%)
37054-Recruitment Expenses	100	-	-	-	.00%
37110-Telecommunications Usage	65,757	74,500	86,675	12,175	16.34%
37140-Insurance Expense	17,114	17,551	18,654	1,103	6.28%
37250-Tech Hardware Purchases	8,582	13,000	10,000	(3,000)	(23.08%)
37270-Software Purchases	36,446	187,000	172,300	(14,700)	(7.86%)
37280-Telecommunication Purchases	6,030	9,000	9,000	-	.00%
37950-Professional Services	103	20,000	20,000	-	.00%
37987-Telecom Maint. & Support	12,718	15,650	19,700	4,050	25.88%
37990-Other Operating Expenses	1,646	7,250	6,750	(500)	(6.90%)
37992-Office Equipment Rental/Lease	17,135	16,000	12,600	(3,400)	(21.25%)
37993-Office Equipment Maintenance	5,535	13,500	11,820	(1,680)	(12.44%)
37994-Hardware Maint. & Support	9,793	12,000	12,000	-	.00%
37995-Software Licensing & Support	160,183	158,500	229,200	70,700	44.61%
48002-COVID-19 Expenses	6,099	-	-	-	.00%
Sub-Total Operating Expense	689,309	977,413	1,076,919	99,506	10.18%
69000-Reserve Transfers	100,000	100,000	100,000	-	.00%
69040-Capital Transfers	-	90,000	90,000	-	.00%
Sub-Total Non-Operating Expense	100,000	190,000	190,000	-	.00%
Total Expense	789,309	1,167,413	1,266,919	99,506	8.52%
Net Total	(759,958)	(1,002,413)	(1,171,919)	(169,506)	16.91%

2021 Capital Budget

Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Title	Description	2021 Budget	Net From Revenue
IT-001	Tech Equipment	Camera systems for Seacliff Park and additional cameras at the Kinsmen Ball Diamonds; additional computers for boardrooms and new staff; upgrades to server room at the NFFRC; new backup solution; security setup for online modules/access into network.	75,000	75,000
IT-002	Network Equipment	Internal wireless access point upgrades; networking switch upgrades and replacements.	60,000	10,000
IT-003	Communications Equipment	Enhancements and additions to the phone system.	5,000	5,000
			140,000	90,000

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Project Name	2021	2022	2023	2024	2025
IT-001	Tech Equipment	75,000	200,000	100,000	100,000	100,000
IT-002	Network Equipment	60,000	50,000	50,000	50,000	50,000
IT-003	Communications Equipment	5,000	15,000	15,000	15,000	15,000
		140,000	265,000	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 10 of the Police Services Act (PSA). Leamington Council has provided notice of termination of the OPP contract as of June 9, 2021. Upon termination of the OPP contract, the OPP service will transition to a policing service under Section 5. The Leamington Police Services Board (PSB) generally determines objectives and priorities for Police Services in consultation with the detachment commander or his or her designate. Based on the identified priorities, the PSB reviews and recommends the annual Police Services operating and capital budgets to Council for approval. At the PSB meeting on November 4, 2020, the PSB recommended the approval of the 2021 draft budget to Council.

Staffing

Police Services currently includes salaries earned by Council for appointments to the Leamington Police Services Board as well as retiree benefits for the former Leamington Police employees.

2020 Year Performance

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

Proposed 2021 Activities

For 2021 budget purposes, it is assumed that OPP will continue to provide policing services to the Municipality through the entire year. The OPP contract costs represent about 95% of the total operating budget of this department.

Effective June 9, 2021, when the OPP will provide services 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, the 2021 budget only includes these grant revenues for five months. For the CSP, Leamington is part of a joint Transfer Payment Agreement (TPA) with five municipalities (Leamington, Essex, Kingsville, Lakeshore, and Tecumseh). The total joint funding allocation is \$378,750 per year for each

of the 3 years, with Leamington's portion of the funding being approximately \$44,995 per year (slight variation each year). Leamington is currently in year 2 of a 3-year grant cycle. Since the OPP contract is likely to change to a Section 5 in June 2021, Leamington would only be eligible for grant funding up to what has been spent by the effective date of their contract termination. The joint TPA would need to be amended to remove Leamington.

Other sources of revenue in the budget include grant funding for court security, court room rental, finger prints, police reports and record checks.

Conferences and travel have been reduced across the Municipality for 2021, as the majority of these activities will continue to be postponed or held virtually in light of the COVID-19 pandemic.

Police programs include expenses for the RIDE program as well as \$1,000 for community policing.

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. The capital budget includes \$20,000 for facility improvements and \$30,000 for a roof replacement.

At the time of writing this report, Administration has currently engaged an Engineer to review and propose a solution to the front entrance of the courthouse and Fire Services building to address safety and accessibility concerns. Subject to Council's approval, this project will likely take place in 2021; however, the cost of this project is still very uncertain. This project will likely be partially funded from the Police Services Reserve.

The 2021 budget recommends a transfer to the Police Services Reserve of \$50,000. This transfer acts as a contingency for unforeseen expenditures, additional policing services or building lifecycle replacement at the discretion of Council. The 2021 Police Services Reserve ending balance for lifecycle replacement and policing costs is anticipated to be approximately \$1.2M.

2021 Operating Budget for Council

Department: 0530 - Police Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	38,573	117,000	63,727	(53,273)	(45.53%)
13000-Fees and Service Revenue	8,635	26,500	14,000	(12,500)	(47.17%)
13870-Rental Revenue	17,142	23,560	23,560	-	.00%
Total Revenue	64,350	167,060	101,287	(65,773)	(39.37%)
Expense:					
35000-Salaries & Benefits	93,536	117,989	108,351	(9,638)	(8.17%)
37020-Dues & Memberships	1,506	1,450	1,500	50	3.45%
37030-Travel & Mileage	-	150	-	(150)	(100.00%)
37050-Conferences	-	1,000	500	(500)	(50.00%)
37130-Advertising & Promotion	223	-	-	-	.00%
37140-Insurance Expense	15,391	15,396	16,776	1,380	8.96%
37915-Police Programs	-	13,000	13,000	-	.00%
37950-Professional Services	12,974	-	-	-	.00%
37964-OPP Contract	4,527,554	5,434,414	5,771,650	337,236	6.21%
47400-Building Maintenance	88,804	119,515	118,261	(1,254)	(1.05%)
47410-Equipment Maintenance	193	-	-	-	.00%
47470-Property Maintenance	732	1,962	1,953	(9)	(.47%)
48530-Winter Control	2,442	-	-	-	.00%
Sub-Total Operating Expense	4,743,354	5,704,876	6,031,990	327,114	5.73%
56000-Debt Charges	17,891	35,783	35,783	-	.00%
69000-Reserve Transfers	50,000	50,000	50,000	-	.00%
69040-Capital Transfers	-	50,000	50,000	-	.00%
Sub-Total Non-Operating Expense	67,891	135,783	135,783	-	.00%
Total Expense	4,811,246	5,840,659	6,167,773	327,114	5.60%
Net Total	(4,746,896)	(5,673,599)	(6,066,486)	(392,887)	6.92%

2021 Capital Budget

Division: Finance and Business Services

Department: 0530 - Police Services

Project #	Title	Description	2021 Budget	Net From Revenue
POLICE-001	Annual Facility Renovation	Facility upgrades as required to aging building and court house.	20,000	20,000
POLICE-003	Police Building Roof Replacement	Replace roof at the police station.	30,000	30,000
			50,000	50,000

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0530 - Police Services

Project #	Project Name	2021	2022	2023	2024	2025
POLICE-001	Annual Facility Renovation	20,000	50,000	50,000	50,000	50,000
POLICE-003	Police Building Roof Replacement	30,000	-	-	-	-
		50,000	50,000	50,000	50,000	50,000

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; 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, a Lawyer and the Director of Legal and Legislative Services.

As a result of the on-going need for legal support in the Development Services and Planning Services departments, the 2021 budget includes expenses associated with the hiring of an additional Lawyer. This position will be crucial and has been identified in order to successfully implement some of the recommendations from the Service Delivery Reviews conducted in 2020. The efficient access to legal services assists and supports the activities of all other departments and reduces overall corporate risk.

2020 Year Performance

As a result of COVID-19, many of the proposed projects within Legal Services could not move forward due to suspended limitations and timelines and the suspension of court operations. Much time was devoted to COVID-19 related matters and the interpretation of provincial orders and regulations related to the control of the pandemic.

The following are the major activities that were undertaken:

- Processed 107 property information requests (as of November 15, 2020).
- Coordinated the review of the level of police services and the preparation of a request for proposal for the provision of police 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.
- Coordinated transactions related to land acquisitions, land dispositions and easements.

Proposed 2021 Activities

The following are the proposed 2021 activities:

- Assist in the implementation of the recommendations from the By-law Enforcement Service Delivery Review and the Corporate Service Delivery Review.
- Bring forward final draft of Greenhouse Light Abatement By-law.
- Bring forward final draft of Sign By-law.
- Bring forward final draft of Window Covering By-law.
- Prepare and present a Procurement By-Law.
- Present a by-law to amend the Smoking By-law.
- Present a by-law regarding the Municipality's parks.
- Continue applications to Superior Court to prohibit Part II cannabis facilities.
- Dispose of surplus municipal lands.
- Provide on-going legal services to the organization with continued support to Development Services and Planning Services.

2021 Operating Budget for Council

Department: 0300 - Legal Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	22,925	29,600	30,000	400	1.35%
18990-Recoveries	10,000	10,000	10,000	-	.00%
Sub-Total Operating Revenue	32,925	39,600	40,000	400	1.01%
19000-Reserve Transfers	77,443	62,000	20,000	(42,000)	(67.74%)
Sub-Total Non-Operating Revenue	77,443	62,000	20,000	(42,000)	(67.74%)
Total Revenue	110,368	101,600	60,000	(41,600)	(40.94%)
Expense:					
35000-Salaries & Benefits	331,360	407,576	558,180	150,604	36.95%
37010-Office Supplies	545	2,000	2,000	-	.00%
37020-Dues & Memberships	7,871	8,620	11,020	2,400	27.84%
37030-Travel & Mileage	-	100	100	-	.00%
37040-Training	789	2,000	3,000	1,000	50.00%
37050-Conferences	-	2,000	1,500	(500)	(25.00%)
37054-Recruitment Expenses	-	-	1,500	1,500	100.00%
37070-Uniforms & Clothing	753	-	-	-	.00%
37130-Advertising & Promotion	-	250	-	(250)	(100.00%)
37950-Professional Services	121,177	194,000	90,000	(104,000)	(53.61%)
37990-Other Operating Expenses	772	410	100	(310)	(75.61%)
Total Expense	463,266	616,956	667,400	50,444	8.18%
Net Total	(352,898)	(515,356)	(607,400)	(92,044)	17.86%

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, a Council Services Assistant, 3 Customer Service Representatives and a Cemetery Clerk (contract).

The 2020 Budget 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 2021 Budget includes the continuation of the contract position for a Cemetery Clerk to continue the ongoing work.

2020 Year Performance

The following are the major projects that were undertaken:

- Implemented solutions and processes associated with holding meetings electronically, including Council and statutory public meetings.
- Implemented a number of procedural amendments to allow for electronic meetings, voting, etc. in response to COVID-19 pandemic.
- Assisted departments with virtual committee meetings including agenda preparation, minute preparation, committee member assistance and training.
- Assisted with form building and website reviews as the organization transitions to contact-free service delivery.

Customer Service Representatives are trained to accept payments and to use Leamington Works (formerly Cityworks®) software to input data from callers who are requesting service or submitting a complaint. From that information, a work order may be generated which is

sent to the appropriate department to act upon. Customer Service Representatives provide follow up information to any callers who request same.

Proposed 2021 Activities

The following are the proposed 2021 activities:

- Present a Procedural By-law.
- Present a Notice Policy.
- Prepare and present a Cemetery By-law.
- Present a Fireworks By-law and processes related to the applications.
- Prepare and present Routine Disclosure Policy and provide training to all staff and Council.
- 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.

2021 Operating Budget for Council

Department: 0302 - Legislative Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	8,570	21,140	14,620	(6,520)	(30.84%)
14010-Licence & Permit Revenue	42,296	112,250	82,400	(29,850)	(26.59%)
18999-Miscellaneous Revenue	281	100	100	-	.00%
Total Revenue	51,148	133,490	97,120	(36,370)	(27.25%)
Expense:					
35000-Salaries & Benefits	486,205	624,573	650,029	25,455	4.08%
37010-Office Supplies	1,850	2,500	2,500	-	.00%
37020-Dues & Memberships	1,812	1,725	1,975	250	14.49%
37040-Training	2,643	5,000	8,000	3,000	60.00%
37050-Conferences	-	2,500	1,250	(1,250)	(50.00%)
37130-Advertising & Promotion	1,119	500	500	-	.00%
37950-Professional Services	410	8,260	4,130	(4,130)	(50.00%)
37990-Other Operating Expenses	2,400	8,230	8,180	(50)	(.61%)
42460-Records Management	263	2,000	2,000	-	.00%
48002-COVID-19 Expenses	4,780	-	-	-	.00%
Sub-Total Operating Expense	501,483	655,288	678,564	23,275	3.55%
69000-Reserve Transfers	20,000	20,000	40,000	20,000	100.00%
Sub-Total Non-Operating Expense	20,000	20,000	40,000	20,000	100.00%
Total Expense	521,483	675,288	718,564	43,275	6.41%
Net Total	(470,335)	(541,798)	(621,444)	(79,645)	14.70%

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, Council approved a contract position for an additional Human Resources Generalist/Health and Safety Specialist position. 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 2021 budget includes the continuation of the contract position for an additional Human Resources Generalist/Health and Safety Specialist for the full year.

During the COVID-19 pandemic, the Human Resources Student position was not filled. Instead, the funds were used for a temporary contract Human Resources Special Projects position. It is requested that the funds continue for the Human Resources Special Projects position into 2021. This position would be responsible for assisting in the development of the Learning Management System by creating training modules, videos and safety packages in the area of health and safety, and for department specific procedures. This position will also assist in the review and further development of our employee orientation and on-boarding program as outlined as a key recommendation in the Service Delivery Review.

2020 Year Performance

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

Recruitments:

- Asset Management Specialist (New Position)
- By-Law Enforcement Officer Contract (2) (Replacement/Temp Contract)
- Coordinator of Development Approvals (Replacement)
- Customer Service Assistant (Replacement)
- Desktop Support Specialist (Temporary Replacement)
- Drainage Superintendent (Replacement/Position Update)
- Engineering Technologist (New Position)
- Facility Attendant (Temporary Replacement)

- Fire Lieutenant (Replacement)
- Firefighters (4) (Replacements)
- Infrastructure Services Inspector (Replacement)
- Manager of By-Law Enforcement (Replacement)
- Manager of Development Approvals (New Position)
- Planner (2) (Replacement and New Position)
- Planning and Development Administrative Assistant (New Position)
- Planning Technical Assistant (Temporary Contract)
- Public Works Labourer/Operator (Replacement)
- Site Plan Control Specialist (New Position)
- Utility Billing Clerk (2) (New Positions)
- Water Distribution Operator-In-Training (Replacement)
- 12 Part-time Staff
- 21 Seasonal Staff
- 21 Students

Employee Turnover:

- 2 Retirements (FT)
- 4 Voluntary Terminations (FT)
- 85 Part-time staff layoffs
- 41 Part-time staff recalls

Health and Safety:

- Participation on the Emergency Operations Centre (EOC) Group for the COVID-19 pandemic.
- Development and implementation 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 and the Return to Work Program.
- Began work on the Corporate Workplace Violence and Harassment Assessment.

Policy/Protocols/Guidelines:

- H03 - Performance Management Policy

Training:

- COVID-19 Pandemic Awareness Training Module
- S08-Mask Use Training Module
- Guidelines to the Recording of Meetings Training Module

Proposed 2021 Activities

In addition to addressing daily human resource matters, the following are the proposed 2021 activities:

- Implement the Workforce Management System, including Attendance Management Policy and Program.
- 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.
- Review and revamp the employee orientation and on-boarding program as identified in the Service Delivery Review.
- Launch Safety Opportunities, including new form and training module.
- Continue to participate in the Ministry of Labour (MOL) Ergonomics Initiative.
- Participate in the WSIB Health and Safety Excellence Program.
- Continue Corporate Leadership Training sessions.
- Continue work on the Corporate Workplace Violence and Harassment Assessment.
- Work with various departments to create information and training modules for corporate processes.
- Complete a market review of benefits.
- Review and update policies as they relate to Human Resources.

2021 Operating Budget for Council

Department: 0301 - Human Resources

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	-	-	5,000	5,000	100.00%
Total Revenue	-	-	5,000	5,000	100.00%
Expense:					
35000-Salaries & Benefits	232,614	323,607	349,630	26,024	8.04%
37010-Office Supplies	225	600	400	(200)	(33.33%)
37020-Dues & Memberships	1,605	2,000	2,025	25	1.25%
37030-Travel & Mileage	-	300	-	(300)	(100.00%)
37040-Training	6,584	21,500	20,000	(1,500)	(6.98%)
37050-Conferences	-	3,600	1,000	(2,600)	(72.22%)
37054-Recruitment Expenses	71	100	100	-	.00%
37100-Corporate Initiatives	-	9,000	9,000	-	.00%
37950-Professional Services	4,510	38,000	35,500	(2,500)	(6.58%)
37955-Service Contracts	21,319	22,500	22,500	-	.00%
37990-Other Operating Expenses	184	10,150	1,550	(8,600)	(84.73%)
48002-COVID-19 Expenses	893	-	-	-	.00%
Total Expense	268,004	431,357	441,705	10,349	2.40%
Net Total	(268,004)	(431,357)	(436,705)	(5,349)	1.24%

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. This year, due to the COVID-19 pandemic, By-law Enforcement Officers were provided with 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 By-law Enforcement Officers, and 10 Crossing Guards. 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 2021 budget allocates a portion of a By-Law Enforcement Officer's salary to Parking Enforcement. The 2021 budget also includes an additional By-law Enforcement Officer contract position.

2020 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 12, 2020, 1,071 service requests related to by-law enforcement have been entered into the program. 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 addition to investigating requests for by-law enforcement, By-law Enforcement Officers reviewed and issued 47 sign permits under the Sign By-law; reviewed Business Licence Applications; undertook regular patrols related to neighbourhood garbage issues; educated the public about the Municipality's Mask By-law; and provided stakeholder feedback during the By-law Enforcement Service Delivery Review.

Due to the additional work related to the enforcement of the provincial orders related to COVID-19 pandemic, the Officer who has held the position of Parking Enforcement Officer was seconded to deal with other by-law enforcement activities throughout most of 2020. This work adjustment also provided needed coverage for By-law Enforcement Officer leaves. Two contract By-law Enforcement Officers were also added in August and October respectively to assist with an Officer leave and a vacancy.

Between August and November 2020, a By-law Enforcement Service Delivery Review was undertaken by MNP LLP with the Final Report being presented to Council at its November 17, 2020 meeting.

Proposed 2021 Activities

The Officer who has held the position of Parking Enforcement Officer will remain seconded to deal with other by-law enforcement activities. One additional By-law Enforcement Officer position is included in the budget as a one-year contract as it is expected that the Manager of By-law Enforcement will be focused on implementing those recommendations from the By-law Enforcement Service Delivery Review (SDR) that may be approved by Council. Implementation costs for the SDR opportunities are also included within this department.

2021 Operating Budget for Council

Department: 0330 - By-law Enforcement

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	2,200	3,000	3,000	-	.00%
14010-Licence & Permit Revenue	5,149	13,267	8,000	(5,267)	(39.70%)
Sub-Total Operating Revenue	7,349	16,267	11,000	(5,267)	(32.38%)
19000-Reserve Transfers	-	-	50,000	50,000	100.00%
Sub-Total Non-Operating Revenue	-	-	50,000	50,000	100.00%
Total Revenue	7,349	16,267	61,000	44,733	274.99%
Expense:					
35000-Salaries & Benefits	316,919	429,155	541,873	112,718	26.27%
37010-Office Supplies	2,414	1,900	2,000	100	5.26%
37020-Dues & Memberships	309	500	460	(40)	(8.00%)
37040-Training	1,004	4,500	3,000	(1,500)	(33.33%)
37050-Conferences	-	2,500	1,250	(1,250)	(50.00%)
37054-Recruitment Expenses	1,096	-	100	100	100.00%
37070-Uniforms & Clothing	1,875	3,000	4,000	1,000	33.33%
37140-Insurance Expense	2,670	2,884	2,911	27	.94%
37950-Professional Services	25,646	20,000	50,000	30,000	150.00%
37990-Other Operating Expenses	2,198	3,000	1,000	(2,000)	(66.67%)
44000-Ergonomics	86	-	-	-	.00%
47420-Vehicle Maintenance	1,069	1,818	1,642	(176)	(9.67%)
48002-COVID-19 Expenses	9,590	-	3,843	3,843	100.00%
48545-Vehicle/Equipment Fuel	1,714	4,000	4,000	-	.00%
Sub-Total Operating Expense	366,590	473,256	616,078	142,822	30.18%
69000-Reserve Transfers	6,000	6,000	15,000	9,000	150.00%
Sub-Total Non-Operating Expense	6,000	6,000	15,000	9,000	150.00%
Total Expense	372,590	479,256	631,078	151,822	31.68%
Net Total	(365,241)	(462,989)	(570,078)	(107,089)	23.13%

5 Year Capital Forecast

Division: Legal and Legislative Services

Department: 0330 - By-law Enforcement

Project #	Project Name	2021	2022	2023	2024	2025
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 administered 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

Due to the additional work related to the enforcement of the provincial orders related to the COVID-19 pandemic, the Officer who held the position of Parking Enforcement Officer was seconded to deal with other by-law enforcement activities throughout most of 2020. This work adjustment also provided needed coverage for By-law Enforcement Officer leaves of absence. As a result, since March 2020 the actual salary cost of the Parking Enforcement Officer has been recorded to the By-law Enforcement department to reflect the work performed by this Officer.

The 2021 budget allocates a portion of a By-law Enforcement Officer's salary to Parking Enforcement.

2020 Year Performance

Between January and mid-November 2020, the total number of tickets issued, including OPP issued parking tickets and parking tickets issued by hospital security, was 406. 30 of those tickets were issued pursuant to the Residential Parking By-law.

135 parking related complaints were submitted through Leamington Works.

The Provincial Offences Court was not operating for most of 2020; therefore, there were no parking related trials held.

Despite the decrease in parking tickets issued in 2020, the Parking Reserve Budget has improved its deficit position. The deficit may continue to be addressed through the annual

transfer of surpluses, increases to the individual fines for parking infractions, and/or a potential increase to the Uptown Parking Levy.

Proposed 2021 Activities

The 2021 budget allocates 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.

2021 Operating Budget for Council

Department: 0340 - Parking Enforcement

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	94,799	119,250	114,250	(5,000)	(4.19%)
18990-Recoveries	9,948	9,500	9,500	-	.00%
Total Revenue	104,746	128,750	123,750	(5,000)	(3.88%)
Expense:					
35000-Salaries & Benefits	15,100	79,778	66,979	(12,799)	(16.04%)
37010-Office Supplies	908	2,700	2,700	-	.00%
37040-Training	-	300	300	-	.00%
37070-Uniforms & Clothing	30	1,500	-	(1,500)	(100.00%)
37110-Telecommunications Usage	154	240	240	-	.00%
37190-Internal Allocations	7,000	7,000	7,000	-	.00%
37280-Telecommunication Purchases	-	300	300	-	.00%
48530-Winter Control	4,884	7,327	7,510	183	2.50%
48540-Parking Lot Maintenance	5,671	15,001	8,496	(6,505)	(43.36%)
Sub-Total Operating Expense	33,747	114,146	93,525	(20,621)	(18.07%)
69000-Reserve Transfers	-	14,604	30,225	15,621	106.96%
Sub-Total Non-Operating Expense	-	14,604	30,225	15,621	106.96%
Total Expense	33,747	128,750	123,750	(5,000)	(3.88%)
Net Total	71,000	-	-	-	-

2021 Budget

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 (the “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 recently approved a further three-year contract commencing January 1, 2021.

Staffing

There is no staffing cost associated with this budget.

2020 Year Performance

As of November 3, 2020, a total of 1,605 dogs were registered during this year’s program.

The Commissionaires did not undertake enforcement activities this year due to the risks association 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.

Proposed 2021 Activities

On October 28, 2020, the Committee approved the Draft 2021 Joint Animal Control budget with an additional \$7,500 cost in building maintenance for the purchase of two outdoor kennels. The Joint Animal Control budget is presented for this Council’s approval.

The 2021 Animal Control budget includes funding for the continuation of patrols in Seacliff Park and the Promenade through 2021 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.

2021 Operating Budget for Council

Department: 0360 - Animal Control

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	32,020	55,355	55,355	-	.00%
Total Revenue	32,020	55,355	55,355	-	.00%
Expense:					
37010-Office Supplies	108	2,600	2,000	(600)	(23.08%)
37130-Advertising & Promotion	1,292	1,100	1,100	-	.00%
37950-Professional Services	9,618	21,140	21,140	-	.00%
37990-Other Operating Expenses	2,748	5,500	3,020	(2,480)	(45.09%)
47907-Cat Control Expense	-	600	600	-	.00%
47990-Animal Control Officer	-	44,977	55,769	10,792	23.99%
47991-Spay & Neuter	2,522	6,000	6,000	-	.00%
Total Expense	16,287	81,917	89,629	7,712	9.41%
Net Total	15,733	(26,562)	(34,274)	(7,712)	29.03%

2021 Operating Budget for Council

Department: 1000 - Joint Animal Control

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	31,255	76,232	92,948	16,716	21.93%
13000-Fees and Service Revenue	3,625	4,000	4,000	-	.00%
Total Revenue	34,880	80,232	96,948	16,716	20.83%
Expense:					
37110-Telecommunications Usage	53	60	60	-	.00%
37190-Internal Allocations	1,300	1,340	1,380	40	2.99%
37955-Service Contracts	-	1,000	1,000	-	.00%
37990-Other Operating Expenses	-	100	100	-	.00%
47400-Building Maintenance	2,812	5,500	13,000	7,500	136.36%
47470-Property Maintenance	-	1,000	-	(1,000)	(100.00%)
47990-Animal Control Officer	65,296	71,232	81,408	10,176	14.29%
Total Expense	69,461	80,232	96,948	16,716	20.83%
Net Total	(34,581)	-	-	-	-

Recreation Centre - 0670

Description

The Recreation Centre (Recreation department) 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.

In 2021 due to upcoming retirements, the Recreation department will be looking to replace a full-time Customer Service Assistant and Chief Ice Plant Operator (Lead Hand). The 2021 budget includes costs for a temporary overlap of these positions for training purposes.

2020 Year Performance

The COVID-19 pandemic has affected the staffing needs within the Recreation department. From March until August, the Recreation department laid off the majority of its part-time staff. Four part-time Facility Attendants were retained to assist with necessities and special projects. In addition, during this time, the 3 Customer Service Assistants were reassigned to the Planning, Development and Building Services departments to alleviate an increased demand in those service areas. Typically, the Recreation Centre part-time staffing compliment 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.

As reopening continues to be in flux, current part-time staffing levels include 15 Facility Attendants, 12 Charge/Desk Staff, 8 Lifeguards, and 12 Fitness Staff. These staffing levels will be very difficult to forecast as programming and other services continue to expand under Provincial guidelines. It is anticipated that previous staffing levels will be required as the safe reopening of the NFFRC continues.

In 2020, the Recreation department continued to complete projects directly related to improving the membership experience including the renovation of the weight room, and the removal and replacement of the Gymnasium overhead doors and bleachers. The Recreation department moved into the next phase of preparing for the replacement of the “Sherk side” HVAC system. The consultant is finalizing the design of the HVAC system and preparing a scope of work containing budget estimates as Administration prepares for a 2021 completion date. Due to the nature of the existing system, it is extremely difficult to control the climate in the various areas on the “Sherk side”.

With the building closed down from March to August, it brought a tremendous amount of additional opportunities and challenges. In renovating the weight room, it provided a unique opportunity to perform most of the work in-house. The maintenance team completed the demolition and painting of the weight room, while the entire Recreation team provided intricate insight into the design and layout of the space. The maintenance team was also able to perform a deep clean of the entire facility along with repainting most of the areas during this time. Some of the challenges included working with local Emergency Services and community groups to provide necessary space to assist with addressing community health needs during the COVID-19 pandemic. The gymnasium and parking lot were used as COVID-19 testing locations. The arenas were set up as an isolation centre in the event of a community need, and were also considered for repurposing as a morgue. The NFFRC was also identified as a drop off location for a local food drive.

Upon reopening, 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 efficient ways to document persons attending the facility for COVID-19 contact tracing purposes. Initially, the Recreation department offered fitness programs throughout the summer in the parks. As things progressed, Administration opened the pool and allowed the local swim team to rent time, while phasing in the recall of staff. From there, ice rentals were made available and fitness classes were offered in the gymnasium and studio. Renters were allowed to use the gymnasium for their respective sports including volleyball, badminton and pickleball. The final 2020 reopening phase included the reopening of the weight room and walking track.

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 in high demand as gymnasium and ice revenues are greater than in previous years. Administration continues to work with community sports organizations to help facilitate a safe return to training and sports.

Proposed 2021 Activities

The Recreation department will monitor and expand the offerings and evolve processes within Provincial guidelines as the COVID-19 pandemic continues through 2021. 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 final phase of the Sherk side HVAC system replacement will begin. Efforts are continuously being made to monitor energy costs and to identify solutions to reduce energy consumption.

Another large project for 2021 will be the installation of new arena compressor heat exchangers.

2021 Operating Budget for Council

Department: 0670 - Recreation Centre

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	(150)	46,500	5,000	(41,500)	(89.25%)
13861-Memberships Revenue	219,904	670,000	146,000	(524,000)	(78.21%)
13865-KC Programming Revenue	63,442	315,000	157,500	(157,500)	(50.00%)
13870-Rental Revenue	342,457	582,575	466,200	(116,375)	(19.98%)
13934-Vending & Concession	3,001	10,000	-	(10,000)	(100.00%)
14400-Donations	42,950	41,400	41,400	-	.00%
18999-Miscellaneous Revenue	7,257	15,000	10,000	(5,000)	(33.33%)
Sub-Total Operating Revenue	678,861	1,680,475	826,100	(854,375)	(50.84%)
19000-Reserve Transfers	117,775	117,775	117,775	-	.00%
Sub-Total Non-Operating Revenue	117,775	117,775	117,775	-	.00%
Total Revenue	796,636	1,798,250	943,875	(854,375)	(47.51%)
Expense:					
35000-Salaries & Benefits	1,351,586	2,061,624	2,153,003	91,379	4.43%
36400-Grants to Non-Profits	4,750	8,075	-	(8,075)	(100.00%)
37010-Office Supplies	1,302	4,550	3,000	(1,550)	(34.07%)
37020-Dues & Memberships	3,694	5,800	4,860	(940)	(16.21%)
37030-Travel & Mileage	-	300	100	(200)	(66.67%)
37040-Training	3,770	9,800	8,600	(1,200)	(12.24%)
37050-Conferences	110	9,000	3,000	(6,000)	(66.67%)
37054-Recruitment Expenses	-	1,000	1,000	-	.00%
37070-Uniforms & Clothing	3,250	12,750	12,000	(750)	(5.88%)
37110-Telecommunications Usage	14,949	17,895	16,764	(1,131)	(6.32%)
37130-Advertising & Promotion	1,026	15,500	8,000	(7,500)	(48.39%)
37140-Insurance Expense	155,372	155,360	169,656	14,296	9.20%
37250-Tech Hardware Purchases	879	2,000	750	(1,250)	(62.50%)
37280-Telecommunication Purchases	1,012	1,000	1,000	-	.00%
37832-Credit, Debit & Bank Charges	15,596	45,000	22,500	(22,500)	(50.00%)
37950-Professional Services	-	-	15,000	15,000	100.00%
37955-Service Contracts	107	-	50	50	100.00%
37987-Telecom Maint. & Support	-	250	250	-	.00%
37990-Other Operating Expenses	31,706	73,600	8,200	(65,400)	(88.86%)
37992-Office Equipment Rental/Lease	2,543	2,750	2,600	(150)	(5.45%)
37993-Office Equipment Maintenance	782	3,000	2,500	(500)	(16.67%)
37995-Software Licensing & Support	529	1,850	850	(1,000)	(54.05%)
43000-Program Expenses	6,267	27,000	19,500	(7,500)	(27.78%)
47400-Building Maintenance	521,614	832,800	837,410	4,610	.55%
47410-Equipment Maintenance	17,214	46,200	37,977	(8,223)	(17.80%)
47420-Vehicle Maintenance	1,347	1,152	1,115	(37)	(3.17%)
47470-Property Maintenance	13,848	35,673	31,402	(4,271)	(11.97%)
48002-COVID-19 Expenses	77,198	-	-	-	.00%
48530-Winter Control	25,000	38,160	39,114	954	2.50%

2021 Operating Budget for Council

Department: 0670 - Recreation Centre

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
48545-Vehicle/Equipment Fuel	675	800	800	-	.00%
48551-Grant Funded Program	-	1,000	-	(1,000)	(100.00%)
48556-Health & Safety	260	3,000	1,000	(2,000)	(66.67%)
Sub-Total Operating Expense	2,256,386	3,416,890	3,402,002	(14,887)	(.44%)
56000-Debt Charges	327,152	654,303	654,303	-	.00%
69000-Reserve Transfers	265,400	265,400	260,400	(5,000)	(1.88%)
69040-Capital Transfers	-	546,000	650,000	104,000	19.05%
Sub-Total Non-Operating Expense	592,552	1,465,703	1,564,703	99,000	6.75%
Total Expense	2,848,938	4,882,593	4,966,705	84,113	1.72%
Net Total	(2,052,302)	(3,084,343)	(4,022,831)	(938,488)	30.43%

2021 Capital Budget

Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Title	Description	2021 Budget	Net From Revenue
RECREA-012	Machinery & Equipment	Various items along with potential unknown failures.	100,000	100,000
RECREA-014	Fitness Equipment	Annual replacement of fitness equipment based on trends.	10,000	-
RECREA-028	Sherk Area Air Handling Units Replacement	Weight room mechanical room rebuild/refurbishment.	1,200,000	350,000
RECREA-035	Entrance Canopy Painting	Repaint the front entrance canopy that has been weathering significantly over time. This project was not completed in 2020 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.	200,000	200,000
			<u>1,662,000</u>	<u>650,000</u>

5 Year Capital Forecast

Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Project Name	2021	2022	2023	2024	2025
RECREA-012	Machinery & Equipment	100,000	100,000	350,000	350,000	350,000
RECREA-014	Fitness Equipment	10,000	10,000	10,000	10,000	10,000
RECREA-016	Ice Resurfacers	-	150,000	-	-	-
RECREA-027	Highbury Canco Ceiling Deck Coating	-	400,000	-	-	-
RECREA-028	Sherk Area Air Handling Units Replacement	1,200,000	-	-	-	-
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	200,000	-	-	-	-
RECREA-052	Recreation & Culture Vehicle #1	-	-	-	35,000	-
RECREA-051	Sherk Side Roof Top Units	-	-	300,000	-	-
		1,662,000	880,000	990,000	395,000	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.

2020 Year Performance

Installation of an updated fueling system was completed in the spring of 2020. A new floating boat ramp dock was installed in June, replacing aging infrastructure and making it safer for users when water levels fluctuate. Additional floating jet-ski docks were installed and rented as this market continues to be in demand.

COVID-19 pandemic border restrictions had a negative effect on the transient market, while seasonal dockage revenues exceeded expectations. Boat ramp revenues were surprisingly up despite the late start to the season and the restrictions as they relate to the pandemic.

In previous years, the Marina relied heavily on the Public Works department for minor repairs throughout the season. For the 2020 season, the new Maintenance Attendant position performed those minor repairs, and also permanently replaced one of the Dock Hand positions. Although the second Ramp Attendant was not hired, the Marina was able to utilize the existing Dock Hands to provide Ramp Attendant's duties when needed. For 2021, the intent is to hire a second Ramp Attendant consistent with prior year's budget.

There has been a significant amount of damage to the eastern area of the Marina property that was caused by high water levels and driving winds. Mitigation repair efforts

were performed in this area, in conjunction with the Engineering Services department, as the east breakwall was reinforced.

Traditionally, the Marina has worked with the Tourism department to put on certain events to promote tourism and community activity. These events were cancelled in 2020 due to the COVID-19 pandemic.

Proposed 2021 Activities

The Marina continues to work towards a plan for the 2021 season, keeping in mind the ever-changing landscape due to the COVID-19 pandemic.

Areas around the Marina that have interlock brick were planned to be converted to poured concrete in 2020. Due to the pandemic, Administration made the decision to defer this project until 2021.

The Gin pole installed near the fuel docks allows sailors to launch and adjust their masts at the opening and closing of the season. An inspection, in 2020, condemned the unit, which required Administration to design a replacement unit. With the design complete, installation of a new unit will be completed in 2021.

Since the 2010 tornado rebuild, the AB, CD and EF piers have seen 10 years of use. The 10-year maintenance plan requires chain inspection/adjustments, bolt/pin repairs and dock straightening. This inspection and work will be completed in advance of the 2021 season.

Energy consumption continues to be monitored at the Marina and Administration has procured hydro units that will enable the monitoring of hydro usage by boaters who rent seasonal wells. Administration will use this tangible data to ensure that these boaters are charged an appropriate hydro cost, relative to their vessel size. These hydro units will be functional for the start of the 2021 boating season.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to the Marina included:

- Deferral of upgrade to AB Waterline at Lakeside Marina \$40,000

2021 Operating Budget for Council

Department: 0672 - Marina

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13882-Seasonal Mooring	287,734	300,000	320,000	20,000	6.67%
13883-Transient Mooring	11,456	83,600	11,300	(72,300)	(86.48%)
13888-Ramp Services	45,202	44,750	45,500	750	1.68%
13893-Fuel, Oil & Pumpout Revenue	161,311	231,050	230,450	(600)	(.26%)
13897-Rental Revenue-Other	-	8,000	-	(8,000)	(100.00%)
13900-Advertising Revenue	-	12,000	-	(12,000)	(100.00%)
13934-Vending & Concession	-	13,000	-	(13,000)	(100.00%)
18999-Miscellaneous Revenue	273	400	-	(400)	(100.00%)
Total Revenue	505,977	692,800	607,250	(85,550)	(12.35%)
Expense:					
35000-Salaries & Benefits	239,011	279,602	282,368	2,766	.99%
37010-Office Supplies	1,779	2,000	2,000	-	.00%
37020-Dues & Memberships	1,028	1,550	1,550	-	.00%
37030-Travel & Mileage	-	500	500	-	.00%
37040-Training	511	1,500	1,000	(500)	(33.33%)
37050-Conferences	-	1,500	500	(1,000)	(66.67%)
37054-Recruitment Expenses	76	500	250	(250)	(50.00%)
37070-Uniforms & Clothing	2,428	2,000	2,300	300	15.00%
37110-Telecommunications Usage	2,900	3,250	3,120	(130)	(4.00%)
37130-Advertising & Promotion	764	6,000	3,000	(3,000)	(50.00%)
37140-Insurance Expense	15,627	15,852	17,034	1,182	7.46%
37250-Tech Hardware Purchases	3,973	6,000	2,000	(4,000)	(66.67%)
37280-Telecommunication Purchases	394	400	500	100	25.00%
37832-Credit, Debit & Bank Charges	13,571	18,500	18,500	-	.00%
37950-Professional Services	2,146	-	-	-	.00%
37987-Telecom Maint. & Support	42	100	292	192	192.00%
37990-Other Operating Expenses	19,754	39,650	12,750	(26,900)	(67.84%)
37993-Office Equipment Maintenance	120	200	250	50	25.00%
37995-Software Licensing & Support	3,000	3,000	3,000	-	.00%
47400-Building Maintenance	86,264	94,436	144,437	50,001	52.95%
47410-Equipment Maintenance	1,430	-	7,610	7,610	100.00%
47420-Vehicle Maintenance	-	131	240	110	83.92%
47470-Property Maintenance	34,536	46,113	54,199	8,086	17.53%
48002-COVID-19 Expenses	7,859	-	3,000	3,000	100.00%
48545-Vehicle/Equipment Fuel	137,112	195,150	190,150	(5,000)	(2.56%)
Sub-Total Operating Expense	574,328	717,933	750,550	32,616	4.54%
69000-Reserve Transfers	100,000	100,000	100,000	-	.00%
69040-Capital Transfers	-	323,500	75,000	(248,500)	(76.82%)
Sub-Total Non-Operating Expense	100,000	423,500	175,000	(248,500)	(58.68%)
Total Expense	674,328	1,141,433	925,550	(215,884)	(18.91%)
Net Total	(168,351)	(448,633)	(318,300)	130,334	(29.05%)

2021 Capital Budget

Division: Community and Development Services

Department: 0672 - Marina

<u>Project #</u>	<u>Title</u>	<u>Description</u>	<u>2021 Budget</u>	<u>Net From Revenue</u>
MARINA-007	Marina Admin Building	Roof replacement and installation of hydro meters to monitor hydro use of boats.	50,000	-
MARINA-008	Machinery & Equipment	Purchase of small equipment.	30,000	30,000
MARINA-009	Replace Interlocking Brick	Remove all remaining interlocking brick and replace with stamped concrete.	130,000	45,000
			<u>210,000</u>	<u>75,000</u>

5 Year Capital Forecast

Division: Community and Development Services

Department: 0672 - Marina

Project #	Project Name	2021	2022	2023	2024	2025
MARINA-001	Jet-ski Docks	-	13,500	13,500	-	-
MARINA-004	Parking Lot	-	300,000	-	-	-
MARINA-007	Marina Admin Building	50,000	40,000	-	-	-
MARINA-008	Machinery & Equipment	30,000	10,000	40,000	20,000	50,000
MARINA-009	Replace Interlocking Brick	130,000	-	-	-	-
MARINA-021	AB Dock Improvements	-	40,000	100,000	-	-
MARINA-022	CD Dock Improvements	-	60,000	-	100,000	-
		210,000	463,500	153,500	120,000	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.

2020 Year Performance

In 2020, \$30,000 had been budgeted to conduct a facility condition assessment of the Leamington Arts Centre building which is currently underway. Administration was notified earlier this year, that the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream (ICIP-CCR) grant submission was not approved. The grant was intended to partially fund the renewal and potential expansion of this municipal building. The building renewal was since been cancelled for the time being and basic maintenance of the facility continued through the year.

With the Library renovation project completed in 2019, basic maintenance to the library continued.

All special events were cancelled due to the COVID-19 pandemic.

Proposed 2021 Activities

Administration will carry over the funding from 2020 Leamington Art Centre building renewal and begin work on the items identified in the facility condition assessment based on priority needs.

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

2021 assumes the continuation of limits on large gatherings as a result of the COVID-19 pandemic, and therefore the community Canada Day fireworks have not been funded in this year's budget.

2021 Operating Budget for Council

Department: 0685 - Library and Cultural Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	112	182	194	12	6.34%
37140-Insurance Expense	13,966	14,069	15,223	1,154	8.20%
37990-Other Operating Expenses	-	31,000	-	(31,000)	(100.00%)
47400-Building Maintenance	15,937	31,000	31,000	-	.00%
47470-Property Maintenance	650	1,699	1,013	(686)	(40.36%)
48002-COVID-19 Expenses	104	-	250	250	100.00%
Sub-Total Operating Expense	30,770	77,950	47,680	(30,270)	(38.83%)
69000-Reserve Transfers	50,000	50,000	50,000	-	.00%
69040-Capital Transfers	-	250,000	20,000	(230,000)	(92.00%)
Sub-Total Non-Operating Expense	50,000	300,000	70,000	(230,000)	(76.67%)
Total Expense	80,770	377,950	117,680	(260,270)	(68.86%)
Net Total	(80,770)	(377,950)	(117,680)	260,270	(68.86%)

2021 Capital Budget

Division: Community and Development Services

Department: 0685 - Library and Cultural Services

Project #	Title	Description	2021 Budget	Net From Revenue
LIBRARY-002	Library Facility Improvements	Funds will be used to complete various facility improvements at the Library.	20,000	20,000
LIBRARY-010	Art Centre Lifecycle Replacement	Pending the results of the condition assessment, renovations will be determined.	500,000	-
			520,000	20,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0685 - Library and Cultural Services

Project #	Project Name	2021	2022	2023	2024	2025
LIBRARY-001	Art Centre Facility Improvements	-	30,000	30,000	30,000	30,000
LIBRARY-002	Library Facility Improvements	20,000	20,000	20,000	20,000	20,000
LIBRARY-010	Art Centre Lifecycle Replacement	500,000	-	-	-	-
		520,000	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

Economic Development currently includes the vacant Manager of Economic Development position.

The 2021 budget does not include any staffing for this department.

2020 Year Performance

The Manager of Economic Development's position was vacated early in 2020. Given the COVID-19 pandemic, the position will remain vacant for the remainder of the year. The Community Improvement Program (CIP) review was undertaken by Planning Services and the funding for these programs has been reallocated to that department. The funding for the 2019/2020 Reinvent This Space winner has been reallocated to Council Services.

Proposed 2021 Activities

For the 2021 budget year, it is expected that the Municipality will continue to experience the economic impacts of the COVID-19 pandemic.

The 2021 budget includes financial support for the Service Delivery Review initiative to explore optimal economic development tools, including potential staffing, regional partnerships and strategies for the future. The Municipality will seek to further develop relationships with regional partners including the Windsor-Essex Economic Development Corporation (WEEDC) to support the growth of the community.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to Economic Development included:

- Reduction of \$40,000

2021 Operating Budget for Council

Department: 0940 - Economic Development

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	2,113	-	-	-	.00%
Sub-Total Operating Revenue	2,113	-	-	-	.00%
19000-Reserve Transfers	(42,840)	50,135	-	(50,135)	(100.00%)
Sub-Total Non-Operating Revenue	(42,840)	50,135	-	(50,135)	(100.00%)
Total Revenue	(40,727)	50,135	-	(50,135)	(100.00%)
Expense:					
35000-Salaries & Benefits	58,109	126,234	-	(126,234)	(100.00%)
37010-Office Supplies	117	250	-	(250)	(100.00%)
37020-Dues & Memberships	1,431	1,500	-	(1,500)	(100.00%)
37030-Travel & Mileage	501	4,000	-	(4,000)	(100.00%)
37040-Training	-	1,500	-	(1,500)	(100.00%)
37050-Conferences	707	6,000	-	(6,000)	(100.00%)
37130-Advertising & Promotion	616	5,000	-	(5,000)	(100.00%)
37927-Special Events	168	-	-	-	.00%
37928-Community Improvement Plan	(15,461)	250,135	-	(250,135)	(100.00%)
37939-Business Retention	6,569	-	-	-	.00%
37950-Professional Services	-	3,500	-	(3,500)	(100.00%)
37990-Other Operating Expenses	15,025	750	-	(750)	(100.00%)
42950-Workshops	3,218	3,000	-	(3,000)	(100.00%)
Sub-Total Operating Expense	70,999	401,869	-	(401,869)	(100.00%)
69000-Reserve Transfers	200,000	-	-	-	.00%
Sub-Total Non-Operating Expense	200,000	-	-	-	.00%
Total Expense	270,999	401,869	-	(401,869)	(100.00%)
Net Total	(311,726)	(351,734)	-	351,734	(100.00%)

Tourism - 0930

Description

Tourism is part of the Community and Development Services area. It is responsible to develop and promote Leamington as a cultural and tourism destination. Responsibilities include tourism product development, special events coordination and support, and marketing and promotion.

Staffing

Tourism currently includes a vacant Tourism and Culture Developer position, vacant contract Special Events Coordinator, and a vacant Tourism Student position.

The 2021 budget removes the Tourism and Culture Developer and Tourism Student positions. In 2021, the Special Events Coordinator position changed from contract to full-time. That position has the responsibility for organizing municipal special events and coordinating third-party events.

2020 Year Performance

With the declaration of the COVID-19 pandemic in early March and the restrictions of large gatherings, the Municipality cancelled all community events including the Mill Street Markets and the Music Onthe42 Summer Concert Series. The positions of Culture and Tourism Developer and a contract Special Events Coordinator have remained vacant since April.

In June 2020, the Municipality was notified of the successful grant submission of \$85,945 from the Tourism Industry Association of Ontario (TIAO) funding through the FedDev Ontario Regional Relief and Recovery Fund (RRRF). Council awarded the contract to the Branding Loft to develop a Tourism Recovery Plan which includes the creation of two marketing campaigns: i) hyper-local exploration, and ii) day-trippers and weekend stays. A promotional plan including paid and organic advertising mediums like social media ads, social media posts, interactive advertising, photography, videography, website updates, graphic design, etc. for the 2021 tourism campaign are also expected as deliverables.

Proposed 2021 Activities

The 2021 draft budget anticipates the impacts of the COVID-19 pandemic to continue throughout the year as it relates to large gatherings. This department, as presented, includes a Special Events Coordinator for the entire year to support the coordination of third-party events as well a plan a municipally sponsored event if restrictions on large gatherings are relaxed with an introduction of a vaccine.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to Tourism included:

- Reduction of \$100,000

2021 Operating Budget for Council

Department: 0930 - Tourism

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	77,351	-	-	-	.00%
13000-Fees and Service Revenue	1,726	2,000	-	(2,000)	(100.00%)
18999-Miscellaneous Revenue	(511)	-	-	-	.00%
Total Revenue	78,566	2,000	-	(2,000)	(100.00%)
Expense:					
35000-Salaries & Benefits	47,142	177,360	-	(177,360)	(100.00%)
37010-Office Supplies	252	300	-	(300)	(100.00%)
37020-Dues & Memberships	673	2,700	-	(2,700)	(100.00%)
37030-Travel & Mileage	180	3,000	-	(3,000)	(100.00%)
37040-Training	855	4,400	-	(4,400)	(100.00%)
37050-Conferences	4,041	3,640	-	(3,640)	(100.00%)
37130-Advertising & Promotion	6,048	20,000	-	(20,000)	(100.00%)
37990-Other Operating Expenses	50	5,300	-	(5,300)	(100.00%)
42905-Tourism Programming	404	154,614	45,010	(109,604)	(70.89%)
42950-Workshops	2,800	14,500	-	(14,500)	(100.00%)
48002-COVID-19 Expenses	1,037	-	-	-	.00%
Total Expense	63,482	385,814	45,010	(340,804)	(88.33%)
Net Total	15,084	(383,814)	(45,010)	338,804	(88.27%)

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:

- Building Inspector - Plans examiner, House, Plumbing House, Plumbing All Buildings, Small Buildings, Large Buildings and On-Site Sewage.
- Building Inspector - House, Plumbing House, Plumbing All Buildings, HVAC House, Building Services, On-Site Sewage, Small Buildings and Large Buildings.
- Building Inspector - House, Plumbing House, Plumbing All Buildings, HVAC House, 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, 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, a Building Technician, a Building Services Assistant and a Student. During 2020, one of the Building Inspector positions remained vacant and the Municipality's former CBO returned on contract to assist with the workload.

Since 2014, the number of building permits issued in the Municipality has increased exponentially, however, staffing levels have remained constant. Due to the current and expected increase in workload, Building Services will staff the vacant Inspector position by temporarily hiring an Intern Inspector position in the 2021 budget and removing the student position. The 2021 budget also includes the continuation of the contract position for the full year in addition to the 4 full-time Building Inspectors.

2020 Year Performance

A total of 362 building permits, worth approximately \$171 million in construction value, were issued in 2020 up to November. Residential permits are valued at \$37.5 million creating 85 units; commercial permits are valued at \$2.5 million; agricultural permits are valued at

\$126.5 million; industrial permits are valued at \$1.3 million; and institutional permits are valued at \$1.3 million. Total building permit fees and related revenues amounted to \$1.2 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 the new sewer connections on Point Pelee Drive are complete. Building Services have been working on sewer connections for Coronation and Conover. Upcoming sewer connection projects include William, Lorne, Gladstone and Melrose Avenues; John Street (Erie St N to Queens Ave); and Queens Avenue (John St to Talbot St W) Sewer Separations.

The total value of construction for 2020 up to November is slightly less than the previous year, mainly due to the decrease in the commercial and industrial permits, while the remaining categories have been consistent with the previous year. Agricultural permits continue to remain strong.

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

Year	2016	2017	2018	2019	2020*
Value of construction (\$ millions)	140	158	166	193	171
No. of units created	90	202	73	164	85
No. of permits issued	397	452	514	577	362

*November, 2020

Construction activity, since 2015, has been on the increase 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 2020 have generated \$17,500 in permit revenue retained by Leamington under the agreement, plus \$2,000 for training. This agreement will expire on December 31, 2021 as approved by Leamington and Pelee Island Councils. Based on this agreement, in 2021 Pelee Island will pay Leamington \$18,000 plus \$2,000 for training.

Since 2013, Building Services has been working with the Municipal software, Vadim®, for issuing permits and producing reports. Building Services has been working closely with the Information Technology Services department, the Finance and Business Services department, and MPAC to identify any discrepancies to capture all new permits and final inspections performed. Building Services is currently reviewing 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. With another year of COVID-19 pandemic being likely, 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 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 2021 Activities

Construction activities in 2021 are expected to continue to rise due to the increased 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 90 residential dwelling units to be constructed in 2021. Construction activity will also 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 a new 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 By-Law is under review.

Building Services staff continue to stay current with any code amendments and code news. Many new code amendments are expected and a new building code is also expected at some point. 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 2021 and again in 2022. MMAH delivers training courses on these changes.

- A new OBC and National Farm Building code is also in the works for the upcoming years.

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.

2021 Operating Budget for Council

Department: 0430 - Building Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	44,250	39,500	34,950	(4,550)	(11.52%)
14030-Building Permits	1,117,939	748,950	870,300	121,350	16.20%
14031-Pelee Building Permits	10,560	10,200	10,050	(150)	(1.47%)
14034-Plumbing Permits	66,072	72,700	62,500	(10,200)	(14.03%)
14036-Septic Inspections	26,850	19,000	22,500	3,500	18.42%
Sub-Total Operating Revenue	1,265,672	890,350	1,000,300	109,950	12.35%
19000-Reserve Transfers	-	8,339	42,241	33,902	406.55%
Sub-Total Non-Operating Revenue	-	8,339	42,241	33,902	406.55%
Total Revenue	1,265,672	898,689	1,042,541	143,852	16.01%
Expense:					
35000-Salaries & Benefits	562,618	717,600	864,935	147,335	20.53%
37010-Office Supplies	1,560	2,000	2,000	-	.00%
37020-Dues & Memberships	2,959	4,200	3,905	(295)	(7.02%)
37030-Travel & Mileage	81	-	120	120	100.00%
37040-Training	1,175	12,000	10,780	(1,220)	(10.17%)
37050-Conferences	763	9,000	4,500	(4,500)	(50.00%)
37054-Recruitment Expenses	2,312	1,000	2,000	1,000	100.00%
37070-Uniforms & Clothing	770	4,000	4,000	-	.00%
37110-Telecommunications Usage	917	1,500	1,800	300	20.00%
37140-Insurance Expense	5,341	5,768	5,821	53	.92%
37190-Internal Allocations	45,000	45,000	45,000	-	.00%
37270-Software Purchases	-	65,000	65,000	-	.00%
37280-Telecommunication Purchases	232	1,000	1,400	400	40.00%
37950-Professional Services	-	3,000	3,000	-	.00%
37990-Other Operating Expenses	-	200	100	(100)	(50.00%)
37992-Office Equipment Rental/Lease	1,018	1,050	1,018	(32)	(3.05%)
37995-Software Licensing & Support	2,760	3,050	3,200	150	4.92%
47420-Vehicle Maintenance	1,931	3,821	3,262	(559)	(14.62%)
48002-COVID-19 Expenses	297	-	200	200	100.00%
48545-Vehicle/Equipment Fuel	3,444	6,000	6,000	-	.00%
Sub-Total Operating Expense	633,177	885,189	1,028,041	142,852	16.14%
69000-Reserve Transfers	13,500	13,500	14,500	1,000	7.41%
Sub-Total Non-Operating Expense	13,500	13,500	14,500	1,000	7.41%
Total Expense	646,677	898,689	1,042,541	143,852	16.01%
Net Total	618,995	-	-	-	-

2021 Capital Budget

Division: Community and Development Services

Department: 0430 - Building Services

Project #	Title	Description	2021 Budget	Net From Revenue
BUILD-004	Replace #7B - Pickup Truck	Replacement of Building Inspector truck - 2012 Dodge Ram.	37,000	-
			37,000	-

5 Year Capital Forecast

Division: Community and Development Services

Department: 0430 - Building Services

Project #	Project Name	2021	2022	2023	2024	2025
BUILD-001	Replace #8B - Pickup Truck	-	37,000	-	-	-
BUILD-004	Replace #7B - Pickup Truck	37,000	-	-	-	-
		37,000	37,000	-	-	-

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 and management 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 earned by Council for appointments to the Committee of Adjustment.

On October 13, 2020 Council approved the hiring of an additional Planner for Planning Services as well as the Planning and Development Services Assistant as a shared resource.

2020 Year Performance

In 2020, the responsibility of approval of Site Plan Applications and the review of development proposals was transferred to the newly formed Development Services. Planning Services will continue to provide planning analysis and interpretations for all proposals submitted to Development Services, as well as process any applications received

to be processed under the Planning Act, for both development and non-development proposals.

In 2020, the processing of applications received under the Planning Act, was assisted by the services of Dillon Consulting Ltd. It is expected that the current staff compliment will allow for all applications to be processed in-house.

For 2020, the total number of completed applications received and processed by Planning Services as of November 9, 2020 is as follows:

Type of Application	Applications Received	Significant Development Projects
Minor Variance	21	
Consent	15	
Combined Consent and ZBAs	5	
Zoning By-law Amendments	4	
Combined Official Plan and Zoning By-law Amendments	2	OPA #8 Boarding Houses OPA #10 - Pending
Official Plan Amendments	1	Section 6 - CIP
LPAT Hearings	1	ZBA #196
Combined Consent and Minor Variance	-	

Proposed 2021 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 2021:

- Official Plan 5-Year Review.
- Boarding House Study.
- Updates to Zoning By-law 890-09, as amended.
- Uptown Heritage Walking Tour.
- Regional Community Energy Plan Committee.

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 portal 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. 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.

2021 Operating Budget for Council

Department: 0400 - Planning Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	77,205	122,455	77,225	(45,230)	(36.94%)
15217-Heritage Committee	3,525	-	-	-	.00%
18999-Miscellaneous Revenue	1,000	-	-	-	.00%
Sub-Total Operating Revenue	81,730	122,455	77,225	(45,230)	(36.94%)
19000-Reserve Transfers	-	30,000	119,582	89,582	298.61%
Sub-Total Non-Operating Revenue	-	30,000	119,582	89,582	298.61%
Total Revenue	81,730	152,455	196,807	44,352	29.09%
Expense:					
35000-Salaries & Benefits	586,827	799,144	620,212	(178,932)	(22.39%)
37010-Office Supplies	2,060	3,900	3,900	-	.00%
37020-Dues & Memberships	1,167	4,005	2,335	(1,670)	(41.70%)
37030-Travel & Mileage	-	100	-	(100)	(100.00%)
37040-Training	484	5,000	2,000	(3,000)	(60.00%)
37050-Conferences	-	8,000	4,000	(4,000)	(50.00%)
37054-Recruitment Expenses	5,091	1,500	500	(1,000)	(66.67%)
37070-Uniforms & Clothing	-	300	-	(300)	(100.00%)
37130-Advertising & Promotion	1,734	3,000	3,000	-	.00%
37928-Community Improvement Plan	-	-	319,582	319,582	100.00%
37950-Professional Services	147,850	79,750	40,000	(39,750)	(49.84%)
37990-Other Operating Expenses	76	300	300	-	.00%
42170-Heritage Committee	10,728	21,374	20,626	(748)	(3.50%)
Total Expense	756,016	926,373	1,016,455	90,082	9.72%
Net Total	(674,286)	(773,918)	(819,648)	(45,730)	5.91%

Development Services - 0405

Description

Ontario's *Planning Act*, 1990, 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.

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 and Plan of Subdivision and Condominium. Both Site Plan Control and Plan of Subdivision and Condominium are development control measures under the *Planning Act*.

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; and 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 bi-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, Fire Services, Building Services and Economic Development.

Development Services is involved in 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.

On August 25, 2020, Council approved the creation of a new Site Plan Control Specialist, originally called Site Plan Control Planner, within Development Services. This new position, filled on October 19, 2020, is responsible for overseeing the details and approval of all development applications in accordance with requirements of various municipal departments, and outside agencies.

2020 Year Performance

On May 26, 2020 the Council enacted resolution C-168-20 which directed Planning and Development Services to implement the formal Planning Pre-Consultation process, as part of the comprehensive development review process. In June 2020, Development Services implemented the formal Pre-Consultation application to facilitate an improved and complete development application review process. Through the Planning Pre-Consultation application, various municipal departments and outside agencies will review zoning, servicing (road access, water, sewer/septic, and drainage), and unique site characteristics like watercourses, past uses, and existing nearby uses and provide comments to Development Services. Once all comments have been received and reviewed by the Development Services, the applicant will be provided with a comprehensive list of requirements, such as studies or reports, which will be submitted as part of the formal Planning Act application(s). This one window approach will provide a documented single review process which integrates the perspective and requirements of several municipal departments, the upper tier municipality, conservation authorities, and provincial ministries where applicable, external agencies and utility companies and provides early feedback to the applicant in writing. The overall goal of this streamlined Pre-Consultation process is to heighten applicant and involved parties' awareness of all requirements, and to ensure timeliness, while eliminating duplication and unnecessary delays. All parties involved in the Pre-Consultation application process are able to be transparent about their requirements and concerns and keep everyone informed. Depending on the complexity of the project, this comprehensive development review and approval process may often include multiple meetings with the applicant and stakeholders.

During 2020, Development Services continued to experience an increase in the number of development proposals. Since June 2020, the majority of development proposals were received through the formal Pre-Consultation applications, which then met the requirement of having a fully documented comprehensive review. However, some development proposals were received as preliminary inquiries, prior to going through the formal Pre-

Consultation process. For 2020, the number of applications and formal inquiries received and processed by Development Services as of November 15, 2020 is as follows:

Type of Development Application	Number of Applications in 2020
Pre-Consultation Applications and Preliminary Inquiries	85
Site Plan Control Applications received	19
New Site Plan Agreements	2
Site Plan Amendments	15 + 8 pending
Site Plan Exemptions	15 + 6 pending
Plan of Subdivision and Condominium	4
Part Lot Control	1
LPAT Hearings (Site Plan Control, Plan of Subdivision and Condominium)	0

Proposed 2021 Activities

Development Services will continue to support the development community through 2021. The department will also undertake a review to streamline and modernize processes.

As outlined as a key finding in the Service Delivery Review, Development Services will continue to support the implementation of the new planning and development portal 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. 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.

2021 Operating Budget for Council

Department: 0405 - Development Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	-	-	31,000	31,000	100.00%
Total Revenue	-	-	31,000	31,000	100.00%
Expense:					
35000-Salaries & Benefits	-	-	439,476	439,476	100.00%
37010-Office Supplies	-	-	2,000	2,000	100.00%
37020-Dues & Memberships	-	-	1,670	1,670	100.00%
37040-Training	-	-	3,000	3,000	100.00%
37050-Conferences	-	-	2,500	2,500	100.00%
37054-Recruitment Expenses	-	-	1,000	1,000	100.00%
37130-Advertising & Promotion	-	-	1,000	1,000	100.00%
37950-Professional Services	-	-	5,000	5,000	100.00%
37990-Other Operating Expenses	-	-	300	300	100.00%
Total Expense	-	-	455,946	455,946	100.00%
Net Total	-	-	(424,946)	(424,946)	100.00%

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 staff, 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. For the period September 1 to December 18, 2020, a Station Crew pilot project is being implemented as approved by Council. This trial program has 4 part-time firefighters on duty for 8 hours each weekday for the purpose of improving emergency response times.

The 2021 budget includes the continuation and expansion of the Station Crew pilot project, which includes 4 firefighters stationed at the firehall for 7 days a week for the entire 2021 year.

2020 Year Performance

To date in 2020, Fire Services has responded to 396 (465 for 2019) emergency responses of various types. A slight decrease in call volume is projected from 2019 levels due to the COVID-19 pandemic restrictions and fire response protocols put in place to prevent transmission within the department.

The Station Crew pilot project commenced September 1, 2020 with the trial period ending December 18, 2020. To date, it has been successful in decreasing Emergency Response times. The most important gain achieved was in the response times during the daily shift times, 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. To date, 617 inspections have been conducted (797 in 2019) with 395 fire inspections completed and 222 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 2021, should the COVID-19 restrictions lessen or 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 2021 as additional inspections will be required to implement a new Boarding House By-law and meet the updated level of service requirements of the Establishing and Regulating (E&R) By-Law.

During January to mid-March 2020, school visits and tours were conducted. After mid-March 2020, public education activities were very limited due to the COVID-19 pandemic. However, at the start of the school year in September 2020, fire drills were completed at all schools. Fire inspections continue to focus on new businesses, vulnerable occupancies, agri-farm worker housing, complaint and compliance inspections, and routine inspections when available.

A new command rescue arrived in 2020 to replace the 1998 Rescue Apparatus and was put into service late September.

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 2021 Activities

In 2021, 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 2020 was very successful with reduction in response times by approximately 6-8 minutes. Continuing into 2021 with the Station Crew is very important.

The 2021 budget includes the continuation of the pilot program with the extension of the 4 firefighters stationed at the firehall seven days a week. This program will improve the current response times for each day of the week and provide better service to the residents of the Municipality.

In 2021, if Council approves the continuation of the pilot program, Fire Services plans to implement a Tiered Response with EMS for the Station Crew for life saving events, where the Station Crew can assist and try to make a difference when needed. Changes in operations are allowing for increased training for all personnel. Working to improve Fire Services equipment, standard operating guidelines and apparatus purchases will provide the department 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 the Ontario Fire College as well as leveraging localized specific training.

Depending on the status of the COVID-19 pandemic, 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 fire station has reached its capacity for any additional office, equipment/apparatus space and locker/parking space for additional staffing. The department is now ordering equipment based on available space. With the exponential growth the Municipality is experiencing, there is a direct impact on response times. The department will be assessing Leamington’s emergency and fire protection needs for today, and into Leamington’s exciting and changing future.

In addition, Fire Services has identified large capital expenditures that will be required in the near future for equipment such as the replacement of aging fire trucks, breathing air equipment and other firefighting equipment. Administration will ensure the safety and effectiveness of the current equipment while continuing to set aside money in reserves to assist in the future purchase of required equipment when it is deemed necessary.

2021 Operating Budget for Council

Department: 0410 - Fire Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	3,395	15,000	5,000	(10,000)	(66.67%)
13000-Fees and Service Revenue	15,603	15,750	10,200	(5,550)	(35.24%)
14010-Licence & Permit Revenue	6,248	17,500	10,600	(6,900)	(39.43%)
Sub-Total Operating Revenue	25,246	48,250	25,800	(22,450)	(46.53%)
19000-Reserve Transfers	-	-	65,000	65,000	100.00%
Sub-Total Non-Operating Revenue	-	-	65,000	65,000	100.00%
Total Revenue	25,246	48,250	90,800	42,550	88.19%
Expense:					
35000-Salaries & Benefits	1,437,947	1,689,721	2,085,533	395,811	23.42%
37010-Office Supplies	1,814	3,000	3,000	-	.00%
37020-Dues & Memberships	1,503	1,600	1,775	175	10.94%
37030-Travel & Mileage	53	100	-	(100)	(100.00%)
37040-Training	8,073	20,000	20,000	-	.00%
37050-Conferences	1,957	7,500	3,750	(3,750)	(50.00%)
37054-Recruitment Expenses	-	500	500	-	.00%
37070-Uniforms & Clothing	22,704	30,000	35,250	5,250	17.50%
37130-Advertising & Promotion	-	1,500	1,500	-	.00%
37140-Insurance Expense	31,764	33,085	34,622	1,537	4.65%
37832-Credit, Debit & Bank Charges	742	1,000	1,500	500	50.00%
37950-Professional Services	13,284	5,000	5,000	-	.00%
37960-Dispatch Fees	30,517	68,968	68,968	-	.00%
37970-Emergency Management	496	75,000	75,000	-	.00%
37990-Other Operating Expenses	1,610	6,450	6,200	(250)	(3.88%)
47400-Building Maintenance	26,925	41,612	40,827	(785)	(1.89%)
47420-Vehicle Maintenance	31,688	44,629	45,909	1,280	2.87%
47470-Property Maintenance	549	134	164	30	22.14%
47500-Fire Supplies & Equip Mtce	22,485	20,000	24,625	4,625	23.13%
48002-COVID-19 Expenses	2,259	-	2,500	2,500	100.00%
48060-Rescue Boat Maintenance	2,813	3,200	3,450	250	7.81%
48545-Vehicle/Equipment Fuel	9,881	16,000	16,000	-	.00%
48556-Health & Safety	600	-	500	500	100.00%
Sub-Total Operating Expense	1,649,665	2,069,000	2,476,573	407,573	19.70%
56000-Debt Charges	31,131	62,262	62,262	-	.00%
69000-Reserve Transfers	596,500	596,500	436,500	(160,000)	(26.82%)
69040-Capital Transfers	-	166,000	91,000	(75,000)	(45.18%)
Sub-Total Non-Operating Expense	627,631	824,762	589,762	(235,000)	(28.49%)
Total Expense	2,277,296	2,893,762	3,066,335	172,573	5.96%
Net Total	(2,252,050)	(2,845,512)	(2,975,535)	(130,023)	4.57%

2021 Capital Budget

Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Title	Description	2021 Budget	Net From Revenue
FIRE-002	Miscellaneous Equipment	Miscellaneous equipment replacement, and purchase of warm weather water rescue gear.	36,000	26,000
FIRE-003	Bunker (Turnout) Gear Replacement	Covers cost of firefighters' turnout gear and related protection equipment. Turnout gear is replaced, as needed, due to damage, or upon reaching the end of its 10-year lifecycle mandated by industry standards (Ministry of Labour, Section 21 Committee Requirements and National Fire Protection Association (NFPA)). Replace 8-10 sets.	26,000	26,000
FIRE-004	Facility Renovations	Paint and repair metal exterior areas; repair interior stairs; emergency repair for the front pad at the Fire Hall due to sinking.	53,000	31,000
FIRE-009	Radio/Pager Replacement	5 Pagers (replacement program).	3,000	3,000
FIRE-013	Rescue Tools	Replace 15 year non compatible extrication tool.	25,000	-
FIRE-015	SCBA Equipment	Replace program breathing apparatus.	300,000	-
FIRE-019	Office Renovations	New office and furniture for Fire Prevention Officers and Deputy Chief, carpet, paint, ceiling tiles.	40,000	-
FIRE-023	Kitchen Renovations	Upgrade kitchen area.	30,000	5,000
			513,000	91,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Project Name	2021	2022	2023	2024	2025
FIRE-002	Miscellaneous Equipment	36,000	24,000	20,000	26,000	20,000
FIRE-003	Bunker (Turnout) Gear Replacement	26,000	26,000	26,000	26,000	26,000
FIRE-004	Facility Renovations	53,000	-	-	-	-
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	3,000	-	20,000	-	-
FIRE-010	Replace Unit #146	-	650,000	-	-	-
FIRE-013	Rescue Tools	25,000	-	-	-	-
FIRE-014	Replace Unit #3	-	55,000	-	-	-
FIRE-015	SCBA Equipment	300,000	-	-	80,000	-
FIRE-016	Replace Unit #2	-	55,000	-	-	-
FIRE-019	Office Renovations	40,000	-	-	-	-
FIRE-021	Replace Unit #150 - Boat	-	-	75,000	-	-
FIRE-022	Replace Tower Truck #143	-	-	-	-	2,000,000
FIRE-023	Kitchen Renovations	30,000	-	-	-	-
FIRE-025	Replace PPV Fan on Unit #145	-	-	-	5,000	-
		513,000	810,000	141,000	272,000	2,106,000

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, 15% of the Infrastructure Services Coordinator, and 25% of the Director of Infrastructure Services. 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 2021 budgeted salary allocation remains the same, except that the Infrastructure Services Coordinator has been removed; 54% of 2 Utility Billing Clerks have been added; and 25% of a full-time Infrastructure Services Assistant-Engineering has been added. The number of Operators remains the same as the prior year.

2020 Year Performance

For 2020, Leamington water consumption is projected to be approximately 9.1 million cubic metres, an increase of approximately 12% from 2019. For 2020, Highbury Canco's consumption is projected to be approximately 1.0 million cubic metres, a decrease of approximately 8% from 2019 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.

An external audit was performed on the Municipality's Drinking Water Quality Management System (DWQMS) 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 2021 Activities

In 2021, Water Services will be turning its focus to the strategic plan for the department by completing the North Leamington Services Water Plan and initiating an update to the water

system masterplan. Administration will be working closely with the consultant, C3 Water, to finalize the water hydraulic model and develop short term and long term plans to address the exponential rate of greenhouse development that the Municipality is facing.

In 2020, Water Services worked extremely hard to finish the water meter replacement program and Operators installed over 700 meters leaving approximately 120 meters to install in 2021. In conjunction with the meter replacement project, in late 2020 the Municipality began to implement in-house water billing services, which are expected to be fully transitioned in early 2021.

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 2021 with ERCA and the Thames-Sydenham Region.

2021 Operating Budget for Council

Department: 0690 - Water Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	1,113,856	570,238	75,499	(494,739)	(86.76%)
13111-Water Rate Revenue	8,379,458	9,332,527	10,664,458	1,331,931	14.27%
18992-Interest Income	839	9,000	-	(9,000)	(100.00%)
18999-Miscellaneous Revenue	89,734	37,000	37,000	-	.00%
Total Revenue	9,583,887	9,948,765	10,776,957	828,192	8.32%
Expense:					
35000-Salaries & Benefits	615,801	680,645	788,396	107,751	15.83%
37010-Office Supplies	795	1,000	170,362	169,362	16936.20%
37020-Dues & Memberships	2,084	2,000	3,222	1,222	61.10%
37030-Travel & Mileage	-	500	250	(250)	(50.00%)
37040-Training	4,612	36,748	20,431	(16,317)	(44.40%)
37050-Conferences	3,816	4,000	2,000	(2,000)	(50.00%)
37054-Recruitment Expenses	-	500	-	(500)	(100.00%)
37070-Uniforms & Clothing	10,967	12,000	12,000	-	.00%
37110-Telecommunications Usage	7,374	10,300	9,731	(569)	(5.52%)
37130-Advertising & Promotion	-	750	750	-	.00%
37140-Insurance Expense	23,774	24,853	25,913	1,060	4.27%
37190-Internal Allocations	35,000	128,940	119,782	(9,158)	(7.10%)
37250-Tech Hardware Purchases	-	500	500	-	.00%
37280-Telecommunication Purchases	-	1,000	3,000	2,000	200.00%
37950-Professional Services	38,689	102,000	112,000	10,000	9.80%
37955-Billing & Collection Charges	103,738	135,925	-	(135,925)	(100.00%)
37986-Purchased Water from UWSS	5,382,306	5,887,225	6,709,419	822,194	13.97%
37990-Other Operating Expenses	1,654	1,500	1,500	-	.00%
37992-Office Equipment Rental/Lease	1,331	1,400	1,400	-	.00%
37993-Office Equipment Maintenance	173	400	400	-	.00%
37995-Software Licensing & Support	8,005	66,270	66,500	230	.35%
42410-Source Water Protection	10,059	25,000	25,000	-	.00%
42600-Boil Water Advisory	-	8,082	8,339	257	3.18%
47400-Building Maintenance	29,049	53,680	51,536	(2,144)	(3.99%)
47410-Equipment Maintenance	3,776	5,576	5,460	(116)	(2.08%)
47420-Vehicle Maintenance	22,246	19,852	20,839	987	4.97%
47470-Property Maintenance	600	720	1,030	310	43.09%
47480-Spills Expense	1,613	-	-	-	.00%
48002-COVID-19 Expenses	6,947	-	1,000	1,000	100.00%
48545-Vehicle/Equipment Fuel	23,356	36,000	36,000	-	.00%
48547-Meter Maintenance	174,644	127,060	183,565	56,505	44.47%
48549-Hydrant Maintenance	53,800	96,648	86,765	(9,883)	(10.23%)
48556-Health & Safety	1,000	7,082	5,339	(1,743)	(24.61%)
48680-Watermains & Services	575,409	693,527	583,913	(109,615)	(15.81%)
Sub-Total Operating Expense	7,142,618	8,171,685	9,056,343	884,658	10.83%

2021 Operating Budget for Council

Department: 0690 - Water Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
69000-Reserve Transfers	1,221,930	1,276,080	1,460,614	184,534	14.46%
69040-Capital Transfers	-	501,000	260,000	(241,000)	(48.10%)
Sub-Total Non-Operating Expense	1,221,930	1,777,080	1,720,614	(56,466)	(3.18%)
Total Expense	8,364,548	9,948,765	10,776,957	828,192	8.32%
Net Total	1,219,339	-	-	-	-

2021 Capital Budget

Division: Infrastructure Services

Department: 0690 - Water Services

<u>Project #</u>	<u>Title</u>	<u>Description</u>	<u>2021 Budget</u>	<u>Net From Revenue</u>
WATER-006	Tools & Equipment - Small Capital	This allocation is to cover purchases such as replacement pumps, hydrant pumps, electronic pipe locating equipment, jumping jacks and generators.	10,000	10,000
WATER-025	Meter Replacement	This is a carryover project from 2020. Remaining funds will be used to complete the final 150 large meter pit installations.	320,000	-
WATER-057	Water System Master Plan and Expansion Design	Initiate the water system master plan update.	100,000	100,000
WATER-063	North Leamington Water Main Expansion EA	Advance design of preferred solution of the North Leamington Water Servicing Plan.	300,000	-
WATER-064	Replace Backhoe #62	Replace 1999 John Deere backhoe that has reached its useful life.	150,000	150,000
			<u>880,000</u>	<u>260,000</u>

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0690 - Water

Project #	Project Name	2021	2022	2023	2024	2025
WATER-006	Tools & Equipment - Small Capital	10,000	10,000	-	10,000	-
WATER-008	Wigle/Orange/Settingington/Mill	-	-	1,200,000	-	-
WATER-015	Audrey/Margaret/Jane/Claire	-	-	700,000	-	-
WATER-017	Ontario/Victoria/Montgomery/Princess	-	-	180,000	600,000	-
WATER-021	MCR - Trunk Watermain Intersection to Oak St W	-	-	-	-	85,000
WATER-025	Meter Replacement	320,000	-	-	-	-
WATER-027	Mersea Rd 7 to Kent Rd 1	-	-	200,000	800,000	-
WATER-038	Grace Ave - Fuller to just past Kimball Ave	-	-	-	-	56,700
WATER-039	Marlborough St E. - Wigle to Whitwam	-	-	-	-	123,000
WATER-040	Martin Dr - Robinson to just past mid point	-	-	-	-	70,000
WATER-043	Bryon St and Warren Ave	-	-	-	145,000	-
WATER-044	Maxon St/Sherman St/James St	-	-	-	350,000	-
WATER-057	Water System Master Plan and Expansion Design	100,000	400,000	-	-	-
WATER-060	Erie St - John to Talbot & Talbot - Erie to Princess	-	1,000,000	-	-	-
WATER-061	Seacliff - Cherry Lane to Regatta	-	350,000	-	-	-
WATER-062	Replace Unit #60	-	50,000	-	-	-
WATER-063	North Leamington Water Main Expansion EA	300,000	-	-	-	-
WATER-064	Replace Backhoe #62	150,000	-	-	-	-
		880,000	1,810,000	2,280,000	1,905,000	334,700

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, 15% of the Infrastructure Services Coordinator, and 25% of the Director of Infrastructure Services. 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 2021 budgeted salary allocation remains the same, except that the Infrastructure Services Coordinator has been removed; 46% of 2 Utility Billing Clerks have been added; and 25% of a full-time Infrastructure Services Assistant-Engineering has been added. The remaining positions remain the same as the prior year.

2020 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 2020, the volume of treated sewage is projected to be 6.8 million cubic meters, a decrease of approximately 10% from 2019. This decrease is primarily related to Highbury flows which are projected to decrease by approximately 20% when compared to 2019 volumes.

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. In 2020, PCC only reported two minor 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 2020, the projected volume of biosolids is approximately 6,600 tonnes, an increase of approximately 8% from 2019.

Proposed 2021 Activities

For 2021, PCC will be carrying over funds from a variety of capital projects that were initiated but not completed in 2020, including upgrades to the plant Supervisory Control and Data Acquisition (SCADA) system, turbo blower replacement and concrete repairs for the grit tanks and clarifiers.

PCC will also be investigating the useful life of the existing outfall sewer and determining next steps based on future flows to the plant. Those next steps could include lining and repair of the existing sewer or a plan to replace the existing sewer and/or increase throughput by use of a booster pump system.

Other capital works projects include continued work on the biosolids process upgrades to address deficiencies and UV bulb replacement.

2021 Operating Budget for Council

Department: 0660 - Waste Water (PCC)

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	6,394,013	7,938,845	8,737,143	798,298	10.06%
18999-Miscellaneous Revenue	2,437	1,500	-	(1,500)	(100.00%)
Sub-Total Operating Revenue	6,396,450	7,940,345	8,737,143	796,798	10.03%
19000-Reserve Transfers	-	1,334,221	332,036	(1,002,185)	(75.11%)
Sub-Total Non-Operating Revenue	-	1,334,221	332,036	(1,002,185)	(75.11%)
Total Revenue	6,396,450	9,274,566	9,069,179	(205,387)	(2.21%)
Expense:					
35000-Salaries & Benefits	914,176	1,165,864	1,196,807	30,943	2.65%
37010-Office Supplies	438	1,500	1,000	(500)	(33.33%)
37020-Dues & Memberships	1,079	2,000	1,497	(503)	(25.15%)
37030-Travel & Mileage	-	1,000	500	(500)	(50.00%)
37040-Training	4,876	25,252	11,569	(13,683)	(54.19%)
37050-Conferences	-	6,500	3,250	(3,250)	(50.00%)
37070-Uniforms & Clothing	18,801	32,000	32,000	-	.00%
37110-Telecommunications Usage	9,039	8,300	8,250	(50)	(.60%)
37140-Insurance Expense	227,096	227,524	247,535	20,011	8.80%
37190-Internal Allocations	35,000	114,209	106,636	(7,573)	(6.63%)
37250-Tech Hardware Purchases	-	750	-	(750)	(100.00%)
37280-Telecommunication Purchases	30	750	4,000	3,250	433.33%
37950-Professional Services	15,078	45,000	30,000	(15,000)	(33.33%)
37955-Billing & Collection Charges	87,062	114,075	-	(114,075)	(100.00%)
37990-Other Operating Expenses	2,998	7,500	6,250	(1,250)	(16.67%)
37992-Office Equipment Rental/Lease	1,262	1,250	1,250	-	.00%
37993-Office Equipment Maintenance	190	700	500	(200)	(28.57%)
37995-Software Licensing & Support	1,531	7,500	24,100	16,600	221.33%
47400-Building Maintenance	240,656	261,107	250,802	(10,305)	(3.95%)
47410-Equipment Maintenance	218,591	260,000	260,000	-	.00%
47420-Vehicle Maintenance	6,199	8,318	9,801	1,483	17.83%
47430-Wastewater - Operating Costs	1,089,285	1,587,100	1,610,900	23,800	1.50%
47440-Pumping Stations	43,464	76,000	63,000	(13,000)	(17.11%)
47470-Property Maintenance	18,276	29,641	28,096	(1,545)	(5.21%)
48002-COVID-19 Expenses	23,559	-	10,000	10,000	100.00%
48545-Vehicle/Equipment Fuel	16,149	26,000	27,000	1,000	3.85%
Sub-Total Operating Expense	2,974,833	4,009,841	3,934,744	(75,097)	(1.87%)
56000-Debt Charges	783,090	1,444,356	1,085,439	(358,917)	(24.85%)
69000-Reserve Transfers	-	-	448,996	448,996	100.00%
69040-Capital Transfers	-	3,820,369	3,600,000	(220,369)	(5.77%)
Sub-Total Non-Operating Expense	783,090	5,264,725	5,134,435	(130,290)	(2.47%)
Total Expense	3,757,923	9,274,566	9,069,179	(205,387)	(2.21%)
Net Total	2,638,526	-	-	-	-

2021 Capital Budget

Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Title	Description	2021 Budget	Net From Revenue
PCC-005	Biosolids Upgrades	This project is carried over from 2020 to complete the required upgrades on the biosolids stabilization equipment. Carryover 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 two stations per year, in addition to other small capital asset purchases.	60,000	60,000
PCC-013	Concrete Repairs for Clarifiers and Grit	This project is carried over from 2020 and includes funding for engineering design and repairs associated with concrete damage in the primary and secondary clarifier launders, as well as repairs to the grit tanks.	545,000	545,000
PCC-035	SCADA Upgrades	This project is carried over from 2020. The project was initiated in 2020 and includes funding to upgrade the current Supervisory Control and Data Acquisition (SCADA) system at the PCC.	500,000	500,000
PCC-036	Blower Upgrades	This project is carried over from 2020 and was delayed due to the COVID-19 pandemic. 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.	1,300,000	1,300,000

2021 Capital Budget

Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Title	Description	2021 Budget	Net From Revenue
PCC-038	Outfall Sewer Lining	This project is carried over from 2020. The outfall sewer was inspected in 2019 and results indicate that lining the sewer for protection is required. In 2020, an update to the PCC hydraulic model was completed and illustrated the current outfall sewer cannot support peak flows from the plant. This funding will cover investigation/assessment for next steps and whether lining the existing sewer or replacing/twinning the sewer is required in 2022.	300,000	300,000
PCC-039	Network Across PCC	This project is carried over from 2020 and will be done in conjunction with the SCADA program. It will allow mobile access for operators when working throughout the plant, this funding will allow for internet expansion across the entire PCC facility.	35,000	35,000
PCC-041	UV Control Panel Upgrades / UV Bulb Replacement	Funding to upgrade the UV control panels and PLC. Project to be done in conjunction with the plant SCADA project but done by the manufacturer rather than the systems integrator.	160,000	160,000
			<u>3,600,000</u>	<u>3,600,000</u>

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Project Name	2021	2022	2023	2024	2025
PCC-005	Biosolids Upgrades	600,000	-	-	-	-
PCC-006	Other Machinery & Equipment	100,000	510,000	510,000	510,000	510,000
PCC-008	Wastewater Pump Stations Small Capital	60,000	40,000	40,000	40,000	40,000
PCC-013	Concrete Repairs for Clarifiers and Grit	545,000	-	-	-	-
PCC-016	Painting Clarifier Mechanisms	-	-	400,000	-	-
PCC-022	Centrifuge #1	-	75,000	-	-	-
PCC-024	Replace Unit #300 - Service Truck	-	160,000	-	-	-
PCC-030	Headworks Upgrades	-	500,000	-	-	-
PCC-031	UV Upgrades	-	-	-	500,000	-
PCC-035	SCADA Upgrades	500,000	-	-	-	-
PCC-036	Blower Upgrades	1,300,000	-	-	-	-
PCC-038	Outfall Sewer Lining	300,000	1,200,000	-	-	-
PCC-039	Network Across PCC	35,000	-	-	-	-
PCC-041	UV Control Panel Upgrades / UV Bulb Replacement	160,000	-	-	-	-
PCC-042	Wastewater System Masterplan	-	100,000	400,000	-	-
PCC-043	Centrifuge #2	-	-	75,000	-	-
		3,600,000	2,585,000	1,425,000	1,050,000	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. They are provided by Green For Life (GFL), previously Windsor Disposal Services (WDS), under contract until December 2021.

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. This transition continues into 2021.

Staffing

Sanitation currently includes allocations of salaried positions as follows: 10% of the Manager of Environmental Services, 5% of the Infrastructure Services Coordinator, 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 2021 budgeted salary allocation remains the same, except that the Infrastructure Services Coordinator allocation has been removed.

2020 Year Performance

For 2020, Leamington is projected to generate approximately 6,855 tonnes of refuse and 1,375 tonnes of yard waste, which represents an increase of approximately 4% for refuse and a decrease of approximately 2% for yard waste over 2019 values. In 2020, the total quantity of collected “white goods” is projected to be approximately 294 articles, an increase of approximately 8% from 2019 collections.

Proposed 2021 Activities

The 2021 ESWWA tipping fees are proposed to increase by approximately 2.5% for both garbage and yard waste. For 2021, the collection contract cost will increase relative to the percentage change in the Consumer Price Index (CPI), all items Ontario, as published by Statistics Canada. Accordingly, a conservative CPI increase of 2% was applied to 2021 collection costs.

The 2021 garbage levies were approved by Council in the fee schedule at \$155.00 and \$175.00 for rural and urban collection, respectively.

2021 Operating Budget for Council

Department: 0640 - Sanitation

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11320-Other Levies	1,576,509	1,590,591	1,612,945	22,354	1.41%
Total Revenue	1,576,509	1,590,591	1,612,945	22,354	1.41%
Expense:					
35000-Salaries & Benefits	24,932	29,739	27,227	(2,512)	(8.45%)
37130-Advertising & Promotion	1,785	1,800	2,485	685	38.06%
37190-Internal Allocations	-	527	403	(124)	(23.50%)
47972-Disposal Costs	840,263	1,099,045	1,117,825	18,780	1.71%
47978-Residential Garbage Collection	416,352	465,000	460,465	(4,535)	(.98%)
47980-Yard Waste Collection	85,598	94,288	94,536	248	.26%
47982-White Goods Collection	2,591	5,000	5,000	-	.00%
48002-COVID-19 Expenses	111	-	-	-	.00%
Total Expense	1,371,632	1,695,399	1,707,941	12,543	.74%
Net Total	204,877	(104,808)	(94,996)	9,811	(9.36%)

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 524 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, 25% 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 2021 budgeted salary allocation for salaried positions remains the same, except that the portion of the Infrastructure Services Coordinator increased from 25% to 60%. In 2021, that position is shared between Public Works and Parks.

2020 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 3,500 hours of assistance from part-time staff.

Most operational accounts were on target which is projected to result in being on budget for 2020.

The COVID-19 pandemic has resulted in some unanticipated challenges and costs to the Public Works department and budget. Funds have been included in the 2021 budget for COVID-19 related expenses.

Proposed 2021 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.

Additional roads and sidewalks resulting from new subdivision development, upgrading and expanding the existing municipal roads, active transportation, and sidewalk network, as well as increased minimum maintenance standards for inspection and maintenance is adding pressure to the Public Works operations. As a result, some maintenance activities have been contracted out like the winter maintenance of parking lots and a few additional properties added to the turf maintenance contract. Monitoring these contracts will continue to ensure that service levels remain acceptable.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to Public Works included:

- Elimination of Sand Bag Program

2021 Operating Budget for Council

Department: 0630 - Public Works

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	27,875	36,800	36,800	-	.00%
13870-Rental Revenue	-	250	-	(250)	(100.00%)
18990-Recoveries	7,614	9,000	9,000	-	.00%
18999-Miscellaneous Revenue	3,502	18,000	18,000	-	.00%
Sub-Total Operating Revenue	38,991	64,050	63,800	(250)	(.39%)
19000-Reserve Transfers	-	15,000	179,280	164,280	1095.20%
Sub-Total Non-Operating Revenue	-	15,000	179,280	164,280	1095.20%
Total Revenue	38,991	79,050	243,080	164,030	207.50%
Expense:					
35000-Salaries & Benefits	961,226	1,162,737	1,282,611	119,873	10.31%
37010-Office Supplies	1,070	2,500	2,000	(500)	(20.00%)
37020-Dues & Memberships	1,733	2,640	3,355	715	27.08%
37030-Travel & Mileage	-	-	300	300	100.00%
37040-Training	4,808	20,000	21,000	1,000	5.00%
37050-Conferences	806	2,000	1,000	(1,000)	(50.00%)
37054-Recruitment Expenses	106	500	500	-	.00%
37070-Uniforms & Clothing	17,179	25,000	25,000	-	.00%
37130-Advertising & Promotion	583	1,000	1,000	-	.00%
37140-Insurance Expense	38,993	41,266	43,472	2,206	5.35%
37190-Internal Allocations	-	2,140	565	(1,575)	(73.62%)
37950-Professional Services	-	20,000	20,000	-	.00%
37990-Other Operating Expenses	17,882	7,000	7,000	-	.00%
47410-Equipment Maintenance	52,058	105,979	100,954	(5,025)	(4.74%)
47420-Vehicle Maintenance	77,160	116,543	111,067	(5,476)	(4.70%)
47470-Property Maintenance	8,427	20,000	20,000	-	.00%
47480-Spills Expense	-	20,000	20,000	-	.00%
48001-Flooding	21,470	16,000	1,500	(14,500)	(90.63%)
48002-COVID-19 Expenses	31,882	-	23,500	23,500	100.00%
48514-Tree Maintenance	99,629	127,939	147,983	20,043	15.67%
48520-Roads & ROW	550,084	624,846	678,997	54,151	8.67%
48524-Road Signs & Safety Devices	52,032	89,702	100,888	11,186	12.47%
48530-Winter Control	254,836	455,505	448,145	(7,359)	(1.62%)
48534-Sidewalk Maintenance	103,203	153,581	133,380	(20,201)	(13.15%)
48545-Vehicle/Equipment Fuel	79,544	157,950	135,300	(22,650)	(14.34%)
48548-Miscellaneous Roadside Drains	59,552	296,484	297,110	626	.21%
48550-Special Events	8,337	40,850	22,963	(17,887)	(43.79%)
48556-Health & Safety	9,317	25,435	16,814	(8,621)	(33.89%)
48558-PW Facilities	94,346	99,020	132,417	33,396	33.73%
48560-PW Fleet Inventory	717	3,000	2,000	(1,000)	(33.33%)
Sub-Total Operating Expense	2,546,977	3,639,617	3,800,820	161,203	4.43%

2021 Operating Budget for Council

Department: 0630 - Public Works

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
69000-Reserve Transfers	453,000	428,000	528,000	100,000	23.36%
69040-Capital Transfers	-	475,500	204,000	(271,500)	(57.10%)
Sub-Total Non-Operating Expense	453,000	903,500	732,000	(171,500)	(18.98%)
Total Expense	2,999,977	4,543,117	4,532,820	(10,297)	(.23%)
Net Total	(2,960,986)	(4,464,067)	(4,289,740)	174,327	(3.91%)

2021 Capital Budget

Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Title	Description	2021 Budget	Net From Revenue
PW-001	Other Machinery & Equipment	Replace and purchase small equipment and attachments such as tractor/truck plow blades, automatic greasing system for backhoe, etc.	24,000	24,000
PW-017	Replace Unit #125 - Vacuum	Replacement 2007 leaf vacuum. This is one of two units used extensively for curbside and other leaf collection in the fall.	70,000	25,000
PW-028	Replace Unit #54 - Loader	Replace 2005 front end loader.	240,000	85,000
PW-036	Replace Unit #12 - Pickup Truck	Replace 2005 pickup truck.	37,000	6,000
PW-038	Replace Unit #60 Attachment - Bush Hog	Replace attached bush hog.	23,000	8,000
PW-039	Replace Unit #11 - Pickup Truck	Replace 2011 pickup truck.	37,000	6,000
PW-046	Replace Unit #112 - Boom Sprayer	Replace boom sprayer used for spraying trails, sports facilities, etc.	6,000	4,000
PW-059	New All Terrain Vehicle	New All Terrain Vehicle to be used for trails, parks and cemetery maintenance.	14,000	14,000
PW-060	Replace Unit #76 - Golf Cart with Gator	Replace golf cart #76 with gator for Waterfront.	14,000	12,000
PW-068	Fleet Services Improvements	New workstations and appliances (washer, dryer).	5,000	5,000
PW-069	PW Improvement	Main entrance fence gate, DEF Fluid dispensing.	15,000	15,000
			485,000	204,000

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Project Name	2021	2022	2023	2024	2025
PW-001	- Other Machinery & Equipment	24,000	15,000	15,000	26,500	15,000
PW-004	- Replace Unit #13 - Pickup Truck	-	-	-	-	37,000
PW-017	- Replace Unit #125 - Vacuum	70,000	-	-	-	-
PW-023	- Public Works Stake Truck #33	-	-	-	-	120,000
PW-028	- Replace Unit #54 - Loader	240,000	-	-	-	-
PW-032	- Replace Unit #103 - Wood Chipper	-	47,000	-	-	-
PW-033	- Replace Unit #66 - Beach Rake	-	65,000	-	-	-
PW-034	- Replace Unit #86 - Portable Air Compressor	-	-	-	10,000	-
PW-036	- Replace Unit #12 - Pickup Truck	37,000	-	-	-	-
PW-038	- Replace Unit #60 Attachment - Bush Hog	23,000	100,000	10,000	-	-
PW-039	- Replace Unit #11 - Pickup Truck	37,000	-	-	-	-
PW-040	- Replace Unit #80 - Stump Grinder with Trailer	-	31,000	-	-	-
PW-045	- Replace Unit #23 - 1 1/2 Ton Dump/Plow/Salter	-	-	-	100,000	-
PW-046	- Replace Unit #112 - Boom Sprayer	6,000	-	-	-	-
PW-047	- Replace #119 - Top Dresser	-	30,000	-	-	-
PW-050	- Replace Unit #35 - Tandem Dump/Plow/Salter	-	-	275,000	-	-
PW-051	- Replace Unit #24 - 1 1/2 Ton Dump/Plow/Salter	-	-	100,000	-	-
PW-059	- New All Terrain Vehicle	14,000	-	-	-	-
PW-060	- Replace Unit #76 - Golf Cart with Gator	14,000	-	-	-	-
PW-062	- Replace Unit #01 - Pickup Truck	-	35,000	-	-	-
PW-063	- Replace Unit #69 - Golf Cart	-	10,000	-	-	-
PW-064	- Replace Unit #79 - Golf Cart	-	10,000	-	-	-
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	5,000	-	-	-	-
PW-069	- PW Improvement	15,000	-	-	-	-
PW-070	- Replace #17 Pick-up Truck	-	-	-	-	37,000
PW-071	- Replace #52 Loader	-	-	-	-	250,000
PW-072	- Replace #130 Trailer	-	-	-	-	15,000
		485,000	343,000	400,000	161,500	574,000

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 Ball 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, 20% 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 2021 budgeted salary allocation for salaried positions remains the same, except that the portion of the Infrastructure Services Coordinator increased from 20% to 40%. In 2021, that position is shared between Public Works and Parks.

2020 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 18,000 hours of seasonal and student staff to the municipal parks activities.

The COVID-19 pandemic was an unexpected and significant challenge throughout the year. There were little to no rentals for much of the season which directly affected the 2020 revenues. 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.

The COVID-19 pandemic also resulted in a late start to planning and initiating capital projects. However, improvements were still made to several parks and facilities, including the installation of new dugouts at the Kinsmen Baseball Complex, a new air conditioning system at the Seacliff Concession and improved ventilation in Seacliff Park washroom facilities. Currently in progress is the installation of a new 40' flag pole at Seacliff Park, painting of the waterfront park lights, an extension to the concrete pad around the Seacliff Concession and Sunset Amphitheatre, and improvements to Scout Memorial Park and the Kinsmen Baseball playground.

Proposed 2021 Activities

Although it is anticipated that the COVID-19 pandemic will still have an effect on the special events and overall use of many of the park and recreation facilities, the Municipality will continue to work with the other departments as well as various sports and community groups to safely bring some events to the various parks, trails and sports fields.

Capital projects which were delayed in 2020 will be completed in 2021. Additional capital improvements are also proposed for 2021 including the renewal of Eastside Park, Henry Park and Cameo/Pearl Park as well as the installation of new dugouts at Mersea Park. It is also proposed to complete and expand on the 2020 project for the installation of the new asphalt parking lot at the Kinsmen Baseball Complex including a new hard surfaced driveway with speed bumps and a parking lot for the skatepark.

2021 Operating Budget for Council

Department: 0650 - Parks

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13870-Rental Revenue	(920)	40,000	23,500	(16,500)	(41.25%)
14400-Donations	1,550	19,500	3,500	(16,000)	(82.05%)
Sub-Total Operating Revenue	630	59,500	27,000	(32,500)	(54.62%)
19000-Reserve Transfers	40,973	70,973	81,073	10,100	14.23%
Sub-Total Non-Operating Revenue	40,973	70,973	81,073	10,100	14.23%
Total Revenue	41,603	130,473	108,073	(22,400)	(17.17%)
Expense:					
35000-Salaries & Benefits	184,454	207,644	231,770	24,126	11.62%
37140-Insurance Expense	26,235	26,273	28,596	2,323	8.84%
37190-Internal Allocations	-	1,739	484	(1,256)	(72.18%)
37832-Credit, Debit & Bank Charges	109	750	500	(250)	(33.33%)
47410-Equipment Maintenance	39,796	41,325	43,659	2,335	5.65%
47420-Vehicle Maintenance	7,131	6,697	8,618	1,921	28.69%
48002-COVID-19 Expenses	57,964	-	49,214	49,214	100.00%
48545-Vehicle/Equipment Fuel	14,129	17,000	18,500	1,500	8.82%
48811-Seacliff Park	131,746	199,143	186,319	(12,824)	(6.44%)
48813-Municipal Trails	61,294	83,394	105,032	21,638	25.95%
48815-Kinsmen Ball Diamond	68,872	127,886	89,618	(38,269)	(29.92%)
48816-Other Parks	151,209	158,719	166,354	7,636	4.81%
48818-Bayview Park	12,814	17,218	20,950	3,732	21.67%
48820-Mersea Park	23,523	28,111	29,969	1,858	6.61%
48821-Leamington Waterfront	124,036	143,405	159,526	16,121	11.24%
48823-Soccer Field	50,185	95,878	78,956	(16,922)	(17.65%)
Sub-Total Operating Expense	953,497	1,155,183	1,218,066	62,883	5.44%
56000-Debt Charges	35,120	70,240	70,240	-	.00%
69000-Reserve Transfers	310,100	300,000	200,000	(100,000)	(33.33%)
69040-Capital Transfers	-	592,000	622,400	30,400	5.14%
Sub-Total Non-Operating Expense	345,220	962,240	892,640	(69,600)	(7.23%)
Total Expense	1,298,717	2,117,423	2,110,706	(6,717)	(.32%)
Net Total	(1,257,114)	(1,986,950)	(2,002,633)	(15,683)	.79%

2021 Capital Budget

Division: Infrastructure Services

Department: 0650 - Parks

Project #	Title	Description	2021 Budget	Net From Revenue
PARKS-006	Cameo/Pearl Park Renewal	New play structure and park improvements.	80,000	80,000
PARKS-009	Bench Program - Memorial Donations	Bench donation program.	5,000	-
PARKS-025	Kinsmen Ball Diamond Driveway & Parking Lot - Asphalt	New asphalt driveway, complete with curbs and speed bumps. Small parking area for the skatepark.	480,000	209,400
PARKS-037	Small Capital Improvements	General in-year capital improvements.	25,000	25,000
PARKS-050	Mersea Park Baseball Dugouts	New dugout to match what has been installed at the Kinsmen Ball Diamonds.	68,000	68,000
PARKS-051	Henry Park Improvements	New play structure and park improvements.	80,000	80,000
PARKS-052	Eastside Park Improvements	New play structure and park improvements.	80,000	80,000
PARKS-054	Repair/Replace Wood Privacy Fence along Trail Adjacent to Recreation Centre Parking Lot	All wood posts have rotted off at the ground and need to be repaired/replaced. Public Works staff have braced posts over the years to prevent entire fence from falling over.	30,000	30,000
PARKS-056	Repair Interlock Brick along Promenade and Lakeside Marina	High water levels eroding base under pavers.	50,000	50,000
			898,000	622,400

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0650 - Parks

Project #	Project Name	2021	2022	2023	2024	2025
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	-	350,000	-	-	-
PARKS-025	- Kinsmen Ball Diamond Driveway & Parking Lot - Asphalt	480,000	-	-	-	-
PARKS-037	- Small Capital Improvements	25,000	25,000	25,000	25,000	25,000
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-050	- Mersea Park Baseball Dugouts	68,000	-	-	-	-
PARKS-051	- Henry Park Improvements	80,000	-	-	-	-
PARKS-052	- Eastside Park Improvements	80,000	-	-	-	-
PARKS-053	- Mill Street Park Renewal	-	70,000	-	-	-
PARKS-054	- Repair/Replace Wood Privacy Fence along Trail Adjacent to NFFRC	30,000	-	-	-	-
PARKS-055	- Bayview Park Development	-	-	400,000	1,000,000	-
PARKS-056	- Repair Interlock Brick along Promenade and Marina	50,000	-	-	-	-
PARKS-057	- Rick Atkin Park Washrooms and Maintenance Garage	-	300,000	-	-	-
PARKS-058	- Improvements from Waterfront Master Plan	-	-	400,000	-	1,000,000
		898,000	1,180,000	990,000	1,030,000	1,030,000

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 and 5% of the Infrastructure Services Coordinator. Cemeteries also includes wage costs for direct time spent on Cemetery work for the following positions: 20 full-time Operators and 15 seasonal General Labourers. Public Works is responsible for all necessary cemetery maintenance, and scheduling interments and on-site requests for sales and genealogical research.

The 2021 budgeted salary allocation for salaried positions remains the same for the Manager of Public Works; however, the Infrastructure Services Coordinator has been removed as that position is shared between Public Works and Parks in 2021.

2020 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 230 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 2021 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 2021 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. In addition, the 2021 capital budget includes fence repair at Lakeview Cemetery fully funded from reserves.

2021 Operating Budget for Council

Department: 0632 - Cemeteries

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	6,820	10,325	10,350	25	.24%
18990-Recoveries	140	420	300	(120)	(28.57%)
18999-Miscellaneous Revenue	3,622	6,300	3,600	(2,700)	(42.86%)
Total Revenue	10,582	17,045	14,250	(2,795)	(16.40%)
Expense:					
35000-Salaries & Benefits	17,863	25,141	20,453	(4,688)	(18.65%)
37190-Internal Allocations	-	401	-	(401)	(100.00%)
37990-Other Operating Expenses	-	350	300	(50)	(14.29%)
47400-Building Maintenance	455	800	800	-	.00%
48002-COVID-19 Expenses	571	-	-	-	.00%
48711-Lakeview Cemetery Burials	4,446	7,275	8,519	1,243	17.09%
48712-Lakeview Cemetery Maint.	28,077	35,633	32,685	(2,948)	(8.27%)
48713-Bayview Cemetery Burial	238	383	391	8	2.07%
48714-Bayview Cemetery Maint.	3,335	12,610	8,788	(3,823)	(30.31%)
48715-Other Cemeteries	1,402	2,119	1,800	(319)	(15.06%)
48716-Albuna Cemetery Burials	4,644	5,000	6,152	1,152	23.03%
48717-Albuna Cemetery Maintenance	1,157	12,047	12,501	454	3.77%
Sub-Total Operating Expense	62,188	101,760	92,388	(9,372)	(9.21%)
69040-Capital Transfers	-	27,000	22,000	(5,000)	(18.52%)
Sub-Total Non-Operating Expense	-	27,000	22,000	(5,000)	(18.52%)
Total Expense	62,188	128,760	114,388	(14,372)	(11.16%)
Net Total	(51,606)	(111,715)	(100,138)	11,577	(10.36%)

2021 Capital Budget

Division: Infrastructure Services

Department: 0632 - Cemeteries

Project #	Title	Description	2021 Budget	Net From Revenue
CEME-001	Lakeview Cemetery Asphalt Driveways	Reconstruction of existing asphalt driveways.	88,000	22,000
CEME-002	Lakeview Fence Repair and Paint	Repairs and/or replacement of existing fence.	10,000	-
			98,000	22,000

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0632 - Cemeteries

Project #	Project Name	2021	2022	2023	2024	2025
CEME-001	Lakeview Cemetery Asphalt Driveways	88,000	-	-	-	-
CEME-002	Lakeview Fence Repair and Paint	10,000	5,000	5,000	-	-
		98,000	5,000	5,000	-	-

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 two Drainage Superintendents, the Drainage Analyst (contract), 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.

The 2021 budget changes the Drainage Analyst from a contract position to a full-time permanent position to meet the administrative demands of Drainage Services.

2020 Year Performance

Capital Budget

Approximately 36 capital projects were undertaken in 2020, at a total estimated value of \$4.8 million. In 2020, 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 2020 including entire drain cleanout, partial drain cleanout, tile repairs, bank repairs, brushing, flushing, dam removals, pumping expenses, etc.

14 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 2020, Drainage Services initiated spraying of scrub brush on drains that were maintained.

Proposed 2021 Activities

Capital Budget

The 2021 budget includes the completion of Municipal drain capital projects that were approved by Council under an Engineer's Report dated in 2020 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 2021 budget also includes capital projects on Municipal drains anticipated to be upgraded, under an Engineer's report.

The 2021 budget for Drainage capital projects is \$6.2 million with the Road (Municipal) portion of this budget estimated to be \$450,000 (approximately 7%) from taxation and \$2.07 million (approximately 33%) 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 2021 budget for drain maintenance is \$1.2 million, with the Road portion of the budget estimated to be \$108,510 (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 2021.

2021 Operating Budget for Council

Department: 0680 - Drainage Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11302-Drainage Levies	26,902	601,115	768,180	167,065	27.79%
12000-Grant Revenue	944	397,501	504,900	107,399	27.02%
18990-Recoveries	13,587	100,071	122,097	22,026	22.01%
18999-Miscellaneous Revenue	3,475	47,500	5,000	(42,500)	(89.47%)
Total Revenue	44,908	1,146,187	1,400,177	253,990	22.16%
Expense:					
35000-Salaries & Benefits	167,405	284,722	331,157	46,436	16.31%
37010-Office Supplies	551	700	700	-	.00%
37020-Dues & Memberships	481	600	600	-	.00%
37030-Travel & Mileage	-	200	200	-	.00%
37040-Training	640	5,000	3,500	(1,500)	(30.00%)
37050-Conferences	1,310	2,000	500	(1,500)	(75.00%)
37054-Recruitment Expenses	767	-	-	-	.00%
37070-Uniforms & Clothing	36	1,000	1,500	500	50.00%
37140-Insurance Expense	890	961	1,940	979	101.87%
37950-Professional Services	-	5,000	3,000	(2,000)	(40.00%)
37990-Other Operating Expenses	3,290	2,000	500	(1,500)	(75.00%)
46680-Drainage Maintenance	428,562	1,000,998	1,228,440	227,442	22.72%
47410-Equipment Maintenance	-	20,000	-	(20,000)	(100.00%)
47420-Vehicle Maintenance	778	1,048	2,231	1,183	112.94%
48545-Vehicle/Equipment Fuel	1,122	1,500	3,000	1,500	100.00%
Sub-Total Operating Expense	605,831	1,325,729	1,577,268	251,540	18.97%
56000-Debt Charges	21,699	21,699	13,587	(8,112)	(37.38%)
69000-Reserve Transfers	6,000	6,000	12,000	6,000	100.00%
69040-Capital Transfers	-	51,942	449,846	397,904	766.05%
Sub-Total Non-Operating Expense	27,699	79,641	475,433	395,792	496.97%
Total Expense	633,530	1,405,370	2,052,701	647,332	46.06%
Net Total	(588,622)	(259,183)	(652,524)	(393,342)	151.76%

2021 Capital Budget

Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2021 Budget	Net From Revenue
DRAIN-002	Sturgeon Creek Drain - Modeling/Engineering	Section 78 - Improvements and creation of diversion channel	2,524,458	2,252,878	324,796
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	100,000	42,339	7,300
DRAIN-013	Jacob Fox Drain - Section 78	Drain relocation and new assessment schedule	500,000	466,000	-
DRAIN-041	Lebo Creek - Section 78 Sufficient Outlet	Legalizing the natural watercourse and creating working corridors	1,400,000	1,194,000	33,200
DRAIN-042	McCracken Drain - Tile Replacement	Complete tile drain replacement	402,000	340,210	-
DRAIN-067	East Marsh - Petition for Drainage (roadside drainage system)	Petition to install a new drainage system along East Beach Road	116,000	114,600	29,000
DRAIN-068	Cotterie Drainage System Berm - Section 78	Cotterie Drainage System Berm	10,000	8,829	-
DRAIN-069	Culvert Needs Study - Section 78	Review of all municipal drain culverts to complete a fair assessment schedule	10,000	8,123	2,000
DRAIN-073	Two Creeks Drain - Section 78 - Chatham-Kent	Access replacement	30,000	29,945	-
DRAIN-075	Silver Creek - Relocation	Drain relocation for new greenhouse development	400,000	314,000	-
DRAIN-084	Reid Drain - 11th Conc Branch - Section 65	Change of use for greenhouse development	3,500	3,500	-
DRAIN-085	Saris Drain - Section 78	New access as a result of severance	20,395	20,395	-
DRAIN-086	Sliver Creek Drain - 10th Con Branch	Request for new access for greenhouse development	35,000	26,295	-
DRAIN-091	Bert Pulley Drain South Side Ext - New Petition Drain	Convert roadside ditch to a municipal drain	10,870	10,857	2,750

2021 Capital Budget

Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2021 Budget	Net From Revenue
DRAIN-093	County Road 33 - Petition - Guyitt Drain	County Petition for convert ditch to municipal drain	750,000	705,000	-
DRAIN-096	Pelee Creek/Jefferson Wiper Drain - Section 65	Amend assessments due to lot line adjustments	5,000	5,000	-
DRAIN-098	Marentette Drainage Scheme - Breakwall Proposal - South End	Provide direction on breakwall maintenance	100,000	100,000	2,000
DRAIN-102	Driedger Drain - New Access Culvert	New access for development	9,850	4,850	-
DRAIN-109	Goslin Drain - New Extension of Culverts	Extension of culvert and replacement of 2 culverts	206,415	206,415	-
DRAIN-110	Silver Creek Drain - Section 65	Section 65 for new development	3,500	3,500	-
DRAIN-111	Reid Drain - Section 65	Section 65 for new development	3,500	3,500	-
DRAIN-112	Reid Drain - West Branch - Section 65	Section 65 for new development for	3,500	3,500	-
DRAIN-113	Lundy Drain - Section 65	Section 65 for new development	3,500	3,500	-
DRAIN-114	Reid Drain - West Branch - Section 65	Section 65 for new development	3,500	3,500	-
DRAIN-115	Jacob Fox Drain - Section 4	New Petition - converting mutual drain into a municipal drain - no construction required	10,000	10,000	-
DRAIN-116	Silver Creek Drain - Section 65	Section 65 for new development	3,500	3,500	-
DRAIN-117	4th Concession Drain - Section 78	Section 78 for new development	55,000	55,000	-
DRAIN-118	South Dales Drain - Improvements	South of Road 7 - Major erosion problems	180,000	180,000	10,800
DRAIN-119	Lebo Creek - New Access	New access for development	30,000	30,000	-
DRAIN-121	Drainage Vehicle - 2nd Superintendent	New truck for second Superintendent	38,000	38,000	38,000
			7,298,688	6,216,872	449,846

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, 3 Project Managers, and an Infrastructure Assistant-Engineering (contract); an Engineering Technologist; 60% of another Engineering Technologist; 5% of the Infrastructure Services Coordinator; and 15% of the Director of Infrastructure Services.

The 2021 budgeted salary allocation remains the same, except that the Infrastructure Services Coordinator was removed; the portion of the Infrastructure Services Assistant-Engineering decreased from 70% to 25%; and the Infrastructure Services Assistant-Engineering position changed from contract to full-time. In 2021, Infrastructure Services Assistant-Engineering position is shared equally across Engineering Services, Sewers, Waste Water (PCC), and Water Services.

2020 Year Performance

In 2020, the Municipality continued the sewer separation program with projects on Henry, Lorne, William, Gladstone and Melrose Avenues and Alley #15. Several roads received new asphalt surface or tar and chip surfaces, including Mersea Roads 7 and 19, and Erie Street South.

Through 2020, a number of studies continued:

- Southwest Leamington Stormwater Management Environmental Study
- Graduated Risk Floodplain Mapping in Southeast Leamington
- Sewer Data Collection and Mapping (phase 1 of a sewer model)
- Lebo Creek Drain Stormwater Management Study
- Waterfront Master Plan
- Erie Street South Traffic Study

Shoreline protection continues to be a high priority with approximately \$500,000 awarded to local contractors for the placement of armour stone along both the eastern and western shores.

Uptown improvements also continued with the reconstruction project of John Street/Queens Avenue/Centennial Park, all in keeping with the Uptown Master Plan. Construction projects in Shotten Parkette and the Uptown Parkette were also completed.

Proposed 2021 Activities

Following some delays in 2020, Bridge 53, at the intersection of Mersea Roads C and 19, will be reconstructed, as well as some rehabilitation works on Bridge 44 on Deer Run Road over Muddy Creek. Also planned for 2021 is the reconstruction of Bridge 21 on Mersea Road 7 over the Hooker Drain.

Resurfacing of municipal roads will continue in 2021 with new asphalt planned for Erie Street South from approximately Melrose Avenue to Seacliff Drive. Tar and Chip resurfacing is proposed for Mersea Road 8.

Two traffic signal construction projects are also proposed for the intersections of Seacliff Drive and Cherry Lane, and Sherk Street and Ellison Avenue.

As previously noted, a number of studies began in 2019, continued through 2020, and will be completed in 2021. Studies assist and support Administration in making sound recommendations to Council regarding future infrastructure investments and development opportunities. These studies will also be beneficial for supporting the updated asset management plan.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to Engineering included:

- Sewer modelling project partial deferral of \$100,000

2021 Operating Budget for Council

Department: 0620 - Engineering Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	126,370	100,000	100,000	-	.00%
18999-Miscellaneous Revenue	1,000	-	-	-	.00%
Sub-Total Operating Revenue	127,370	100,000	100,000	-	.00%
19000-Reserve Transfers	24,386	442,000	350,000	(92,000)	(20.81%)
Sub-Total Non-Operating Revenue	24,386	442,000	350,000	(92,000)	(20.81%)
Total Revenue	151,756	542,000	450,000	(92,000)	(16.97%)
Expense:					
35000-Salaries & Benefits	428,569	600,577	587,474	(13,103)	(2.18%)
37010-Office Supplies	1,028	3,000	2,500	(500)	(16.67%)
37020-Dues & Memberships	3,312	3,500	3,835	335	9.57%
37030-Travel & Mileage	1,556	-	-	-	.00%
37040-Training	5,106	10,000	10,000	-	.00%
37050-Conferences	458	2,500	1,250	(1,250)	(50.00%)
37054-Recruitment Expenses	3,664	500	500	-	.00%
37070-Uniforms & Clothing	399	600	600	-	.00%
37140-Insurance Expense	4,008	4,807	4,369	(438)	(9.11%)
37190-Internal Allocations	-	527	1,210	683	129.51%
37950-Professional Services	215,622	549,413	625,120	75,707	13.78%
37990-Other Operating Expenses	63	2,000	2,000	-	.00%
47420-Vehicle Maintenance	1,679	3,400	2,241	(1,159)	(34.08%)
48002-COVID-19 Expenses	111	-	-	-	.00%
48322-Traffic Signal Maintenance	81,231	110,000	110,000	-	.00%
48324-Crack Sealing	-	40,000	80,000	40,000	100.00%
48330-Streetlight Maintenance	219,767	260,000	265,000	5,000	1.92%
48545-Vehicle/Equipment Fuel	868	2,250	2,500	250	11.11%
48622-Storm Sewer Flushing &	500	-	-	-	.00%
48816-Other Parks	74	-	-	-	.00%
Sub-Total Operating Expense	968,014	1,593,074	1,698,599	105,525	6.62%
69000-Reserve Transfers	301,170	275,000	835,000	560,000	203.64%
69040-Capital Transfers	-	2,057,000	733,500	(1,323,500)	(64.34%)
Sub-Total Non-Operating Expense	301,170	2,332,000	1,568,500	(763,500)	(32.74%)
Total Expense	1,269,184	3,925,074	3,267,099	(657,975)	(16.76%)
Net Total	(1,117,428)	(3,383,074)	(2,817,099)	565,975	(16.73%)

2021 Capital Budget

Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2021 Budget	Net From Revenue
ENG-004	Road Resurfacing	The annual Road Resurfacing contract includes improvements to the 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	100,000
ENG-010A	Street Lighting	Street lighting installation and improvement/upgrades to existing urban and rural area lighting.	35,000	35,000
ENG-015	Sidewalks	Sidewalks are added annually at various locations throughout the Municipality's urban area. 2021 includes sidewalks added to portions of Danforth Avenue and Sherk Street.	200,000	177,500
ENG-016	LED Streetlight Conversion	Funding to implement the planned LED upgrades/retrofit to existing decorative street lighting.	217,000	-
ENG-027	Traffic Signage	This item is for installation of new traffic signs and replacement of deteriorated signs as required.	30,000	30,000
ENG-037	Seacliff from Cherry Lane to Regatta	Construction of traffic signals is the first phase of improvements to Seacliff Drive East between Cherry Lane and Regatta.	500,000	-
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 Associates Inc. 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 crossing and active transportation facilities.	196,000	21,000
ENG-046	Machinery & Equipment	Purchase of a one person survey system.	30,000	30,000

2021 Capital Budget

Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2021 Budget	Net From Revenue
ENG-047B	Waterfront Revitalization	As identified in the Strategic Plan, Leamington's waterfront is a strength of the community, particularly the Lakeside Marina, promenade, dock and Seacliff Park. This budget will create a well-defined plan for Waterfront areas, and the foundation for implementing the preferred solutions. The planning process will allow Leamington to identify: design guidelines, critical criteria, ministry approvals, community involvement, stakeholders, outcomes, etc. that will result in a successful project.	70,000	-
ENG-049	Henry/Lorne/Gladstone/William/Melrose	To complete surface asphalt, pavement markings, and record drawings for this sewer separation project started in 2020.	315,000	-
ENG-055	Bridge 53	Replacement of Bridge #53 on Mersea Road C over the 18 & 19 Sideroad Drain.	800,000	320,000
ENG-056	Bridge 21	This item will fund the design, approval and construction of Bridge #21 on Mersea Road 7 over the Hooker Drain, which is the highest priority identified in the most recent bridge condition survey.	545,000	-
ENG-060	CWATS Functional Design Assignments - Leam-8, Leam-9, Leam-22	Leamington Council adopted the Leamington Active Transportation Plan (LATP) in 2016. Through the County Wide Active Transportation Study (CWATS) program (60% Leamington cost and 40% County cost), segments of bike lanes can be constructed along Talbot Streets East and West, and Seacliff Drive, between Sherk and Erie.	196,000	-
ENG-065	John St. and Centennial Park	To complete surface asphalt, pavement markings, and record drawings for this sewer separation project started in 2020.	80,000	-
ENG-066	Alley #15 - Fox Street to East End	To complete surface asphalt, pavement markings, incomplete works and record drawings for this sewer separation project started in 2020.	20,000	20,000

2021 Capital Budget

Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2021 Budget	Net From Revenue
ENG-069	Erie St, Clark to Marlborough Streetscape - Engineering and Preparatory Work	In October of 2018 Council approved, in principle, the Leamington Uptown Master Plan, prepared by RC Spencer Associates Inc., as the basis for future infrastructure improvements and beautification in Uptown Leamington. It is proposed to begin a design assignment, in preparation for future construction, and apply the Plan in the vicinity of Erie Street, between Clark Street and Marlborough Street.	250,000	-
ENG-070	Traffic Signal - Sherk and Ellison	Construction of a new traffic signal system.	500,000	-
ENG-075	Bridge #44 - Deer Run Bridge	Slope protection, address bank failure, and guiderail repairs.	275,000	-
ENG-081	CWATS Program - Functional Design of Leam-6 and Leam-17A	Funding represents 60% of the costs for the County of Essex to complete functional designs for segments Leam-6 and Leam-17 identified in the CWATS program. Leam-6 provides a connection between approved bike lanes on Talbot Street East and paved shoulders on County Road 34. Leam-17a, currently designated as a paved shoulder under CWATS, would change to a Multi-Use Trail on County Road 33 between Sturgeon Creek and Mersea Road 12.	48,000	-
ENG-083	Mural projects	Funding for multiple mural projects for uptown beautification.	50,000	-
			<u>5,887,000</u>	<u>733,500</u>

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0620 - Engineering

Project #	Project Name	2021	2022	2023	2024	2025
ENG-004	Road Resurfacing	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000
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-027	Traffic Signage	30,000	30,000	30,000	30,000	30,000
ENG-037	Seacliff from Cherry Lane to Regatta	500,000	2,000,000	-	-	-
ENG-041	Maxon Sherman Improvements (School Zones)	30,000	-	-	-	-
ENG-043	Courtesy Crossing/PXO Study/AT Study Implementation	196,000	-	-	-	-
ENG-046	Machinery & Equipment	30,000	-	-	-	-
ENG-047B	Waterfront Revitalization	70,000	250,000	250,000	-	-
ENG-049	Henry/Lorne/Gladstone/William/Melrose	315,000	-	-	-	-
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-055	Bridge 53	800,000	-	-	-	-
ENG-056	Bridge 21	545,000	-	-	-	-
ENG-060	CWATS Functional Design Assignments - Leam-8, Leam-9, Leam-22	196,000	-	-	-	-
ENG-065	John St. and Centennial Park	80,000	-	-	-	-
ENG-066	Alley #15 - Fox Street to East End	20,000	-	-	-	-
ENG-069	Erie St, Clark to Marlborough Streetscape - Engineering and Prep	250,000	2,800,000	-	-	-
ENG-070	Traffic Signal - Sherk and Ellison	500,000	-	-	-	-
ENG-075	Bridge #44 - Deer Run Bridge	275,000	-	-	-	-
ENG-077	CWATS Program - Leamington Share of B & C Bridge Widening	-	-	-	75,000	-
ENG-078	Bridge	-	50,000	500,000	-	-
ENG-079	Bridge	-	-	-	55,000	500,000
ENG-081	CWATS Program - Functional Design of Leam-6 and Leam-17A	48,000	-	-	-	-
ENG-083	Mural projects	50,000	-	-	-	-
ENG-084	Talbot - Albert to Victoria Streetscape	-	-	-	2,500,000	-
		5,887,000	6,265,000	4,795,000	5,535,000	4,815,000

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, an Engineering Technologist, an Infrastructure Services Assistant-Engineering (contract), and a Co-op Student; 10% of the Infrastructure Services Coordinator; and 15% of the Director of Infrastructure Services. Sewers also includes Public Works Operator salaries for their work on sewer operations.

The 2021 budgeted salary allocation remains the same, except that the Infrastructure Services Coordinator was removed from Sewers; portion of the Infrastructure Services Assistant-Engineering increased from 10% to 25%; and the Infrastructure Services Assistant-Engineering position changed from contract to full-time. In 2021, the Infrastructure Services Assistant-Engineering position is shared equally across Engineering Services, Sewers, Waste Water (PCC), and Water Services.

2020 Year Performance

Sewers 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 below 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 2020, combination sewers on Henry, Lorne, William, Gladstone and Melrose Avenues, and portions of John Street and Queens Avenue were replaced with dedicated storm and sanitary sewers. A new storm sewer was installed along Alley #15.

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 2021 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. The current sewer flushing and cleaning contract ends in 2020 and therefore Administration will initiate a competitive process for another three-year term contract.

In support of long-range planning and system improvements, phases 2 and 3 of a sewer modelling program is proposed to collect flow data and software purchase/construction/calibration of a model. The Municipality will also award engineering assignments to continue the sewer separation program. Administration is proposing the areas of Audrey, Margaret, Jane and Claire Streets to remove combined sewage from the Seacliff Trunk Sewer and creating development capacity. 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. 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.

Final Budget

Through final budget deliberations, Council approved a 0% general and sewer tax rate increase for 2021.

The changes to Sewers included:

- Increased transfer from reserve for sewers \$65,440

2021 Operating Budget for Council

Department: 0610 - Sewers

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11200-Supplemental Taxation	28,538	-	-	-	.00%
11320-Other Levies	184,926	39,745	168,132	128,387	323.03%
Sub-Total Operating Revenue	213,464	39,745	168,132	128,387	323.03%
19000-Reserve Transfers	-	180,000	328,675	148,675	82.60%
Sub-Total Non-Operating Revenue	-	180,000	328,675	148,675	82.60%
Total Revenue	213,464	219,745	496,807	277,062	126.08%
Expense:					
35000-Salaries & Benefits	192,282	236,507	236,170	(337)	(.14%)
36300-Tax Adjustment	(22,647)	102,415	50,000	(52,415)	(51.18%)
37140-Insurance Expense	9,518	9,551	10,375	824	8.63%
37190-Internal Allocations	-	664	1,210	546	82.15%
37950-Professional Services	1,990	4,000	4,000	-	.00%
48002-COVID-19 Expenses	222	-	-	-	.00%
48610-Sani/Comb Repairs	11,361	62,000	61,000	(1,000)	(1.61%)
48612-Sani/Comb Flushing & Inspect.	47,450	85,500	82,500	(3,000)	(3.51%)
48614-Sani/Comb Connection Repairs	43,946	57,000	55,000	(2,000)	(3.51%)
48620-Storm Maintenance	209,189	307,000	110,000	(197,000)	(64.17%)
48622-Storm Flushing & Inspection	-	4,000	4,000	-	.00%
48624-Storm Connection Repairs	-	2,600	2,600	-	.00%
Sub-Total Operating Expense	493,310	871,237	616,855	(254,382)	(29.20%)
56000-Debt Charges	336,942	656,626	341,713	(314,913)	(47.96%)
69000-Reserve Transfers	153,069	317,840	150,000	(167,840)	(52.81%)
69040-Capital Transfers	-	1,639,723	2,660,000	1,020,277	62.22%
Sub-Total Non-Operating Expense	490,011	2,614,189	3,151,713	537,524	20.56%
Total Expense	983,321	3,485,426	3,768,568	283,142	8.12%
Net Total	(769,857)	(3,265,681)	(3,271,761)	(6,080)	.19%

2021 Capital Budget

Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Title	Description	2021 Budget	Net From Revenue
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	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 stormwater management facility will address this issue. In 2021, the EA will be complete and a design assignment will continue along with property purchases.	305,000	305,000
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.	500,000	500,000
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	500,000
SEWER-034	General Capital Repairs	The purpose of this item is to manage in-year capital demands that were not identified in the 5-year capital plan.	200,000	200,000
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 Ave. This funding will be used to replace/rehabilitate the sewer subject to investigation.	50,000	5,000
SEWER-036	Relining Storm Sewer - Seacliff Dr (Man Hole STMH-424-51 west to Erie)	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.	600,000	200,000

2021 Capital Budget

Division: Infrastructure Services

Department: 0610 - Sewers

<u>Project #</u>	<u>Title</u>	<u>Description</u>	<u>2021 Budget</u>	<u>Net From Revenue</u>
SEWER-038	Alley #9 - Talbot to Erie	A project to replace the existing combination sewer with separate storm and sanitary sewers.	250,000	250,000
SEWER-039	Pump Station #200 Upgrades	The Cherry Lane sanitary pumping station servicing the neighbourhood of Donald, Bruce, Marlene and portions of Robson Road is too small to handle expected flows from vacant development lands along Robson Road. This project will provide capacity improvements, flow monitoring and upgraded power supply.	700,000	700,000
			<u>3,105,000</u>	<u>2,660,000</u>

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Project Name	2021	2022	2023	2024	2025
SEWER-012	Seacliff Trunk Sewer Study	-	500,000	-	-	-
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	305,000	1,000,000	-	-	-
SEWER-019	Audrey/Margaret/Jane/Claire	500,000	-	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	-	-
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	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	600,000	-	-	-	-
SEWER-038	Alley #9 - Talbot to Erie	250,000	-	-	-	-
SEWER-039	Pump Station #200 Upgrades	700,000	-	-	-	-
SEWER-040	Erie Street - Clark to Marlborough Streetscape/Sewer	-	200,000	-	-	-
SEWER-041	Talbot - Albert to Victoria Streetscape	-	-	-	1,000,000	-
		3,105,000	2,400,000	3,195,000	2,565,000	1,950,000

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 new 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 2021 budgeted salary allocation remains the same.

2020 Year Performance

In 2020, 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 2020 due to the COVID-19 pandemic. To ensure safety of the passengers and operators of the bus service, fares have been suspended on the local transit route.

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. LTW was suspended for 5 months in 2020 due to the COVID-19 pandemic, but resumed service after Labour Day.

Proposed 2021 Activities

The anticipated delivery of a Transit Master Plan in 2020 did not occur. Administration will continue to work on and present the plan to Council in 2021, with the ultimate goal to make the necessary adjustments to Leamington Transit's conventional service to improve the ability to meet community needs, while operating effectively within available resources today, and in the future. The plan will make the business case for well-reasoned

recommendations for improving the quality and availability of public transportation, while ensuring full and timely compliance with AODA requirements.

Through the Investing in Canada Infrastructure Program, the Municipality received notification that Leamington would receive \$472,645 from the program toward purchase of two new transit buses. Delivery of these buses is expected in mid summer 2021.

Administration is recommending to maintain funding to operate the summer bus route along Erie Street between Wilkinson Drive and the Waterfront, Friday to Sunday (7am -7pm) between Victoria Day and Labour Day (including holidays), subject to any changes approved by Council through a new Master Plan.

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 2021 budget includes municipal funding to continue the LTW regional transit service.

2021 Operating Budget for Council

Department: 0622 - Transit

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
15890-Transit-LTW Route 42	59,030	227,902	216,732	(11,170)	(4.90%)
18002-COVID-19 Revenues	36,956	-	-	-	.00%
Sub-Total Operating Revenue	95,986	227,902	216,732	(11,170)	(4.90%)
19000-Reserve Transfers	-	172,429	204,261	31,832	18.46%
Sub-Total Non-Operating Revenue	-	172,429	204,261	31,832	18.46%
Total Revenue	95,986	400,331	420,993	20,662	5.16%
Expense:					
35000-Salaries & Benefits	13,254	17,378	17,771	393	2.26%
37020-Dues & Memberships	1,760	1,900	1,900	-	.00%
37130-Advertising & Promotion	-	3,000	3,000	-	.00%
37140-Insurance Expense	318	319	347	28	8.78%
37190-Internal Allocations	-	53	161	109	206.01%
37968-Transit Expense	115,244	249,760	273,531	23,771	9.52%
37970-Accessible Transit System	12,730	30,000	27,896	(2,104)	(7.01%)
42890-Transit-LTW Route 42	59,310	261,235	268,831	7,596	2.91%
48538-Bus Shelter Maintenance	4,433	11,076	10,122	(954)	(8.61%)
Sub-Total Operating Expense	207,049	574,721	603,559	28,839	5.02%
69000-Reserve Transfers	44,456	7,500	7,500	-	.00%
Sub-Total Non-Operating Expense	44,456	7,500	7,500	-	.00%
Total Expense	251,505	582,221	611,059	28,839	4.95%
Net Total	(155,519)	(181,890)	(190,066)	(8,177)	4.50%

2021 Capital Budget

Division: Infrastructure Services

Department: 0622 - Transit

Project #	Title	Description	2021 Budget	Net From Revenue
TRAN-004	Bus Stop Improvements	Construction of new bus stop pads, subject to the purchase of new buses and the new Transit Master Plan.	20,000	-
TRAN-005	Transit Signage	Purchase and installation of new signage, subject to the new Transit Master Plan.	5,000	-
TRAN-006	Replace Bus #1	Purchase of new transit bus to replace existing bus.	543,551	-
TRAN-007	Replace Bus #2	Purchase of new transit bus to replace existing bus.	543,551	-
TRAN-008	Other Furniture & Fixtures	Funding will permit purchase of necessary equipment for Transit system.	10,000	-
			1,122,102	-

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0622 - Transit

Project #	Project Name	2021	2022	2023	2024	2025
TRAN-004	Bus Stop Improvements	20,000	20,000	20,000	20,000	20,000
TRAN-005	Transit Signage	5,000	5,000	5,000	5,000	5,000
TRAN-006	Replace Bus #1	543,551	-	-	-	-
TRAN-007	Replace Bus #2	543,551	-	-	-	-
TRAN-008	Other Furniture & Fixtures	10,000	10,000	10,000	10,000	10,000
		1,122,102	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.

2020 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 2021 Activities

2021 allocations are expected to be the same as 2020 budget year.

2021 Operating Budget for Council

Department: 0600 - Infrastructure Services

	2020 Actuals	2020 Budget	2021 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
18990-Recoveries	-	10,542	8,065	(2,477)	(23.50%)
Total Revenue	-	10,542	8,065	(2,477)	(23.50%)
Expense:					
35000-Salaries & Benefits	982	742	100	(642)	(86.52%)
37010-Office Supplies	244	300	300	-	.00%
37020-Dues & Memberships	888	1,300	465	(835)	(64.23%)
37030-Travel & Mileage	1,577	1,500	1,500	-	.00%
37040-Training	-	5,500	4,500	(1,000)	(18.18%)
37050-Conferences	-	1,000	1,000	-	.00%
37990-Other Operating Expenses	76	200	200	-	.00%
Total Expense	3,767	10,542	8,065	(2,477)	(23.50%)
Net Total	(3,767)	-	-	-	-



2021 Budget

Business Improvement Area 2021 Budget



REVENUE

Revenue

Municipality of Leamington Levy

	2020 Budget	2021 Budget	Variance \$	Variance %
Municipality of Leamington Levy	\$ 115,000	\$ 115,000	\$ -	0%
TOTAL REVENUE	115,000	115,000	0	0%

EXPENSE

Payroll Expenses

Wages & Salaries

EI, CPP

Total Payroll Expenses

Wages & Salaries	10,000	22,000	12,000	120%
EI, CPP	-	1,000	1,000	0%
Total Payroll Expenses	10,000	23,000	13,000	130%

General Advertising

Advertising-Newspaper

Advertising-Marina Kiosk

Internet & Facebook Advertising

Small Business Week

Promotional Giveaways

Promo-bus tokens, etc.

Total General Advertising

Advertising-Newspaper	4,000	4,000	-	0%
Advertising-Marina Kiosk	400	400	-	0%
Internet & Facebook Advertising	1,200	1,200	-	0%
Small Business Week	750	750	-	0%
Promotional Giveaways	2,500	2,500	-	0%
Promo-bus tokens, etc.	250	250	-	0%
Total General Advertising	9,100	9,100	-	0%

Local Events Support

Business Excellence

BIA Bucks - SpringTime

Taste Leamington

Corks & Canvas

Night Markets

Total Local Events Support

Business Excellence	600	600	-	0%
BIA Bucks - SpringTime	-	8,100	8,100	100%
Taste Leamington	900	-	(900)	-100%
Corks & Canvas	250	150	(100)	-40%
Night Markets	2,500	-	(2,500)	100%
Total Local Events Support	4,250	8,850	4,600	108%

Christmas Expense

Christmas- Open House

Christmas-Newspaper

Christmas Radio

Christmas-Online, Facebook

Christmas - Santa Mailbox, postage

Christmas-Parade

Christmas-BIA Bucks

Christmas-Winter Pots

Total Christmas Expenses

Christmas- Open House	-	2,900	2,900	100%
Christmas-Newspaper	500	500	-	0%
Christmas Radio	2,000	-	(2,000)	-100%
Christmas-Online, Facebook	-	1,000	1,000	100%
Christmas - Santa Mailbox, postage	1,000	750	(250)	-25%
Christmas-Parade	1,000	1,000	-	0%
Christmas-BIA Bucks	10,000	12,215	2,215	22%
Christmas-Winter Pots	8,500	12,000	3,500	41%
Total Christmas Expenses	23,000	30,365	7,365	32%



REVENUE

Beautification

	2020 Budget	2021 Budget	Variance \$	Variance %
Beautification - Pot Maintenance	-	12,000	12,000	100%
Beautification - Collaboration with Town	4,000	-	(4,000)	-100%
Christmas - Large Décor & Revamp Wreaths	40,000	40,000	-	100%
Beautification - Uplift Grant	4,000	4,000	-	0%
Sounds System Additional	-	16,000	16,000	100%
Beautification - Safety Initiative	5,000	5,000	-	0%
Total Beautification	53,000	77,000	24,000	45%

Operating Expenses

Marketing & Branding portion of job	10,000	10,000	-	0%
National BIA Conference - Toronto	2,000	-	(2,000)	-100%
Insurance-Directors and Officers	2,000	2,000	-	0%
Memberships	220	250	30	14%
Office Supplies & Telephone	1,500	500	(1,000)	-67%
Website & Wireless Cellular	1,500	1,500	-	0%
Meeting Exp and Workshops	1,500	500	(1,000)	-67%
Gifts	500	250	(250)	-50%
Storage Units	-	2,400	2,400	100%
Uptown Cleanup Projects	250	250	-	0%
Bank Charges	400	350	(50)	-13%
Professional Fees	2,400	4,800	2,400	100%
Write Offs-Bad Debts	1,500	1,500	-	0%
Total Operating Expenses	23,770	24,300	530	2%

TOTAL EXPENSE

123,120	172,615	49,495	40%
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NET INCOME

\$ (8,120)	\$ (57,615)	\$ 49,495
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Reconciliation to Balanced Budget

Balance Carryforward	8,000	60,000	
HST Refund	-	-	
A/P	-	-	
Balance at end of Year	(120)	2,385	