



Municipality of
Leamington
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2024 Budget





2024 Budget Agenda	Tabs	Target
		Day 1
Opening Remarks - Mayor MacDonald		9:00
Business Improvement Area 2024 Budget Presentation	14	9:05
Overview of the 2024 Budget - Peter Neufeld/Laura Rauch	2	9:15
Reserves Overview	3	
Capital Summary	4	
Operating Overview	5	
Office of the Chief Administrative Officer (CAO) - Peter Neufeld		9:45
Council Services Office of the CAO Communications and Public Relations Special Events	6	
15 Minute Break		10:30
Finance and Business Services - Laura Rauch		10:45
General Government Finance and Business Services Information Technology Services Police Services	7	
Lunch Break		12:00
Legal and Legislative Services - Matthew Todd		1:00
Legal Services Legislative Services Human Resources By-law Enforcement Parking Enforcement Animal Control & Joint Animal Control	8	
Community and Development Services - Paul Barnable/Kari Myers		2:00
Culture and Recreation Services Recreation Centre Marina Library and Leamington Arts Centre	9	

Day 1 (continued)	Tabs	Day 1
15 Minute Break		3:00
Community and Development Services - Paul Barnable/Kari Myers		3:15
Planning and Community Development Building Services Planning Services Fire Services	10	
Adjournment		4:30

	Tabs	Day 2
Day 2 Opening Remarks - Mayor MacDonald		9:00
Infrastructure Services - Robert Sharon		
Engineering Services Drainage Services Engineering Services Sewers Transit Infrastructure Services	11	9:05
Lunch Break		12:00
Public Works Operations Public Works Parks Cemeteries	12	1:00
15 Minute Break		3:00
Environmental Services Water Services Wastewater (PCC) Sanitation	13	3:15
Closing Remarks	Final Approval of 2024 Budget	4:30
Adjournment		

	Tabs	Day 3
2024 Budget Discussions (if necessary)		9:00



2024 Budget

Overview of the 2024 Budget

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FIN-16-23

Report

To: Mayor and Members of Council

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

Date: November 15, 2023

Re: 2024 Operating and Capital Budget

Recommendation:

It is recommended that:

1. The 2024 Operating and Capital Budget for the Municipality of Leamington's general tax levy be adopted as presented;
2. The 2024 Operating and Capital Budget for the Municipality of Leamington's sewer tax levy be adopted as presented;
3. Administration be directed to report back to Council for final adoption of the 2024 Municipal tax rates;
4. Authorization be granted to complete, in fiscal year 2024, any projects that remain outstanding as of December 31, 2023, and do not appear in the 2024 budget, so long as the project costs do not exceed previously approved funding amounts or allocations; and
5. The 3% economic adjustment for full-time, non-union positions as well as members of Council, members of Compensable Local Boards and Committees, part-time, contract, seasonal, and student positions be approved and that such adjustment be effective January 1, 2024. (FIN-16-23)

Background:

The foundation of a municipal budget should be the Strategic Plan as approved by Council. The organization's mission, values and the three pillars have also informed this budget and the business planning process to ensure that resources are matched to the priorities set out in the Strategic Plan. 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 budget have been reviewed in collaboration with the Senior Management Team, including the Chief Administrative Officer (CAO), the Treasurer and the Directors of the Municipality, to ensure that the spending reflects Council's updated priorities, initiatives and strategic direction identified as the following three pillars:

- **Growing Leamington** - Leamington is a place where people and businesses want to be and stay. As Leamington continues to grow, Council and Administration will be focused on facilitating growth through proactive planning, creative policy and strategic investment in the public services and infrastructure assets needed to support smart neighbourhood and economic development and diversification.
- **Building Leamington's Community Fabric** - Leamington is a vibrant and welcoming community. As Leamington continues to grow, Council and Administration will be focused on working with residents, businesses and community organizations to enhance the cultural, educational, artistic, charitable, recreational and social exchange that sustains a strong social fabric and sense of caring in our community.
- **Striving for Organizational Excellence** - Public service is at the heart of Council's and Administration's shared mission. Leamington residents, businesses, and community organizations rely on the quality of life that is enabled by strong public policies, programs, services and assets.

In support of Council's strategic pillar of organizational excellence, and in order to implement the economic adjustment in a timely fashion as well as make the process more efficient, the 2024 budget includes a recommendation to Council for the annual economic adjustment in accordance with policies H09 – Council, Local Board and Committee Remuneration and Compensation as well as H09 – Salaried Pay. These policies state that the economic adjustment increase be effective January 1 of the relevant year. In addition, the H09 – Salaried Pay Policy recommends that:

“Annually, Council shall consider a cost-of-living adjustment to the non-union grids having regard to the following:

- Average of the comparator group salary grid increases
- Consumer Price Index increases and published survey data
- Locally negotiated increases
- Sustainability”

This budget only determines the local General and Sewer Levies for Leamington Council's approval. School Board and County rates will affect the final total tax rate however are established separately and are yet to be finalized.

The General Levy, which all properties pay, is used to support “tax funded” departments which means that any service level and funding changes to a “tax funded” department directly impacts this tax rate. Examples of departments funded through the general tax levy

include Police Services, Fire Services, Engineering Services, Parks, Public Works, the Nature Fresh Farms Recreation Centre, facility maintenance in connection with the Library and Leamington Arts Centre, Special Events, and General Government, etc.

The Sewer Levy, which is only paid by properties that have access to connect to municipal sewers, includes costs exclusively related to sewers (storm, sanitary and combined), including the maintenance, renewal, system expansion, and future lifecycle replacement. The Sewers department is considered “special levy funded” as is Building Services, Parking Enforcement and Sanitation. This means that service level changes and level of spending to these departments, do not have an impact on the general property tax rate. Rather, the departments are funded through special levies and in year changes only impact the amount transferred to (or from) the reserve (or reserve fund), which is used for both rate stabilization and funding capital initiatives including lifecycle replacement.

Water Services and Wastewater (PCC) are rate funded departments and do not rely on the general and sewer levies but rather rate funded levies. Rate funded levies are derived using rates determined by an approved financial model. In this model, revenues generated are based on user consumption and approved water and wastewater rates which are set at a level to cover operating and capital expenditures including lifecycle replacement. Service level changes and changes to spending levels only impact the amount transferred to (or from) the reserve. Any reserved funds for water and wastewater are used to finance future capital investment and act as rate stabilization for these areas. Therefore, changes to Water Services and Wastewater (PCC) do not have an impact on the general property tax rate.

The Municipal Act, 2001, as amended, (Act) requires under Section 290 that municipal councils approve an annual balanced budget. Specifically, it states that:

- “290 (1) For each year, 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,
- a) Amounts sufficient to pay all debts of the municipality falling due within the year;
 - b) Amounts required to be raised for sinking funds or retirement funds; and
 - c) Amounts required for any board, commission or other body.

Exception

- (1.1) Despite subsection (1), a budget for a year immediately following a year in which a regular election is held, may only be adopted in the year to which the budget applies.”

In addition, Section 290 states that the budget should also set out the estimated revenues, expenditures, and reserve contributions (to and from), and ensure a balanced budget with estimated revenues equal to estimated expenditures.

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 1.313850 to 1.100000 (representing the final year of the reduction plan from 1.955400), which is included in this budget. This reduction establishes parity between the 2017

mandated multi-residential tax ratio applied to new multi-residential developments and the previous multi-residential tax ratio applied to existing multi-residential developments.

Comments:

Tax Levy, Rate and Assessment

Included in the 2024 draft budget, is the General Levy total of \$33,519,348 and the Sewer Levy total of \$3,679,169, for a total taxation levy of \$37,198,517.

This budget proposes municipal tax rate increases to both the general and the sewer tax rates in the amount of 3.8%. This proposed rate increase will result in an additional \$1,180,132 of tax revenue when the new tax rate is applied to the 2024 weighted assessment values of Leamington properties. This additional tax revenue equates to a \$93.89 annual tax levy increase (\$7.82 per month) on an urban home assessed at \$190,000 or \$49.42 per \$100,000 of assessment. It should be noted that the assessed value of a home is not the same as, and is almost always less than, the market value.

In order to achieve this modest 3.8% increase in the tax rate, Administration had to carefully consider several projects, initiatives and staffing resources that were originally proposed during budget preparation by each department. To present a reasonable budget for Council's consideration, many projects and staffing resources were deferred or removed completely prior to finalizing this draft budget.

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. Since 2021, the reassessment cycle that is typically updated every four years, has been paused by the Province of Ontario. Therefore, all property assessments are valued as of January 1, 2016, and thus, do not reflect the increase in property market values witnessed over the last few years. The timing of the next reassessment cycle is still to be announced by the Province.

Residential growth in Leamington has increased the average assessed value of a home, however, due to the pause in the reassessment cycle, the new home assessed values remain at 2016 construction values. Although there is improved building quality within these new homes, the value of the property is increased, but not to market prices. Regardless of the growth, Leamington's average assessed value of a home remains the lowest in the region.

The impact of this low assessment means that the construction of 1km of road in Leamington requires a higher property tax rate be applied to the lower average assessment values of the homes, even though the cost of construction of the road would be the same in other municipalities in the region.

Therefore, if the average assessment value is 15% more in a neighbouring community, the property tax rate would need to be 15% more in Leamington to raise that same property tax dollar as shown in Table 1.

Table 1: Leamington’s Average Assessment Value Compared to Another Municipality

	Leamington	Municipality A	Impact on Taxpayer
Required Property Taxes	\$3,800	\$3,800	Same
Average Assessment Value	\$190,000	\$218,500	15% increase
Tax Rate	2.00%	1.74%	15% decrease

To calculate 2024 taxes, the budget includes the following:

- assessment values provided by MPAC at the end of 2022;
- known in-year assessment updates;
- adjustments to known properties that will likely change tax classes from residential to farm; and
- consideration to conservative growth not yet assessed by MPAC.

The limited growth anticipated in 2024 is largely due to the high assessed property values that were billed in 2023 as residential however within the year reverted back to the farm tax class once the proper application was filed with AgriCorp by the property owner. It is important to note that for the final property tax roll to bill 2024 municipal taxes, MPAC is going to use a different approach in that all farm tax properties will remain as such and if the required application is not completed within the year, MPAC will modify the tax class to residential through the issuance of a supplemental assessment notices. This will essentially return the process to the way in which it was administered several years ago which eliminates some of the risk for all municipalities to overstate their growth in the residential tax class and then experience high dollar value write-offs within the year.

The historical assessment growth and municipal levy increases are presented below.

Table 2: Assessment Growth and Municipal Levy Increase

Assessment Cycle	Weighted Assessment Growth	Municipal Levy Increase
2017 (Year 1)	0.50%	1.80%
2018 (Year 2)*	4.10%	1.80%
2019 (Year 3)*	7.47%	1.80%
2020 (Year 4)*	7.17%	1.80%
2021	0.56%	0.00%
2022	2.44%	3.00%
2023	4.10%	3.46%
2024	0.16%	3.80%

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

If Council chooses to increase (or decrease) services beyond the presented budget, a 1% increase (or decrease) in Leamington's General Levy equates to approximately \$305,000 from a "tax funded" department.

Budgetary Considerations:

The 2024 budget presented several unique challenges, some of which include:

- 1) **Inflationary Pressures** - Inflation was recently reported at 3.8% in September 2023 and the Bank of Canada prime interest rate currently sits at 7.2%. These inflationary pressures also increase the cost of the Municipality's goods and services required to complete projects and to operate. These increases create extreme challenges to offer the same level of service at the onset of preparing this budget.
- 2) **Growth** – The Municipality continues to experience rapid growth in all sectors. This growth creates demands on new and existing infrastructure that needs to be addressed. It is important to note that the increased property tax revenue realized from the exponential growth within the greenhouse industry is based on a property tax rate that is only 25% of the residential rate. Processing the development applications, managing the greenhouse development process and other impacts related to the industry, however, requires significant municipal staff resources. To allow for additional residential growth to occur, much of the 2024 capital budget supports the Strategic Pillar of growth demonstrated by the investments in infrastructure.
- 3) **Organizational Excellence** – With the labour market continuing to be an employee-driven market, rather than an employer-driven market, the ability to recruit and retain talent has become increasingly difficult. This shift has clearly identified the importance of how the Municipality must remain competitive in compensation offerings; must provide flexible, modern work environments; and must embrace a transparent, progressive and motivating culture in order to attract and retain strong talent and provide employees with purposeful careers. The 2023 policy advancements are the foundation to further develop a robust attraction, retention, and succession strategy.
- 4) **Infrastructure Deficit** – the most recent Asset Management Plan (AMP) identified a \$15M annual infrastructure deficit. This deficit creates a greater need to increase the annual investment for existing infrastructure. In 2023, the Municipality is working towards an updated AMP which will include proposed levels of service as part of the next requirement, due July 1, 2024, to support the Province's asset management planning regulation. Renewal schedules based on the current asset conditions, incorporating preventative maintenance and lifecycle asset management will assist in delivering an adequate level of service in the most cost-effective manner.

Administration faced these challenges at the inception of creating this budget and were very difficult to overcome. However, the basic key principles that have always been included in a budget presented to this Council remain in the 2024 budget for consideration.

These key principles include:

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

The 2024 budget gives consideration to the many opportunities and key recommendations included in the Service Delivery Reviews (SDRs) and other process reviews which Council has supported over the past few years. These reviews include the Corporate SDR (C-SDR), By-law SDR (B-SDR), Information Technology SDR (IT-SDR), Development Approvals Review Process (DARP) and the Records Information Management Review (RIMS). Relying on the opportunities identified in the recently completed 2023 Organizational Review, Administration intends on developing an implementation plan over the coming year for Council's consideration.

The implementation of all these opportunities will span several budget cycles; however, are required to be a priority in order to be successful and effect positive change. This budget includes limited additions to staffing and continued investments in technology and process improvements to address identified efficiencies and to optimize service delivery to taxpayers.

The total 2024 budget includes \$109.1M in total spending, of which \$60.3M is for capital projects and the remaining \$48.8M is for operating expenses. This total spending excludes the annual debt servicing requirements of \$2.6M and reserve transfers of \$6.6M.

Debt Overview

There is no new debt financing proposed in the 2024 Capital Budget. Capital spending will be funded through the general taxation, reserves, grants and landowner contributions. With many large-scale capital projects on the horizon, leveraging additional debt to fund these projects should be considered in the near future. Debt financing is an available tool for municipalities and should be considered as an option when appropriate. Given that the market anticipates interest rates to decline in the coming year(s), the optimal time to seek debt financing is likely a few years out provided the Municipality can manage cash flow in the interim.

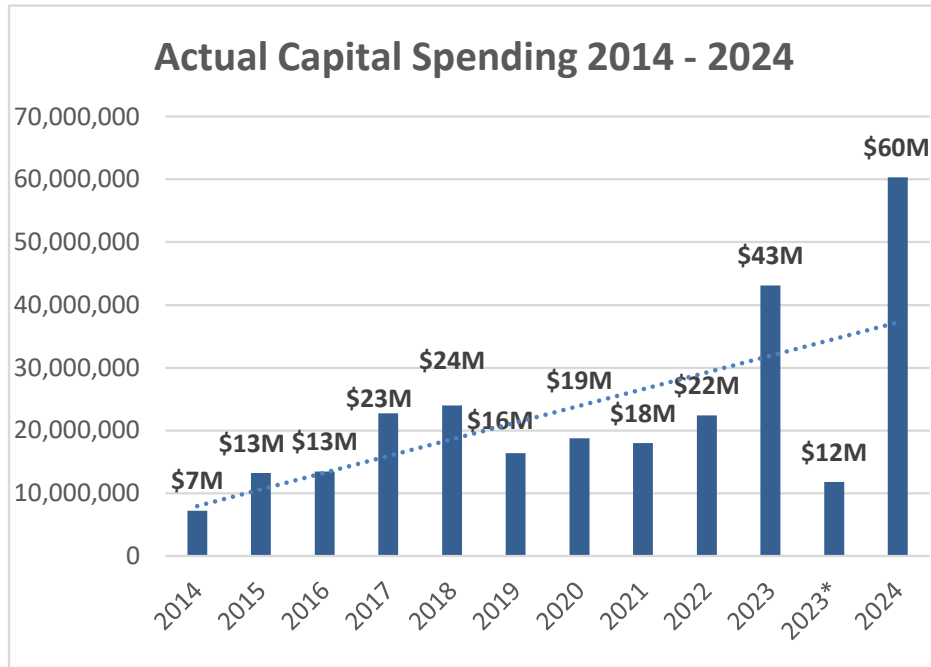
Capital Overview (Tab 4)

Total 2024 Capital Budget spending is \$60.3M, which is an increase of \$17.2M over the prior year.

It is important for Council and the taxpayers to reflect back when investment in infrastructure was much less than today. The capital investment in infrastructure has grown from \$7M in 2014, to planned capital spending of \$60M in 2024 - more than 8 times the capital investment. Although rising costs have contributed to this increase over the 10-year period, this is a clear indication of the volume, magnitude and complexity of

investment that Council has approved to support the strategic plan to Grow Leamington with limited additions in human resources to support this same growth.

Table 3: Actual Capital Spending 2014 – 2024



2023* actual invoices processed YTD as of November 10, 2023
 2023 and 2024 are budgetary numbers including carry forward projects.

In-year tax, special levy and rate funded capital contributions are \$12.4M of which \$5.3M is funded through the general tax levy. The remainder of the capital funding is comprised of special levies and rate funding (water, wastewater and sewer), upper-level government grants, landowner contributions, carryover funding from previous years, reserve and reserve fund allocations, and deferred revenue including development charges.

This annual budget cycle creates challenges for projects that continue over several years. The 2024 budget includes \$28.2M (or 47%) in carry-forward projects from the 2023 budget primarily in infrastructure growth and renewal projects as well as parks. All capital projects funded through the general levy in one year are reserved and only incremental spending is funded in the following year. It is not likely that the \$60.3M in capital spending will be incurred in 2024; however this is a very good indicator to Council and the public of the magnitude of the projects being undertaken that will improve the community.

Some new major 2024 capital projects include:

- Audrey/Margaret/Jane/Claire Sewer Separation
- Seacliff Reconstruction – Phase 3 – 4
- Road Resurfacing

And 2023 carry forward projects including:

- Southwest Leamington Storm Water Management (SWM) Pond Construction
- Mersea Park Renewal
- Wigle/Orange/Settingington Mill Watermain Replacement

- PCC Headworks Upgrade
- Emergency Generator
- Seacliff West Trunk Sewer Extension
- Rick Atkin Park Renewal
- Oak Street Sewer Relining
- Marina Parking Lot

Each capital project proposed has been evaluated in the context of other capital demands and priorities and is being recommended in support of the strategic direction and vision of Council. As noted in the 2021 AMP, a significant infrastructure deficit has been identified as it relates to annual capital spending and there is a need to be setting aside money today for future asset replacements to properly care for the Municipality's existing infrastructure for generations to come. Continued investment in the replacement of existing infrastructure is critical and necessary to ensure the financial sustainability of the Municipality.

Operating Overview (Tab 5)

Operating Revenues:

The general and sewer levies are proposed to increase by 3.8%, consistent with inflation at the time of budget preparation. This increase is also in consideration of maintaining or improving service levels, responding to inflationary pressures and fulfilling obligations of negotiated union contracts.

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

Administration has practiced conservative budgeting, as it relates to revenues outside of the Municipality's control, to demonstrate fiscal responsibility. This conservative budgeting is applied to bank interest revenues and supplemental property tax revenues. Aggressive revenue targets, if not realized, jeopardizes the financial integrity of supporting on-going operational costs with on-going revenue streams. If this approach is not taken, when those funding sources are no longer available, there will be an automatic demand to raise tax rates to generate those same dollars. Aggressive revenue targets may create an operational deficit, which must be funded within the year from reserves, as required by the Province. This prudent approach to budgeting has allowed the Municipality to realize surpluses in previous years which also support Council's strategic plan to realize the opportunity for growth and building Leamington's Community Fabric through strategic land purchases.

Operating Expenses:

Staffing

Each year during budget preparations, Administration evaluates existing workloads, considers succession planning and new or expanded service requirements for the upcoming year. Administration also gives consideration to operational needs to support Council’s strategic vision and direction, in particular as it relates to Striving for Organizational Excellence. As well, in preparation for the 2024 budget, the preliminary opportunities were also considered from the Organizational Review in support of this strategic pillar. For the immediate opportunities identified, the 2024 budget includes a placeholder of \$150,000 to commence the implementation of the findings. There are limited opportunities from the Organizational Review that are funded in the 2024 budget, as noted below. Not all improvements will require budgeted dollars, however they will all create efficiencies and overall organizational benefits.

For the 2024 budget, salary and wage rates reflect the negotiated contracts with Teamsters Local Union No. 879, Leamington Civic Employees Union Local 528 (CUPE) and the Leamington Firefighters Association.

The 2024 budget and its recommendations include a 3% economic adjustment for full-time non-union, contract, part-time and student employees, as well as Council and Compensable Local Boards and Committees.

Recommended staffing changes included in the 2024 budget are outlined in Tables 4 to 6 below. All recommended staffing changes are in support of Council’s Strategic Plan.

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

Department	Position	Comment
By-law Enforcement	By-law Enforcement Officer	Removed
Engineering Services	Project Manager	Continued for Fibre Project*
Human Resources	HR Generalist	Proposed for Human Resources Information System Project Implementation (HRIS)*
Finance	Accounting Supervisor	Proposed for HRIS Project Implementation*
Legislative Services/Special Events	Special Events Coordinator	Continued 14-month contract for Special Events as well as Leamington’s 150 th Anniversary
Legislative Services	Cemetery Clerk	Part-time, compliance, newly acquired cemetery; Proposed extension that ends December 31, 2024
Transit	Transit Coordinator	Continued; Coordinate the service delivery of the transit contractors; 3-year contract ending December 31, 2025

*Not funded through taxation (reserve funding or recovery)

Table 5: New Positions (see departmental summaries)

Department	Position	Comment
Engineering Services	Engineering Technologist	Support of Organizational Review and succession planning
Water Services*	Water Inspector	Inspections to ensure compliance of the greenhouse sector

*Rate funded

Table 6: Existing Position Changes (see departmental summaries)

Department	Position	Comment
Building Services*	Deputy Chief Building Official (CBO)	Eliminate vacant Building Inspector and replace with Deputy CBO to act as CBO during absences
Office of the Chief Administrative Officer	General Counsel and Indigenous Community Liaison	Additional 3 months funding so that the position is funded for the entire year

*Special levy funded

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

Given the limited incremental growth and its related funding available, all other requests for staffing additions were removed through the budget preparation process. These are difficult decisions that are done in advance of Council's deliberations to make sure that the budget presented is reasonable, achievable, and responsible. It needs to be recognized that these further staffing additions have strong business cases and are valid requests however in a year when additional funding is limited and other projects are priorities, there must be some considerations that are deferred to a more appropriate time.

Other Operating Expenses

An exciting and new inclusion in the 2024 budget is the celebration of Leamington's 150th anniversary. Additional funding has been included in the Special Events Department to celebrate this wonderful milestone with additional free community programming. The 2024 budget also includes the continuation of various Municipally sponsored events including the Music Onthe42 Concert Series, the Windsor Symphony Community Concert, and Canada Day Fireworks to be hosted at the Sunset® Amphitheatre. Also included is funding for the partnership for Mill Street Market events.

All grants to non-profits have been budgeted at \$174,000. This operating expense may be found in the Council Services department as approved by Council in the Municipal Grant Policy. Municipal grant applications have been submitted and will be presented to Council

once the Grant Review Committee has had the opportunity to review and recommend the award of Municipal grants for the upcoming year.

The 2024 budget includes the continuation of the OPP policing service, with the contract executed under Section 10 of the Police Services Act. The cost of this service is approximately \$5.76M which represents a decrease of \$37k or 0.63% over 2023.

Municipal insurance premiums are estimated to increase by 10% over 2023 actuals. This is an estimate at the time of budget preparations and until such time the renewal is received, this is a budgetary risk for 2024.

The Municipality's Official Plan (OP) and Zoning By-Law (ZB) Review project is included in the 2024 budget within the Planning Services department under Professional Services. Since this initiative is a one-time cost and not an annual expenditure, it is proposed to be fully funded by the Community Improvement Plan (CIP) reserve. The balance in the CIP reserve is from previously raised taxation dollars for the CIP that were not required in 2018 – 2023. The OP and ZB Review project is expected to be completed in 2025. The 2024 budget also includes Indigenous Engagement in preparation to complete the OP and ZB Review.

In 2023, the Municipality undertook a Community Risk Assessment and Fire Services Master Plan. Although the draft is completed, the final report is subject to Council's approval. At the time of 2024 budget preparations, the financial impact of the Fire Services Master Plan recommendations and it's the implementation plan was not yet finalized. As such, Administration will have regard to the findings of the Community Risk Assessment and Fire Services Master Plan upon its approval in future budget years.

Significant portions of budgeted expenditures are directly impacted by inflation indexes and/or market rates. As an example, utilities and fuel purchases are impacted by electricity, gasoline, and natural gas prices. With the projected increase in CPI over the next few years, only some of the increases are mitigated through operational efficiencies however most budgetary pressures will need to be funded through on-going revenue sources (i.e. property tax revenues).

The 2024 budget includes estimated contributions from reserves to fund and finish both operating and capital projects that were approved and funded in 2023, but still require completion in 2024. Applying tax funds already raised for approved projects is consistent with the philosophy that unless the funds are needed for other purposes, taxes raised for a specific purpose should be allocated for that purpose.

If uncompleted 2023 projects have not been included in the 2024 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.

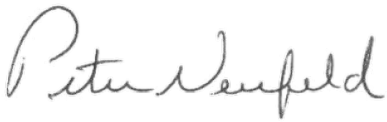
Summary

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 which include Growing Leamington, Building Leamington's Community Fabric, and Striving for Organizational Excellence. Continuous improvement, creating efficiencies, modernization

and responsible spending are a focus of this budget as the Municipality seeks to implement the opportunities and recommendations identified in the completed SDRs as well as the Organizational Review.

Once approved, any material changes from the 2024 budget, will be brought forward to Council for further consideration and approval.

Respectfully submitted,



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



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

Attachments: Budget Documents

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2024 Budget

Reserves Overview

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2024 Budget

Reserves Overview

Reserves represent the Municipality's savings for future capital investment, lifecycle replacement, 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 infrastructure deficit as identified in the 2021 Asset Management Plan.

Deferred revenues 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, Canada Community-Building Fund (Federal Gas Tax), and Development Charges. These funds are taken into income as revenue in the same year of an eligible project expense.

Proposed 2024 Transactions

The 2024 budget includes a continued investment in capital spending with proposed reserve, reserve fund and deferred revenue transfers contributing \$34.8M or approximately 57.7% of the total proposed capital budget.

The largest contributors for capital projects are:

- DC - Roads - Seacliff Reconstruction - Phase 3 - 4 - \$4,860,000
- Canada Community-Building Fund - Audrey/Margaret/Jane/Claire Sewer Separation - \$3,263,160
- Infrastructure - Southwest Leamington Storm Water Management (SWM) Pond Construction (carry forward) - \$2,887,500
- Infrastructure - Seacliff Reconstruction - Phase 3 - 4 - \$2,300,000
- PCC - Headworks Upgrade (carry forward) - \$1,720,000
- Waterfront Redevelopment - Rick Atkin Park Renewal (carry forward) - \$1,366,500
- Infrastructure - Oak Street Sewer Relining (carry forward) - \$1,320,000
- Contingency - Mersea Park Renewal (carry forward) - \$1,080,160
- Parks - Mersea Park Renewal (carry forward) - \$1,058,900
- DC - Water - Audrey/Margaret/Jane/Claire Sewer Separation - \$786,886

- General and Administration - Emergency Generator (carry forward) - \$778,000
- Infrastructure - Seacliff West Trunk Sewer Extension (carry forward) - \$774,040
- DC - Roads - Seacliff Reconstruction - Phase 3 - 4 - \$757,350
- DC - Parks and Recreation - Mersea Park Renewal (carry forward) - \$720,000
- Water - Lines Renewal - Wigle/Orange/Settingington/Mill Watermain Replacement (carry forward) - \$654,385
- Marina - Marina Parking Lot (carry forward) - \$600,000
- DC - Parks and Recreation - Bayview Park Development (carry forward) - \$590,000
- Recreation Centre - Sherk Heat Loop Boilers (carry forward) - \$571,500
- Waterfront Redevelopment - Robson Road Sidewalk Extension and Traffic Calming - \$550,000
- PCC - Blower Upgrades (carry forward) - \$545,000
- Contingency - Emergency Generator (carry forward) - \$514,882

The 2024 budget continues to set aside funds for lifecycle replacement. Financial strategies, which include increasing reserve transfers for large scale projects and major asset replacements, continue to be reviewed and implemented to mitigate future tax funded demands.

Overall, the reserves, reserve funds, and deferred revenue 2024 balances are projected to be \$82.8M. This is a decrease from the 2023 budgeted year-end balances.

**Municipality of Leamington
Reserve Funds and Deferred Revenue Summary
2024 Budget**

	Estimated Opening Balance 2024	Transfer/ Miscellaneous	From (To) Revenue	From (To) Capital	Estimated Closing Balance 2024
<u>Reserve Funds</u>					
Building Services	\$ 3,259,485	\$ -	\$ 12,327	\$ -	\$ 3,271,812
Collins Estate	31,315	-	-	-	31,315
COVID Recovery	412,248	-	(150,201)	-	262,047
Diamond Lighting	40,777	-	-	-	40,777
Fish Station	3,967	-	-	-	3,967
Impost	62,905	-	-	-	62,905
Lot Levy	145,917	-	-	-	145,917
Parks Improvement Fund	21	-	-	-	21
Recreation Complex Facility	186,547	-	45,400	(10,000)	221,947
Soccer Fields	895	-	-	-	895
Williams Estate	7,717	-	-	-	7,717
Equity in UWSS Reserve	-	-	-	-	-
	\$ 4,151,794	\$ -	\$ (92,474)	\$ (10,000)	\$ 4,049,320
<u>Deferred Revenues</u>					
Hwy 3 / Morse Rd	164,206	-	-	-	164,206
Recreational Land	409,318	-	-	-	409,318
Ontario Transit Gas Tax	1,077,897	224,346	(230,000)	(168,400)	903,843
Canada Community Building Fund	6,909,009	1,400,000	-	(3,476,240)	4,832,769
DC - Wastewater	(296,556)	-	(332,036)	-	(628,592)
DC - Water	9,104,874	-	-	(812,586)	8,292,288
DC - Roads	(110,232)	-	(59,022)	(5,617,350)	(5,786,604)
DC - Public Works	25,352	-	-	-	25,352
DC - Police	9,729	-	-	-	9,729
DC - Fire	61,569	-	-	-	61,569
DC - Parks & Recreation	(853,010)	-	(192,775)	(1,653,500)	(2,699,285)
DC - Growth Studies	54,316	-	-	-	54,316
	\$ 16,556,472	\$ 1,624,346	\$ (813,832)	\$ (11,728,076)	\$ 5,638,910
	\$ 20,708,266	\$ 1,624,346	\$ (906,306)	\$ (11,738,076)	\$ 9,688,230

**Municipality of Leamington
Reserves Summary
2024 Budget**

<u>Reserve</u>	Estimated Opening Balance 2024	From (To) Revenue	From (To) Capital	Estimated Ending Balance 2024
Arts & Culture	\$ 629,883	\$ 210,000	\$ (253,000)	\$ 586,883
Accessibility	509,723	(200,000)	-	309,723
Cannabis	38,686	-	-	38,686
Community Improvement Plan	514,716	(505,744)	-	8,972
Contingency	2,659,711	(20,458)	204,958	2,844,211
Dominos Pizza Donation	150,000	-	-	150,000
Drainage	1,273,552	-	(872,849)	400,703
Economic Development	96,000	-	-	96,000
Elections	60,307	30,000	-	90,307
Engineering	6,796,660	70,000	(339,050)	6,527,610
Fire Services	1,361,546	(16,000)	-	1,345,546
Fleet / Equipment	4,380,350	673,000	(354,500)	4,698,850
General and Administration	3,871,566	62,644	(1,512,613)	2,421,596
Handi Transit Bus	21,105	7,500	-	28,605
Health Benefits	580,000	-	-	580,000
Highbury Canco	42,476	-	(23,000)	19,476
Infrastructure*	13,443,907	(517,687)	(8,558,102)	4,368,118
IT Services	805,225	80,000	(80,000)	805,225
Marina	1,300,752	-	(600,000)	700,752
Modernization Grant	219,507	(115,203)	-	104,305
Municipal Building	142,447	-	(142,447)	-
Parking*	28,825	(50,128)	-	(21,303)
Parks	1,787,721	(40,000)	(1,127,900)	619,821
Police Services	1,337,272	100,000	-	1,437,272
Public Works	1,374,813	180,000	(165,000)	1,389,813
Rail Corridor	346,450	-	-	346,450
Recreation Complex	1,873,191	190,000	(875,400)	1,187,791
Sanitation*	902,243	(3,038)	-	899,205
Tree Planting	225,534	-	-	225,534
Uptown Revitalization	807,170	-	-	807,170
Waterfront Redevelopment	3,434,321	200,000	(2,781,500)	852,821
Winter Control	713,952	-	-	713,952
Working Capital	1,426,172	-	-	1,426,172
Taxation Funded Total	\$ 53,155,783	\$ 334,886	\$ (17,480,403)	\$ 36,010,266
Pollution Control	\$ 18,509,284	\$ 2,759,109	\$ (3,095,000)	\$ 18,173,393
Greenhouse Connections	4,565,852	-	-	\$ 4,565,852
Water - Line Renewals	12,584,379	1,259,989	(654,385)	13,189,983
Wheatley Service Area	213,903	6,520	-	220,423
Working Capital - Water	737,849	239,616	-	977,465
Total Water Funded	\$ 18,101,983	\$ 1,506,125	\$ (654,385)	\$ 18,953,723
	\$ 89,767,049	\$ 4,600,120	\$ (21,229,788)	\$ 73,137,381

*Special Levy Funded Departmental Reserve

**Municipality of Leamington
2024 Budget
Reserve Analysis - 5 Years**

	2020 Actual	2021 Actual	2022 Actual	2023 Estimated	2024 Budget
	\$		\$	\$	\$
Reserve Funds and Deferred Revenue					
Opening balance	13,926,170	16,246,690	18,094,862	18,151,673	20,708,266
Interest	336,584	304,502	613,010	835,367	-
Subdivision contributions	87,792	168,803	79,572	1,760,065	-
Miscellaneous	1,563,037	2,978,011	1,638,068	1,542,413	1,624,346
From (to) revenue	577,569	644,049	(416,096)	269,746	(906,306)
From (to) capital	(1,930,690)	(2,247,193)	(1,857,743)	(1,850,998)	(11,738,076)
Transfer from (to) reserves	1,686,228	-	-	-	-
	16,246,690	18,094,862	18,151,673	20,708,266	9,688,230
Reserves					
Opening balance	57,951,436	66,903,728	82,877,045	91,145,832	89,767,049
From (to) revenue	15,049,311	18,728,943	16,356,440	8,265,497	4,600,120
From (to) capital	(4,410,791)	(2,755,626)	(8,087,653)	(9,644,280)	(21,229,788)
Transfer from (to) reserve funds	(1,686,228)	-	-	-	-
	66,903,728	82,877,045	91,145,832	89,767,049	73,137,381
Total (excluding Equity in UWSS)	\$ 83,150,418	\$ 100,971,907	\$ 109,297,505	\$ 110,475,315	\$ 82,825,611
For Information Purposes Only					
Ending Debt Balance (including Leamington share of UWSS for 2020 - 2023)	\$ 20,819,731	\$ 18,207,072	\$ 15,234,234	\$ 12,081,350	\$ 6,422,859

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2024 Budget

Capital Summary

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2024 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 2024 Activities

2024 planned capital investment is projected to be \$60.3M. Funding for these capital programs is as follows:

Funding Source	2023 Budget	2024 Budget	Change
Reserves, reserve funds, and deferred revenue	\$16.7M	\$24.9M	\$8.2M
Development Charges	\$0M	\$8.1M	\$8.1M
Grants	\$5.2M	\$7.4M	\$2.2M
Taxation, Special Levies and Rates	\$12.8M	\$12.4M	(\$0.4M)
Other	\$8.4M	\$7.5M	(\$0.9M)
Total	\$43.1M	\$60.3M	\$17.2M

The 2024 capital contribution from the general tax levy (excluding the special levy funded and rate funded departments - Building Services, Parking Enforcement, Sewers, Wastewater (PCC) and Water) is \$5.3M compared to \$4.8M in the 2023 budget.

Major proposed capital projects for 2024 are:

- Audrey/Margaret/Jane/Claire Sewer Separation (Engineering, Sewers and Water Project) - \$12,737,320

- Seacliff Reconstruction - Phase 3 - 4 (Engineering and Sewers Project) - \$9,235,000
- Southwest Leamington Storm Water Management (SWM) Pond Construction (carry forward) - \$5,250,000
- Mersea Park Renewal (carry forward) - \$2,884,060
- Wigle/Orange/Setterington Mill Watermain Replacement (carry forward) - \$2,550,000
- PCC Headworks Upgrade (carry forward) - \$2,365,000
- Road Resurfacing - \$2,025,000
- Emergency Generator (carry forward) - \$1,763,920
- Seacliff West Trunk Sewer Extension (carry forward) - \$1,575,000
- Rick Atkin Park Renewal (carry forward) - \$1,485,000
- Oak Street Sewer Relining (carry forward) - \$1,320,000
- Marina Parking Lot (carry forward) - \$1,000,000
- PCC Blower Upgrades (carry forward) - \$1,000,000
- Lebo Creek Drainage Works (carry forward) - \$966,743
- New Transit Equipment Purchase (carry forward) - \$667,000
- Jacob Fox Drain Relocation (carry forward) - \$620,000
- Bayview Park Development (carry forward) - \$590,000
- Sherk Heat Loop Boilers (carry forward) - \$571,500
- Robson Road Sidewalk Extension and Traffic Calming - \$570,000
- West Marsh Drainage Works (carry forward) - \$500,000
- Land Acquisition for Waterfront Parking Lot - \$500,000

**Municipality of Leamington
2024 Budget
Capital Summary**

Department	Budget	Financing Source						
		Reserves / Reserve Funds	Deferred Revenue	Grants	Asset Sales	Sundry	Unfinanced WIP	Net from Revenue
By-Law Enforcement	-	-	-	-	-	-	-	-
Cemeteries	190,000	165,000	-	-	-	-	-	25,000
Drainage Services	3,629,031	872,849	-	281,609	-	3,339,441	(1,350,218)	485,350
Engineering Services	14,854,590	909,050	9,093,590	2,682,150	-	-	-	2,169,800
Fire Services	539,000	300,000	-	-	-	-	-	239,000
General Government	2,928,920	419,942	150,000	471,038	1,800,000	-	-	87,940
Information Technology Services	160,000	80,000	-	-	-	-	-	80,000
Library and Leamington Arts Centre	318,000	253,000	-	-	-	-	-	65,000
Marina	1,355,000	600,000	-	-	-	-	-	755,000
Parks	6,101,060	4,069,560	1,503,500	-	-	30,000	-	498,000
Police Services	50,000	-	-	-	-	-	-	50,000
Public Works	601,000	234,500	-	-	3,500	-	-	363,000
Recreation Centre	1,418,400	968,400	-	-	-	-	-	450,000
Transit	702,000	-	168,400	533,600	-	-	-	-
Funded from General Levy	32,847,001	8,872,301	10,915,490	3,968,397	1,803,500	3,369,441	(1,350,218)	5,268,090
Building Services	60,000	60,000	-	-	-	-	-	-
Parking Enforcement	-	-	-	-	-	-	-	-
Sewers	16,651,640	8,558,102	-	1,592,838	-	3,655,891	-	2,844,809
Funded from Special Levies	16,711,640	8,618,102	-	1,592,838	-	3,655,891	-	2,844,809
Wastewater (PCC)	4,770,000	3,095,000	-	-	-	-	-	1,675,000
Water Services	5,983,720	654,385	812,586	1,869,915	-	-	-	2,646,834
Funded from User Rates	10,753,720	3,749,385	812,586	1,869,915	-	-	-	4,321,834
Total Capital	60,312,361	21,239,788	11,728,076	7,431,150	1,803,500	7,025,332	(1,350,218)	12,434,733

**Municipality of Leamington
2024 Budget
Capital Spending Analysis - 5 Years**

Department	2020 Actual Expenses	2021 Actual Expenses	2022 Actual Expenses	2023 Actual Expenses as of 10Nov23	2023 Budget Expenses	2024 Budget Expenses
By-law Enforcement	35,234	-	-	49,421	49,000	-
Cemeteries	-	-	-	-	165,000	190,000
Drainage Services	3,797,620	5,520,698	6,509,666	1,631,460	5,218,072	3,629,031
Engineering Services	7,238,647	4,569,660	5,964,822	3,215,613	5,128,000	14,854,590
Fire Services	1,094,014	129,404	741,427	281,744	696,000	539,000
General Government	259,361	2,079,961	3,050,259	3,496,091	1,744,676	2,928,920
Information Technology Services	378,457	60,626	314,905	93,718	150,000	160,000
Library and Leamington Arts Centre	21,344	-	32,942	88,563	675,000	318,000
Marina	237,625	210,793	44,998	273,174	799,000	1,355,000
Parks	385,532	612,558	1,497,676	804,293	4,375,000	6,101,060
Police Services	6,159	4,778	6,955	25,440	54,000	50,000
Public Works	743,052	461,514	659,817	182,413	1,029,000	601,000
Recreation Centre	256,507	1,136,194	600,676	186,985	1,080,000	1,418,400
Transit	-	943,300	50,494	-	762,000	702,000
Funded from General Levy	14,453,551	15,729,486	19,474,637	10,328,914	21,924,748	32,847,001
Building Services	-	40,707	63,163	-	-	60,000
Parking Enforcement	-	-	-	21,905	75,000	-
Sewers	2,519,406	614,788	1,184,598	468,685	11,957,261	16,651,640
Funded from Special Levies	2,519,406	655,495	1,247,761	490,590	12,032,261	16,711,640
Wastewater (PCC)	942,787	1,480,046	1,525,879	725,185	5,855,000	4,770,000
Water Services	848,126	115,485	128,508	252,400	3,295,000	5,983,720
Funded from User Rates	1,790,913	1,595,531	1,654,387	977,585	9,150,000	10,753,720
Total Capital Expense	18,763,870	17,980,512	22,376,785	11,797,089	43,107,009	60,312,361

**Municipality of Leamington
2024 Budget
Capital Funding From Levies/Rates Analysis - 5 Years**

Department	2020 Actual Funding from Tax/Levies/Rates	2021 Actual Funding from Tax/Levies/Rates	2022 Actual Funding from Tax/Levies/Rates	2023 Budget Funding from Tax/Levies/Rates	2024 Budget Funding from Tax/Levies/Rates
By-law Enforcement	2,234	-	-	-	-
Cemeteries	-	-	-	55,000	25,000
Drainage Services	6,561	45,607	423,166	488,886	485,350
Engineering Services	1,972,024	577,154	693,811	1,463,000	2,169,800
Fire Services	40,365	62,425	294,432	192,000	239,000
General Government	22,300	21,716	12,970	177,500	87,940
Information Technology Services	113,714	51,497	49,025	80,000	80,000
Library and Leamington Arts Centre	-	-	-	175,000	65,000
Marina	205,914	89,512	44,998	349,000	755,000
Parks	322,505	377,544	324,488	1,170,000	498,000
Police Services	6,159	4,778	6,955	54,000	50,000
Public Works	308,197	109,805	214,124	363,000	363,000
Recreation Centre	79,158	440,000	126,041	230,000	450,000
Transit	-	-	-	-	-
Funded from General Levy	3,079,131	1,780,036	2,190,012	4,797,386	5,268,090
Building Services	-	3,707	10,251	-	-
Parking Enforcement	-	-	-	-	-
Sewers	1,221,295	449,793	629,933	2,855,470	2,844,809
Funded from Special Levies	1,221,295	453,501	640,184	2,855,470	2,844,809
Wastewater (PCC)	884,932	1,480,046	1,496,925	4,305,000	1,675,000
Water Services	429,207	108,825	73,467	875,085	2,646,834
Funded from User Rates	1,314,139	1,588,871	1,570,392	5,180,085	4,321,834
Total From Levies and Rates	5,614,565	3,822,408	4,400,588	12,832,941	12,434,733

**Municipality of Leamington
2024 Budget
Capital Forecast - 5 Years**

	2024	2025	2026	2027	2028
Department	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses
By-law Enforcement	-	49,000	-	-	-
Cemeteries	190,000	-	-	-	-
Drainage Services	3,629,031	-	-	-	-
Engineering Services	14,854,590	5,181,500	4,970,000	8,699,800	3,655,000
Fire Services	539,000	3,462,000	312,000	152,000	73,000
General Government	2,928,920	70,000	70,000	70,000	60,000
Information Technology Services	160,000	240,000	260,000	165,000	165,000
Library and Leamington Arts Centre	318,000	50,000	50,000	50,000	50,000
Marina	1,355,000	550,000	50,000	20,000	50,000
Parks	6,101,060	4,130,000	1,230,000	1,230,000	1,230,000
Police Services	50,000	50,000	50,000	50,000	50,000
Public Works	601,000	607,000	420,000	690,000	725,000
Recreation Centre	1,418,400	1,770,000	1,160,000	360,000	360,000
Transit	702,000	35,000	35,000	35,000	35,000
Funded from General Levy	32,847,001	16,194,500	8,607,000	11,521,800	6,453,000
Building Services	60,000	-	60,000	-	60,000
Parking Enforcement	-	-	-	-	-
Sewers	16,651,640	7,815,000	200,000	1,412,540	2,850,000
Funded from Special Levies	16,711,640	7,815,000	260,000	1,412,540	2,910,000
Wastewater (PCC)	4,770,000	3,650,000	8,350,000	8,350,000	5,350,000
Water Services	5,983,720	3,487,280	4,249,900	2,025,535	2,993,700
Funded from User Rates	10,753,720	7,137,280	12,599,900	10,375,535	8,343,700
Total From Levies and Rates	60,312,361	31,146,780	21,466,900	23,309,875	17,706,700



2024 Budget

Operating Overview

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2024 Budget

Operating Overview

The Operating Budget overview highlights significant differences in the total revenues and expenses by department when compared to the 2023 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 2023 actuals column represents year to date expenses as of November 15, 2023. These actuals require the remaining 2023 costs as well as year-end adjusting entries. The 2023 budget column includes Council's approved 2023 budget as well as Council's in-year approvals.

Revenues

When comparing the 2024 budget to the 2023 approved budget, differences greater than \$50k are outlined below:

Engineering Services - decreased reserve transfers and the recovery of the Project Manager (contract) for the fibre project.

Finance and Business Services - increased interest income and increased reserve transfers to support the Human Resources Information System (HRIS).

Fire Services - decreased reserve transfers as the Community Risk Assessment and Fire Services Master Plan is anticipated to be completed.

General Government - additional property tax revenue and conservative assessment growth as well as increase in supplemental tax revenue. This is offset by a decrease in the Ontario Municipal Partnership Fund (OMPF) grant and a decreased reserve transfer.

Human Resources - increased reserve transfers to support the Human Resources Information System (HRIS).

Information Technology Services - decreased reserve transfers for completed projects.

Legal Services - decreased reserve transfers to relieve taxation demand for external Counsel to pursue several ongoing Provincial Offences Act matters with respect to prosecutions under the Reopening Ontario Act, 2020, as budgeted in 2023.

Marina - decreased fuel revenues as well as reduced seasonal and ramp revenues.

Office of the CAO - decreased reserve transfers as the Municipality's Organizational review will be completed.

Planning Services - decreased reserve transfers to fund Community Improvement Program (CIP).

Recreation Centre - increased membership, programming, and rental revenues.

Sanitation - increased revenues for garbage levies.

Sewers - increased property tax revenue and increased reserve transfer to fund special levy department.

Transit - increased reserve transfer to support the LTW transit route.

Wastewater (Pollution Control Centre) - modest rate increase approved by Council.

Water - decreased revenues as it relates to Union Water Inc. Treatment and Transmission Rate being a direct customer for each water account offset by the modest rate increase approved by Council.

Expenses

When comparing the 2024 budget to the 2023 approved budget differences greater than \$50k are outlined below:

By-law Enforcement - decreased wages by removing the contract By-law Enforcement Officer.

Drainage Services - increased Municipal portion of planned maintenance projects.

Engineering Services - increased wages for the additional Engineering Technologist as well as increased taxation funding for capital projects.

Finance and Business Services - increased wages due to contract position to support the HRIS implementation.

Fire Services - decreased professional services with the completion of the Community Risk Assessment and Fire Services Master Plan as well as decreased reserve transfers.

General Government - decreased tax adjustments, professional services as well as taxation funding for capital projects.

Human Resources - increased wages due to contract position to support the HRIS implementation as well as professional services for HR and Health & Safety investigations.

Legal Services - decreased professional services related to external counsel.

Marina - increased taxation funding for capital projects.

Office of the CAO - increased expenses to commence the implementation of the Municipality's Organizational review and funding for the new position of General Counsel and Indigenous Community Liaison for the entire year.

Parks - decreased taxation funding for capital projects.

Planning Services - decreased salaries and carry forward CIP funding. This is offset by increased professional services to complete the majority of the work related to the update of the Official Plan and the Zoning By-law.

Police Services - increased reserve transfer offset by decreased OPP contract costs.

Public Works - increased costs for road contracts and general inflationary adjustments.

Recreation Centre - increased building utility costs, promotional memberships, funding for capital projects and expenses due to additional programming and rentals.

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

Sewers - increased professional services for the continuation of the sewer modeling project.

Special Events - increased funding to celebrate Leamington's 150th anniversary which will host free community events throughout the year including the Windsor Symphony Orchestra, additional programming at the Sunset Amphitheatre as well as an airshow at the Waterfront.

Transit - increased transit expenses to provide the LTGO and LTW transit routes.

Wastewater (Pollution Control Centre) - general inflationary adjustments, and increased reserve transfers offset by decreased capital spending.

Water - decreased expenses as it relates to purchased water from Union Water Inc. offset by increased salary and benefit costs for the proposed Water Inspector.

**Municipality of Leamington
2024 Budget
Revenues and Expenses by Department**

Department	2023 Budget	2024 Budget	Variances
General Taxation Funded Departments			
Revenues			
Animal Control	55,610	61,513	5,903
By-law Enforcement	28,000	28,000	-
Cemeteries	13,675	16,075	2,400
Communications and Public Relations	-	-	-
Council Services	20,000	5,744	(14,256)
Drainage Services	1,364,901	1,336,304	(28,598)
Engineering Services	517,500	309,700	(207,800)
Finance and Business Services	1,559,183	1,811,116	251,933
Fire Services	210,850	140,350	(70,500)
General Government	36,013,839	37,128,466	1,114,627
Human Resources (HR)	14,300	93,603	79,303
Infrastructure Services	9,100	6,500	(2,600)
Information Technology Services	110,000	50,000	(60,000)
Legal Services	323,500	51,500	(272,000)
Legislative Services	168,274	126,925	(41,349)
Library and Leamington Arts Centre	-	-	-
Marina	850,900	749,289	(101,611)
Office of the CAO	346,400	270,000	(76,400)
Parks	105,500	146,500	41,000
Planning Services	836,406	755,600	(80,806)
Police Services	94,978	86,195	(8,783)
Public Works	129,945	83,600	(46,345)
Recreation Centre	1,450,375	1,790,775	340,400
Special Events	-	34,858	34,858
Transit	600,497	676,240	75,743
Total Revenues	44,823,733	45,758,853	935,120

**Municipality of Leamington
2024 Budget
Revenues and Expenses by Department**

Department	2023 Budget	2024 Budget	Variances
Expenses			
Animal Control	88,104	97,252	9,148
By-law Enforcement	856,885	791,049	(65,836)
Cemeteries	193,013	158,159	(34,854)
Communications and Public Relations	260,020	294,261	34,241
Council Services	534,511	516,914	(17,596)
Drainage Services	2,340,234	2,415,014	74,780
Engineering Services	3,520,722	4,123,990	603,268
Finance and Business Services	1,498,027	1,668,980	170,954
Fire Services	3,486,304	3,295,692	(190,613)
General Government	3,127,111	2,872,694	(254,416)
Human Resources	526,187	676,178	149,991
Infrastructure Services	9,100	6,500	(2,600)
Information Technology Services	1,549,932	1,552,507	2,575
Legal Services	999,287	924,457	(74,829)
Legislative Services	942,058	972,347	30,290
Library and Leamington Arts Centre	338,949	339,989	1,040
Marina	1,317,979	1,570,920	252,942
Office of the CAO	956,219	1,107,710	151,491
Parks	2,835,605	2,198,841	(636,764)
Planning Services	2,111,723	1,876,917	(234,806)
Police Services	6,163,473	6,244,091	80,618
Public Works	4,852,865	4,955,580	102,714
Recreation Centre	4,837,267	5,364,878	527,611
Special Events	254,859	447,154	192,295
Transit	1,223,302	1,286,777	63,475
Total Expenses	44,823,733	45,758,853	935,120
General Taxation Funded Net Total	-	-	-

**Municipality of Leamington
2024 Budget
Revenues and Expenses by Department**

Department	2023 Budget	2024 Budget	Variances
Special Levy Funded Departments			
Building Services			
Revenues	1,133,259	1,163,900	30,641
Expenses	1,133,259	1,163,900	30,641
Building Services Net Total	-	-	-
Joint Animal Control			
Revenues	90,100	104,339	14,239
Expenses	90,100	104,339	14,239
Joint Animal Control Net Total	-	-	-
Parking Enforcement			
Revenues	159,041	173,828	14,787
Expenses	159,041	173,828	14,787
Parking Enforcement Net Total	-	-	-
Sanitation			
Revenues	2,030,813	2,154,283	123,470
Expenses	2,030,813	2,154,283	123,470
Sanitation Net Total	-	-	-
Sewers			
Revenues	4,098,355	4,325,558	227,203
Expenses	4,098,355	4,325,558	227,203
Sewers Net Total	-	-	-
Special Levy Funded Net Total	-	-	-

**Municipality of Leamington
2024 Budget
Revenues and Expenses by Department**

Department	2023 Budget	2024 Budget	Variances
Rate Funded Departments			
Wastewater (PCC)			
Revenues	9,653,744	9,967,775	314,031
Expenses	9,653,744	9,967,775	314,031
Wastewater (PCC) Net Total	-	-	-
Water Services			
Revenues	14,206,239	6,820,181	(7,386,058)
Expenses	14,206,239	6,820,181	(7,386,058)
Water Services Net Total	-	-	-
Rate Funded Net Total	-	-	-

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2024 Budget

Summary by Department

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2024 Budget

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 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, Leamington Police Services Board is in Police Services, and Property Standards Committee and Appeal Committee are in By-law Enforcement.

2023 Year Performance

In 2023, Council Services actual costs are fairly consistent with budget. Being the first year of this Council term, Council was provided various training and conference opportunities to participate in during the year. Education and training will continue through the term of this Council. Administration continues to work on the review of Council Committees to be presented to Council in the near future.

Proposed 2024 Activities

The 2024 budget includes the continuation of the Municipal Grants Program as per the Council approved policy. The intake period for the 2024 Municipal Grant applications was available in September with an application deadline of September 30, 2023. The grant applications have been received and once the Municipal Grants Committee has had an opportunity to review and prepare their recommendation, the report will be presented to Council for approval including this upcoming year's Municipal Community Partners.

For 2024, members of Council will continue to represent the Municipality through attendance at and participation in various conferences, community events and meetings

with upper levels of government. The 2024 budget includes costs to support the Mayor with her position on the Association of Municipalities of Ontario (AMO) Board.

In 2024, the funding for the 2022 Reinvent this Space is carried forward through the reserve transfer. Given Council's direction, incremental funding for this program is not included in the 2024 budget.

The increase in Other Operating Expenses is intended to support the Mayor's Youth Advisory Committee (MYAC) for their meeting needs in addition to t-shirts or other materials to incentivize the Youth on this Committee. Other expenses also include general expenses for Council and local high school scholarships.

2024 Operating Budget for Council



Department: 0910 - Council Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
18999-Miscellaneous Revenue	100	-	-	-	-
Sub-Total Operating Revenue	100	-	-	-	-
19000-Reserve Transfers	8,073	20,000	5,744	(14,256)	(71.28%)
Sub-Total Non-Operating Revenue	8,073	20,000	5,744	(14,256)	(71.28%)
Total Revenue	8,173	20,000	5,744	(14,256)	(71.28%)
Expense:					
35000-Salaries & Benefits	244,440	284,808	286,911	2,102	.74%
36400-Grants to Non-Profits	178,689	179,000	174,000	(5,000)	(2.79%)
37010-Office Supplies	754	750	750	-	-
37015-Board Expenses	655	1,000	1,000	-	-
37020-Dues & Memberships	25	500	500	-	-
37030-Travel & Mileage	1,239	1,000	1,500	500	50.00%
37040-Training	12,277	13,500	10,000	(3,500)	(25.93%)
37050-Conferences	20,069	17,500	17,500	-	-
37130-Advertising & Promotion	275	1,000	-	(1,000)	(100.00%)
37140-Insurance Expense	3,645	1,952	4,010	2,058	105.40%
37928-Community Improvement Plan &	5,427	15,000	5,744	(9,256)	(61.71%)
37950-Professional Services	-	5,000	-	(5,000)	(100.00%)
37990-Other Operating Expenses	7,157	13,500	15,000	1,500	11.11%
Total Expense	474,652	534,511	516,914	(17,596)	(3.29%)
Net Total	(466,479)	(514,511)	(511,171)	3,340	(.65%)



2024 Budget

Office of the Chief Administrative Officer - 0900

Description

The Office of the Chief Administrative Officer (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 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 and Public Relations department as well as General Counsel and Indigenous Community Liaison.

Staffing

The CAO is the sole employee of Municipal Council. Staffing costs in this budget include the CAO, the Executive Assistant to the CAO and Mayor, as well as General Counsel and Indigenous Community Liaison.

The 2023 budget included 9-months of funding for the role of General Counsel and Indigenous Community Liaison. This position has been included in the 2024 budget for the entire year as the importance of this position continues to increase in keeping with the Strategic Plan and as identified in the Organizational Review.

2023 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 2023. The CAO ensures that recommendations from Administration reflect the values of Council and support the Municipality's Strategic Plan.

In 2023, the major corporate initiatives included (but were not limited to):

- Continued reinvestment and reconstruction of many core infrastructure projects including bridges, roads, and drainage projects.
- Completed the purchase of strategic lands to start implementing the Waterfront Destination Master Plan. These purchases support the development of the limited

lands available to promote the Leamington Waterfront District as a destination for residents and tourists alike.

- Continued to elevate the profile of the Northeast Sanitary Trunk Sewer Line to both the Federal and Provincial Governments and other partners. Explored unique and creative options for the financing and development for the proposed Northeast Sanitary Trunk Sewer.
- Continued to advise on the Boarding House and Farm Help Dwelling Study and Light Abatement by-law on-going appeals and negotiations as it related to these important policies.
- Commenced the Community Risk Assessment and Fire Services Master Plan to ensure the Municipality has the appropriate level of fire protection. Both the Community Risk Assessment as well as the draft Fire Master Plan have been reviewed by Senior Administration and comments have been submitted for further consideration to the consultant.
- Initiated the Municipality's Organizational Review, with the overarching goal of modernizing the Municipality's structure to improve service delivery and meet the expectations of the Leamington community.
- Continued the implementation of the deliverables identified in the completed Service Delivery Reviews (Corporate, By-law and Information Technology) and Records and Information Management System Review Project - Recommendation Report as well as the completion of a Development Approval Review Process.
- Continued to leverage strategic partnerships with local organizations, including the Invest Windsor Essex, Tourism Windsor-Essex Pelee Island, the University of Windsor, and St. Clair College, to support Leamington businesses.
- Further expanded the role of the General Counsel and Indigenous Community Liaison position to recognize the significance of the relationship and to ensure consistent communications with the Caldwell First Nation (CFN) including the CFN Gas Station Water Agreement and future Development Service Agreement.
- Planned for and initiated recruitment for a new Director of Community and Development Services due to an upcoming retirement.
- Managed various property files including 399 Erie Street property management and the request for proposals award for the development of 125 Talbot Street West.
- Reviewed, drafted and/or updated several by-laws and policies including the following:
 - Salaried; Sponsorship, Donations and Recognition; Notice, and Public Conduct Policies.

- Council Procedural, Committee of Adjustment Procedural, Committee of Adjustment Continuing, Special Events, Delegation of Powers and Duties By-laws.
- Managed the RFP process, award and project management of the Municipality's Official Plan and Zoning By-law Review.
- Supported the incorporation of Union Water Inc. through the review of all drafted corporate documents.
- Managed long-standing litigation files.
- Initiated the review of Council Committees with recommendations to be presented to Council in the near future.

Proposed 2024 Activities

In 2024, the Office of the CAO will continue to work with Council and lead Administration in support of the Municipality's Strategic Plan. The focus will be on Growing Leamington, Building Leamington's Community Fabric, and Striving for Organizational Excellence.

Growing Leamington

- Support infrastructure investments, including the Northeast Trunk Sewer Line, that will realize on commercial, industrial, and residential growth;
- Investing in infrastructure projects and encouraging private sector investment in the Uptown;
- Advancement of the Waterfront Destination Master Plan; and
- Continuing to foster the relationship with Caldwell First Nation.

Building Leamington's Community Fabric

- Securing a development partner to build attainable housing at 125 Talbot Street West;
- Support other strategic economic areas through a Community Improvement Plan;
- Continue to build on the relationships with the University of Windsor and St. Clair College; and
- Create and implement an Arts & Cultural Master Plan.

Striving for Organizational Excellence

- Develop a talent attraction and retention strategy;
- Champion Diversity, Equity, and Inclusion within Administration;
- Continue to identify new opportunities for Council and Staff training and education; and
- Focus on continuous improvement and modernization in service delivery.

In support of the strategic plan, the Office of the CAO will recommend opportunities for implementation based on the final organizational review including Diversity, Equality,

and Inclusion initiatives; continue to work with the CFN on required service agreements and support First Nation Engagement in the Municipality's initiatives; lead and monitor the deliverables on the Official Plan and Zoning By-law Update; and complete an accessibility review.

In addition, the Office of the CAO will be instrumental in ensuring the coordination of Leamington's 150th Anniversary Celebration.

2024 Operating Budget for Council



Department: 0900 - Office of the CAO

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	15,627	346,400	270,000	(76,400)	(22.06%)
Total Revenue	15,627	346,400	270,000	(76,400)	(22.06%)
Expense:					
35000-Salaries & Benefits	436,467	553,069	625,960	72,891	13.18%
37010-Office Supplies	111	250	250	-	-
37020-Dues & Memberships	7,449	9,400	9,400	-	-
37030-Travel & Mileage	1,598	2,000	2,000	-	-
37040-Training	2,110	3,600	3,600	-	-
37050-Conferences	10,301	9,000	9,000	-	-
37100-Corporate Initiatives	4,588	32,000	182,000	150,000	468.75%
37950-Professional Services	83,870	346,400	275,000	(71,400)	(20.61%)
37990-Other Operating Expenses	1,003	500	500	-	-
Total Expense	547,497	956,219	1,107,710	151,491	15.84%
Net Total	(531,870)	(609,819)	(837,710)	(227,891)	37.37%



2024 Budget

Communications and Public Relations - 0950

Description

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

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

Staffing

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

2023 Year Performance

The following are key projects/initiatives that were undertaken in 2023:

- Provided communications support for recurring initiatives and services in all municipal service areas and the Mayor's Office, along with several new services, programs, and opportunities for public engagement.
- Developed policies related to sponsorship, advertising, naming rights, donation, and recognition to establish corporate-wide standards and a consistent and transparent process to ensure the Municipality's corporate image, assets and interests are safeguarded.
- Issued 125 media releases and public communications and 120 employee communications.
- Developed and issued 774 social media posts and moderated comments across the Municipality's four social media sites.

- Enhanced online service delivery and community engagement through management and promotion of:
 - **Leamington.ca**, the municipal website, which is the Municipality's main source of sharing municipal information. In 2023, website traffic totaled just over 169,000 site visits.
 - **MyLeamington**, the Municipality's self-serve online portal for Leamington municipal services, includes the ability to report and track a municipal issue. Since its launch, the Municipality has gained 923 registered users, with 342 issues reported online.
 - **Let's Talk Leamington**, the Municipality's interactive online space for residents to learn about municipal projects and programs, share feedback, and contribute ideas. Since its release, 20 community engagement projects have been launched with 19,153 site visits and gained 560 registered users.
 - **Leamington Alerts**, the Municipality's emergency notification system. This year, the department transitioned to a new service provider (Alertable) to create a better customer experience. Leamington Alerts has 3,990 registered users.
- Developed and implemented communications strategies to increase ridership for the Municipality's transit systems (LTW and LTGO).
- Continued with the implementation of the Visual Identity Standards Policy to achieve corporate-wide brand consistency and professionalism. 2023 activities included the design and rebranding of By-law Enforcement vehicles.

Proposed 2024 Activities

New in 2024, taxation-funded departments with budget lines for Advertising & Promotion have been consolidated within the Communications and Public Relations budget. This is a similar approach to the way in which the Municipality's Information Technology budget is prepared with consultation from departments that require that support and expertise as well as this aligns with the findings of the Organizational Review.

The following are some of the proposed 2024 activities:

- Continue to provide communications support for recurring initiatives and services in all municipal service areas and the Mayor's Office along with new services, programs, and opportunities for public engagement.
- Revise the Municipality's social media policy to ensure it remains relevant, compliant, and effective in the face of evolving technology and societal changes.

- Continue to promote contact-free online municipal services to increase registrations and foster community engagement in municipal projects and initiatives.
- Manage public engagement projects and communication activities, including the Official Plan and Zoning By-law review, waterfront development, etc.
- Lead promotion of Leamington's 150th anniversary celebration.

2024 Operating Budget for Council



Department: 0950 - Communications and Public Relations

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	210,113	246,605	257,616	11,011	4.47%
37010-Office Supplies	197	200	200	-	-
37020-Dues & Memberships	3,466	5,715	5,995	280	4.90%
37030-Travel & Mileage	-	150	250	100	66.67%
37040-Training	840	1,100	700	(400)	(36.36%)
37050-Conferences	831	750	2,000	1,250	166.67%
37130-Advertising & Promotion	2,889	5,000	27,000	22,000	440.00%
37990-Other Operating Expenses	-	500	500	-	-
Total Expense	218,335	260,020	294,261	34,241	13.17%
Net Total	(218,335)	(260,020)	(294,261)	(34,241)	13.17%



2024 Budget

Special Events - 0930

Description

Special Events is part of the Office of the CAO's area. Responsibilities include municipally sponsored events, as well as special events coordination and support. Administration of these projects is managed by various service areas.

Staffing

Special Events currently includes 50% of a Special Events Coordinator full-time contract. This position was hired as a 14-month contract and is shared with Legislative Services.

2023 Year Performance

In 2023, this department included all costs for municipally sponsored events including the Windsor Symphony Community Concert that took place at the Sunset® Amphitheatre and Canada Day Fireworks costs.

This department also included the funding to support the 2023 Music Onthe42 Concert Series and the financial support for Mill Street Markets. As planned in 2023, the Municipality partnered with the Sun Parlour Players Community Theatre (Bank Theatre) and the South Essex Arts Association (SEAA) to deliver these municipally sponsored special events.

Proposed 2024 Activities

As 2024 marks the celebration of Leamington's 150th anniversary, additional funding to support local events throughout the year are included in this budget.

The Special Events budget also includes a partnership with Wings Over Water Leamington to sponsor a free, open to the public, air show on the afternoon of Friday, September 27th. Ticketed air shows will take place on Friday, September 27th between the hours of 5:00 PM and 7:30 PM, Saturday, September 28th between the hours of 1:00 PM to 4:00 PM, and Sunday, September 29th, between 1:00PM to 4:00PM.

The 2024 budget continues to include funding for all municipally sponsored events including the Windsor Symphony Performance, Canada Day Fireworks, and financial support for the 2024 Music Onthe42 Concert Series with the Bank Theatre, Mill Street Markets with SEAA, and Public Works staff support for Hogs for Hospice.

2024 Operating Budget for Council



Department: 0930 - Special Events

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	-	-	34,858	34,858	100.00%
Total Revenue	-	-	34,858	34,858	100.00%
Expense:					
35000-Salaries & Benefits	1,745	34,859	41,358	6,499	18.64%
37100-Corporate Initiatives	25,200	25,000	200,000	175,000	700.00%
37990-Other Operating Expenses	33,560	34,000	36,000	2,000	5.88%
42901-Hogs for Hospice	3,020	-	4,792	4,792	100.00%
42902-Summer Concert Series	104,607	106,000	101,372	(4,628)	(4.37%)
42903-Mill St. Markets	57,135	55,000	63,631	8,632	15.69%
Sub-Total Operating Expense	225,267	254,859	447,154	192,295	75.45%
69000-Reserve Transfers	34,858	-	-	-	-
Sub-Total Non-Operating Expense	34,858	-	-	-	-
Total Expense	260,125	254,859	447,154	192,295	75.45%
Net Total	(260,125)	(254,859)	(412,296)	(157,437)	61.77%

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2024 Budget

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 general 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 Wastewater (PCC) departments for which retiree costs are allocated directly to their particular budgets.

2023 Year Performance

Property tax and supplemental tax revenues, which are in-year assessment changes for multiple years, are 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. Interest income is also more than expected due to conservative budgeting as well as increased taxes receivable.

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 area and does not impact the general ratepayer.

Development charge (DC) discounts are the Municipality's portion of the required funding from the Province's Bill 23, More Homes Built Faster Act, 2022. This is a result of the required phasing-in of the new DC By-law. As well the Province's legislation under

Bill 108 which establishes the DC for all developments occurring within two years of a Site Plan or Zoning By-law Amendment planning approval (for applications made after January 1, 2020), be based on the DC By-law in effect on the day of Site Plan or Zoning By-law Amendment application (acceptance).

Professional Services and Property Maintenance include costs related to operating the Municipal Building as well as owning the vacant property at 125 Talbot Street West and the Waterfront properties. The costs of owning these new properties are funded through the contingency reserve as they are anticipated to be temporary in nature.

Proposed 2024 Activities

The General Government budget includes taxation revenues and related tax adjustments. The 2024 property assessments have been estimated in this budget based on the 2023 information from MPAC with adjustments received within the year regarding 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 2024. The Municipality's portion of this funding decreased a further \$127,500 from prior years.

A review of known assessment appeals, anticipated write-offs, and prior year trending 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 2024 budget request includes costs to provide continued support for the BIA as requested, ERCA as anticipated, and LTVCA at their respective draft budgets.

Costs to maintain the Municipal Office and its grounds are included under this budget. Funding for a third-party property manager for the waterfront property is included in the 2024 budget, funded through the Contingency Reserve and therefore, has no impact on taxation. A provision for the ongoing maintenance costs of 125 Talbot Street West is also included.

Capital expenditures for General Government include facility improvements at the Municipal Office including renovations to optimally use office and desk space, the replacement of municipal office furniture, as well as a placeholder for work to be completed with the Tomato currently located beside the Leamington Arts Centre. Options, based on the assessment recently completed, will be presented to Council and a funding strategy based on that decision will be determined at that time. This project is financially supported through the generous donations in memory of Mr. Bill Chaplin. The 2024 budget also includes land acquisition for a parking lot near the waterfront. Carry-forward projects includes the lifecycle replacement of the roof top chiller and upgrade of the HVAC automation system at the Municipal Building, as well as the final completion of the generator project.

2024 Operating Budget for Council



Department: 0520 - General Government

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	32,002,101	31,871,792	33,162,374	1,290,582	4.05%
11100-Payments in Lieu of Tax Levies	392,709	410,156	356,974	(53,182)	(12.97%)
11200-Supplemental Taxation Revenue	1,221,577	500,000	550,000	50,000	10.00%
11320-Other Levies	136,589	136,500	140,595	4,095	3.00%
11330-Grants in Lieu of Tax Levies	6,675	6,675	6,675	-	-
12000-Grant Revenue	1,676,204	1,679,800	1,552,300	(127,500)	(7.59%)
13000-Fees and Service Revenue	163,931	3,500	6,600	3,100	88.57%
13870-Rental Revenue	15,334	5,655	5,768	113	2.00%
15400-Sponsorship Revenue	135,000	165,000	130,000	(35,000)	(21.21%)
18991-Dividend Income	460,043	450,000	450,000	-	-
18992-Interest Income	938,562	498,000	573,000	75,000	15.06%
18999-Miscellaneous Revenue	6,871	-	4,700	4,700	100.00%
Sub-Total Operating Revenue	<u>37,155,596</u>	<u>35,727,078</u>	<u>36,938,986</u>	<u>1,211,908</u>	<u>3.39%</u>
19000-Reserve Transfers	501,319	286,761	189,480	(97,281)	(33.92%)
Sub-Total Non-Operating Revenue	<u>501,319</u>	<u>286,761</u>	<u>189,480</u>	<u>(97,281)</u>	<u>(33.92%)</u>
Total Revenue	<u>37,656,915</u>	<u>36,013,839</u>	<u>37,128,466</u>	<u>1,114,627</u>	<u>3.09%</u>
Expense:					
35000-Salaries & Benefits	248,769	267,919	325,625	57,706	21.54%
36300-Tax Adjustment	355,225	614,120	462,702	(151,418)	(24.66%)
36401-Levies to Other Organizations	408,021	399,002	425,972	26,970	6.76%
36500-Development Charge Discounts	447,084	-	-	-	-
37010-Office Supplies	71	-	-	-	-
37020-Dues & Memberships	11,983	13,265	12,180	(1,085)	(8.18%)
37040-Training	140	1,250	1,500	250	20.00%
37110-Telecommunications Usage	-	540	-	(540)	(100.00%)
37140-Insurance Expense	219,830	208,826	239,500	30,674	14.69%
37832-Credit, Debit & Bank Charges	7,281	7,000	10,000	3,000	42.86%
37950-Professional Services	71,865	92,739	26,458	(66,281)	(71.47%)
37960-Dispatch Fees	15,481	16,000	16,500	500	3.13%
37990-Other Operating Expenses	28,520	11,200	14,000	2,800	25.00%
47400-Building Maintenance	188,380	262,151	254,186	(7,965)	(3.04%)
47410-Equipment Maintenance	556	1,000	2,000	1,000	100.00%
47470-Property Maintenance	17,946	144,250	118,583	(25,667)	(17.79%)
48545-Vehicle/Equipment Fuel	759	1,000	1,200	200	20.00%
Sub-Total Operating Expense	<u>2,021,911</u>	<u>2,040,262</u>	<u>1,910,406</u>	<u>(129,856)</u>	<u>(6.36%)</u>

2024 Operating Budget for Council



Department: 0520 - General Government

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
56000-Debt Charges	237,424	468,348	468,348	-	-
69000-Reserve Transfers	599,652	441,000	406,000	(35,000)	(7.94%)
69040-Capital Transfers	-	177,500	87,940	(89,560)	(50.46%)
Sub-Total Non-Operating Expense	837,076	1,086,848	962,288	(124,560)	(11.46%)
Total Expense	2,858,988	3,127,111	2,872,694	(254,416)	(8.14%)
Net Total	34,797,928	32,886,728	34,255,772	1,369,043	4.16%

2024 Capital Budget



Division: Finance and Business Services

Department: 0520 - General Government

Project #	Title	Description	2024 Budget	Net From Revenue
GEN-001	Office Furniture	Ergonomic and general lifecycle replacement.	25,000	-
GEN-004	Machinery & Equipment	Completion of 2023 project. Generator for emergency center and evacuation location.	1,763,920	-
GEN-005	Land	Acquisition of parking lot facilities near the waterfront.	500,000	-
GEN-006	Tomato Revitalization	Refurbish or replace tomato.	50,000	22,940
GEN-009	Municipal Building Improvements	Design and reconfigure office spaces at the Municipal Office.	200,000	-
GEN-010	Chiller Unit Replacement	Completion of 2023 project. Replacement of roof top chiller unit at the Municipal Building.	350,000	50,000
GEN-011	HVAC Automation	Completion of 2023 project. Upgrade/replacement of HVAC automation system at the Municipal Building.	40,000	15,000
			2,928,920	87,940

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0520 - General Government

Project #	Project Name	2024	2025	2026	2027	2028
GEN-001	Office Furniture	25,000	20,000	20,000	20,000	10,000
GEN-004	Machinery & Equipment	1,763,920	-	-	-	-
GEN-005	Land	500,000	-	-	-	-
GEN-006	Tomato Revitalization	50,000	-	-	-	-
GEN-009	Municipal Building Improvements	200,000	50,000	50,000	50,000	50,000
GEN-010	Chiller Unit Replacement	350,000	-	-	-	-
GEN-011	HVAC Automation	40,000	-	-	-	-
		2,928,920	70,000	70,000	70,000	60,000



2024 Budget

Finance and Business Services - 0500

Description

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

Staffing

Finance currently includes a Payroll Administrator, an Accounts Payable Clerk, a Property Tax Clerk, a Property Tax Specialist, a General Accountant, a Financial Analyst, an Asset Management Specialist, a 50% allocation of the Supervisor of Accounting, a Manager of Revenue and Financial Planning, a Manager of Accounting Services, and the Director of Finance and Business Services.

Finance also includes 2 Utility Billing Clerks that are 100% allocated to Water and Wastewater (PCC).

The 2024 Budget proposes a second Accounting Supervisor fully allocated to Finance and contracted for 12 months to support operations while Finance staff are seconded to the Human Resources Information System (HRIS) project with HR which includes the implementation of time and attendance as well as payroll.

2023 Year Performance

The following are key projects/initiatives that were undertaken in 2023:

- Completed the annual audit and year-end financial close with provincial submissions (Annual Financial Information Return) and a detailed variance analysis.
- Completed Municipal Finance Training with a focus on Municipal Taxation, Municipal Budgeting (Operating, Capital, Reserves and Debt), Development Charges and Asset Management Planning for Council and the Public.

- Completed an asset management program development project with PSD Citywide Inc. and are working towards an updated asset management plan including proposed service levels as part of the next requirement, due July 1, 2024, to support the Province's asset management planning regulation.
- Prepared asset management training material for staff and Council.
- Coordinated, compiled, and presented 2024 Fees to Council.
- Continued to support the establishment of Union Water Inc. and provided financial support (payroll, accounts payable, treasury, reconciliations, year end and audit work) for UWSS Joint Board of Management.
- Prepared the 2023 and 2024 budgets for Council approval.
- Supported Human Resources (HR) during the January 1, 2023, transition to offer all non-full-time employees OMERS pension benefits by attending meetings to ensure efficient and accurate transition, updating payroll records, and providing calculations for submission to OMERS.
- Began working with WFCU to beta test their new cheque clearing process designed to improve efficiencies in treasury and reconciliation processes.
- Continued implementing process improvements that support departmental efficiencies and support Council's strategic plan.
- Focused on training new staff and adjusting responsibilities to ensure all expected service levels were maintained.

The following regular occurring tasks were completed by the Finance team as of mid-November:

- More than 9,200 invoices were processed, and payments were issued (via cheque, electronic funds transfer, or pre-authorized payment) to over 1,000 different vendors/suppliers.
- More than 900 Accounts Receivable invoices were issued to customers.
- Over 7,200 timesheets were entered in the financial system so that payroll could be processed for more than 420 employees, 66 of which were new hires during the year.
- Approximately 22,400 property tax notices (interim and final) were issued.
- About 420 ownership changes were processed for properties and more than 360 tax certificates were processed.
- Approximately 96,000 water and wastewater bills were issued.
- More than 5,900 credit card payments were processed (majority of these transactions being for transit, dog tags, water and wastewater bills, and Building Services' Cloudpermit applications)

In addition to providing services to external customers and vendors and responding to hundreds of inquiries each month, Finance also supports the Municipality's internal departments. Support is provided corporate wide, but some specific areas are cash receipting, pension calculations for OMERS filings, review and processing of drainage billings, cemetery reporting, various grant reporting for capital and drainage grants, business licensing, and the Municipality's Community Improvement Program (CIP).

Proposed 2024 Activities

The 2024 budget for Finance provides for continued provision of the core treasury and financial services to support ratepayers and operational functions across the Corporation. Throughout the year, Finance expects to expand contact-free service delivery, specifically in the area of collection of Planning Services revenues, and modernize processes to enhance internal and external services in support of Council's strategic plan.

Finance will lead the HRIS implementation with HR as the primary focus will be payroll and time and attendance which impacts every municipal staff member, Council member, and retiree. This project is expected to be completed within the year.

In 2024, Finance will complete the update as required by the Province for the Municipality's asset management plan.

Finance will also support the transition of the UWSS Joint Board of Management to the new corporation of Union Water Inc. This full transition is expected to be complete by January 1, 2024. However, Finance will need to complete the 2023 year-end activities and audit. All work for UWSS Joint Board of Management is expected to be complete by May 2024.

In 2024, it will be a priority for Finance to complete quarterly variance analysis and further policy developments.

2024 Operating Budget for Council



Department: 0500 - Finance and Business Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	14,555	-	-	-	-
13000-Fees and Service Revenue	69,378	76,500	70,000	(6,500)	(8.50%)
18990-Recoveries	113,463	113,420	113,507	87	.08%
18992-Interest Income	4,911,348	1,336,011	1,486,011	150,000	11.23%
18999-Miscellaneous Revenue	57,099	17,500	25,000	7,500	42.86%
Sub-Total Operating Revenue	5,165,843	1,543,431	1,694,518	151,087	9.79%
19000-Reserve Transfers	5,069	15,752	116,598	100,846	640.21%
Sub-Total Non-Operating Revenue	5,069	15,752	116,598	100,846	640.21%
Total Revenue	5,170,912	1,559,183	1,811,116	251,933	16.16%
Expense:					
35000-Salaries & Benefits	1,119,213	1,361,389	1,513,815	152,427	11.20%
37010-Office Supplies	46,272	45,000	48,500	3,500	7.78%
37020-Dues & Memberships	6,841	8,938	9,015	77	.86%
37030-Travel & Mileage	-	-	850	850	100.00%
37040-Training	1,170	11,000	12,000	1,000	9.09%
37050-Conferences	6,568	9,500	10,300	800	8.42%
37054-Recruitment Expenses	-	-	1,500	1,500	100.00%
37130-Advertising & Promotion	504	700	-	(700)	(100.00%)
37832-Credit, Debit & Bank Charges	10,756	13,000	23,000	10,000	76.92%
37950-Professional Services	19,107	47,500	50,000	2,500	5.26%
37990-Other Operating Expenses	184	500	-	(500)	(100.00%)
44000-Ergonomics	61	500	-	(500)	(100.00%)
Total Expense	1,210,676	1,498,027	1,668,980	170,954	11.41%
Net Total	3,960,236	61,156	142,136	80,980	132.41%



2024 Budget

Information Technology Services - 0510

Description

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

2023 Year Activities

In 2023, IT Services continued to enhance and further expand the Municipality's security measures for all infrastructure, including the implementation of a new software to detect and assess vulnerabilities across the network.

IT Services also upgraded the outdoor wireless access point infrastructure at the Marina. As well, the project to replace the LED sign at Seacliff Park was completed.

In support of the IT Service Delivery Review, IT Services developed a Business Continuity Plan as well as an Incident Response Plan to ensure the organization's ability to maintain essential processes before, during, and after a disaster or incident.

IT Services continued to maintain and support Municipal staff to work remotely or hybrid in a safe, secure, and effective manner. The Municipality's continued investment in IT infrastructure allowed the flexibility for this hybrid work model while maintaining a security focus for the new modern workplace. IT Services handled approximately 3,000 helpdesk requests in the past year, and staff's commitment and dedication were required to meet many tight timelines again this year and the IT Services staff delivered in this regard.

Proposed 2024 Activities

In 2024, IT Services will continue to enhance and strengthen the Municipality's security posture by implementing new software to detect and assess security threats. IT Services will upgrade the phone system for all facilities. This project will investigate new features and enhancements for voice technology and will consider a hybrid model of on premise and cloud solutions for the infrastructure.

In support of the IT Service Delivery Review, IT Services will develop a Cloud Strategy to move additional services and infrastructure off premise. The strategy will also focus on securing the cloud posture for all existing services in the cloud.

In support of the organizational Service Delivery Review and Council's Strategic direction, IT Services will support the implementation of a Human Resources Information System to standardize recruitment, onboarding and orientation procedures as this opportunity was identified.

2024 projects include continued enhancements with GIS Services for open data initiatives as well as mapping infrastructure. GIS Services will build additional layers to support internal operations and provide further integration with other software applications.

2024 Operating Budget for Council



Department: 0510 - Information Technology Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
18999-Miscellaneous Revenue	1,710	-	-	-	-
Sub-Total Operating Revenue	1,710	-	-	-	-
19000-Reserve Transfers	-	110,000	50,000	(60,000)	(54.55%)
Sub-Total Non-Operating Revenue	-	110,000	50,000	(60,000)	(54.55%)
Total Revenue	1,710	110,000	50,000	(60,000)	(54.55%)
Expense:					
35000-Salaries & Benefits	462,087	569,339	590,459	21,120	3.71%
37010-Office Supplies	1,564	2,500	2,500	-	-
37020-Dues & Memberships	799	1,600	1,600	-	-
37030-Travel & Mileage	336	1,000	1,000	-	-
37040-Training	152	6,000	4,500	(1,500)	(25.00%)
37050-Conferences	4,899	5,000	5,500	500	10.00%
37110-Telecommunications Usage	79,499	90,000	96,750	6,750	7.50%
37140-Insurance Expense	26,418	27,193	28,448	1,255	4.62%
37250-Tech Hardware Purchases	8,725	11,000	16,000	5,000	45.45%
37270-Software Purchases	32,932	166,000	148,000	(18,000)	(10.84%)
37280-Telecommunication Purchases	4,695	11,000	11,000	-	-
37950-Professional Services	28,981	75,000	90,000	15,000	20.00%
37987-Telecom Maintenance & Support	11,226	18,750	13,250	(5,500)	(29.33%)
37990-Other Operating Expenses	521	3,250	3,250	-	-
37992-Office Equipment Rental/Lease	7,547	12,400	8,000	(4,400)	(35.48%)
37993-Office Equipment Maintenance	11,798	8,000	10,000	2,000	25.00%
37994-Tech Hardware Maintenance & Support	2,134	10,000	10,000	-	-
37995-Software Licensing & Support	319,554	351,900	332,250	(19,650)	(5.58%)
Sub-Total Operating Expense	1,003,868	1,369,932	1,372,507	2,575	.19%
69000-Reserve Transfers	100,000	100,000	100,000	-	-
69040-Capital Transfers	-	80,000	80,000	-	-
Sub-Total Non-Operating Expense	100,000	180,000	180,000	-	-
Total Expense	1,103,868	1,549,932	1,552,507	2,575	.17%
Net Total	(1,102,158)	(1,439,932)	(1,502,507)	(62,575)	4.35%

2024 Capital Budget



Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Title	Description	2024 Budget	Net From Revenue
IT-001	Tech Equipment	Replacement of various equipment including a plotter, cameras at the Municipal Office, laptops, monitors and tablets. Completion of 2023 project for security setup/DMZ for online modules.	75,000	20,000
IT-002	Network Equipment	Upgrades/replacement to switches and routers.	15,000	15,000
IT-003	Communications Equipment	Phone system upgrade/replacement and security access control for fire department.	70,000	45,000
			160,000	80,000

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Project Name	2024	2025	2026	2027	2028
IT-001 - Tech Equipment		75,000	50,000	200,000	100,000	100,000
IT-002 - Network Equipment		15,000	175,000	50,000	50,000	50,000
IT-003 - Communications Equipment		70,000	15,000	10,000	15,000	15,000
		160,000	240,000	260,000	165,000	165,000



2024 Budget

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) provide police services for the Municipality under a purchase of service agreement and in accordance with section 10 of the Police Services Act (PSA). The current service agreement dated April 28, 2022, commenced on July 12, 2022, with the OPP for a three-year term expiring in December 2025 or the date that the Community Safety and Policing Act, 2019 comes into force.

As required under section 10 of the PSA, the Municipality is required to maintain a Leamington Police Services Board (PSB) that will generally determine objectives and priorities for Police Services within the community in consultation with the Detachment Commander or his or her designate. The Commissioner is committed to ensuring that the Detachment Commander of the Essex OPP Detachment responds appropriately to the Board's advice and priorities in a manner consistent with the Board's identified concerns, expectations, and needs.

Staffing

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

2023 Year Performance

The performance of the Leamington OPP Detachment is reported to the Committee throughout the year. Minutes of the Committee meetings are also provided to Council.

Proposed 2024 Activities

Revenues assist with offsetting operational costs. The Police Services budget includes provincial grant funding for court security and prisoner transportation, RIDE programs, community policing and court room rental. In addition, fees, established by OPP, for fingerprints, police reports and record checks are recorded within this department.

The Police Services budget is predominantly made up of operational costs for policing under the OPP service contract. The 2024 OPP service contract is \$5,761,729 (2023 - \$5,798,537). 2024 Policing costs decreased by 0.63% over prior year's costs and represents 95% of total operating expenditures for this department.

The Municipality owns the Police Services Building, which is an aging structure and requires continued maintenance and capital investment. Costs to operate and maintain the facility are presented as part of this budget including hydro, gas, and other service contracts. There is a slight increase related to the utilities in the facility projected for 2024. The capital budget includes facility upgrades as required to the aging building and court house, including lighting upgrades. A contribution to reserve is included in the 2024 budget for the purposes of lifecycle replacement for the aging facility or to fund enhanced service levels from the OPP.

The Police Services Reserve has a budgeted ending balance of \$1,437,000 of which \$400,000 has been earmarked for enhanced service levels.

2024 Operating Budget for Council



Department: 0530 - Police Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	15,310	53,483	33,500	(19,983)	(37.36%)
13000-Fees and Service Revenue	24,075	17,000	28,200	11,200	65.88%
13870-Rental Revenue	17,999	24,495	24,495	-	-
18999-Miscellaneous Revenue	952	-	-	-	-
Total Revenue	58,337	94,978	86,195	(8,783)	(9.25%)
Expense:					
35000-Salaries & Benefits	103,929	112,984	116,621	3,637	3.22%
37020-Dues & Memberships	55	1,550	1,550	-	-
37050-Conferences	-	1,000	1,000	-	-
37140-Insurance Expense	21,161	21,733	23,277	1,544	7.10%
37915-Police Programs	12,870	14,483	14,500	17	.12%
37964-OPP Contract	4,832,110	5,798,537	5,761,729	(36,808)	(.63%)
37990-Other Operating Expenses	1,607	-	-	-	-
47400-Building Maintenance	66,814	121,507	137,986	16,479	13.56%
47470-Property Maintenance	842	1,897	1,646	(251)	(13.23%)
Sub-Total Operating Expense	5,039,389	6,073,691	6,058,309	(15,382)	(.25%)
56000-Debt Charges	17,891	35,783	35,783	-	-
69000-Reserve Transfers	952	-	100,000	100,000	100.00%
69040-Capital Transfers	-	54,000	50,000	(4,000)	(7.41%)
Sub-Total Non-Operating Expense	18,844	89,783	185,783	96,000	106.92%
Total Expense	5,058,232	6,163,473	6,244,091	80,618	1.31%
Net Total	(4,999,895)	(6,068,495)	(6,157,896)	(89,401)	1.47%

2024 Capital Budget



Division: Finance and Business Services

Department: 0530 - Police Services

Project #	Title	Description	2024 Budget	Net From Revenue
POLICE-001	Annual Facility Renovation	Facility upgrades as required to aging building and court house, including lighting upgrades.	50,000	50,000
			50,000	50,000

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0530 - Police Services

Project #	Project Name	2024	2025	2026	2027	2028
POLICE-001	Annual Facility Renovation	50,000	50,000	50,000	50,000	50,000
		50,000	50,000	50,000	50,000	50,000



2024 Budget

Legal Services - 0300

Description

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

Staffing

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

2023 Year Performance

A significant amount of time was devoted to matters related to greenhouse growth, development and regulation including resolution of outstanding complaints to the *Normal Farm Practices and Protection Act*, as well as prosecuting 87 plus charges laid pursuant to the Greenhouse Light Emission By-law. These activities are in addition to time spent assisting the development application process.

The following are other major activities that were undertaken as of November 8, 2023:

- Processed 116 property information requests, including 9 3-day rush requests.
- Attended at 5 sittings of the Property Standards Appeal Committee. Prepared for 13 matters, presented evidence, and made submissions regarding 7 matters (6 resolved with work being completed).
- Attended at 7 sittings of the Appeal Committee, presenting 11 matters, including 1 highly contentious matter.

- Commenced 4 Plaintiff's Claim for unpaid accounts.
- Drafted, issued, and submitted numerous filings with the Registrar for the Superior Court of Justice (including Small Claims Court), Divisional Court and Court of Appeal for Ontario and Supreme Court of Canada including applications, affidavits, motion material and application records including:
 - An application for an injunction was commenced to permanently restrain a property owner from unlawfully using property within the Municipality for a waste disposal and recovery of damages for damage done to Municipal Property
 - An application for Judicial Review before the Divisional Court with respect to a decision from the Ontario Energy Board re: Enbridge Franchise Agreement
 - Commenced an application to enforce the Zoning By-law and Building Code Act
 - Successfully argued an appeal at the Ontario Court of Appeal regarding a Business License matter
 - Responded to a leave application to the Supreme Court of Canada
- Drafted, issued, and submitted appropriate filings before numerous administrative tribunals, including:
 - Responding to 4 applications before the Ontario Land Tribunal, with respect to appeals of decisions of Council and the Committee of Adjustment.
 - Appealing the Municipal Property Assessment Corporation's decision to downwardly adjust the assessed value of a property and responding to an appeal commenced by an owner seeking reduction of their assessed property value before the Assessment Review Board.
 - Additional appearances before Farm Debt Mediation.
- Managed and coordinated a settlement before the Normal Farm Practices Protection Board in connection with the numerous applications by greenhouse developers related to the Greenhouse Light Abatement By-law, together with preparation of a replacement by-law.
- Managed on-going litigation regarding the Boarding House and Farm Help Dwelling By-law.
- Managed various several Provincial Offences Act matters, including ongoing prosecutions under the Reopening Ontario Act, 2020.
- Prosecuted numerous charges under the Parking By-law resulting in 8 convictions as well as 1 conviction under the Business License By-law. Other prosecutions ongoing under both by-laws as well as the Fire Protection and Prevention Act and Reopening Ontario Act.

- Attended weekly Development Support Committee meetings and provided on-going legal advice and support to that committee and to Planning Services.
- Completed 14 Site Plan Agreements.
- Completed 2 Road Reconstruction Agreements.
- Reviewed and/or prepared numerous procurement documents and resulting contracts.
- Reviewed reorganization documents related to the Essex Powerlines Corporation.
- Coordinated transactions related to land acquisitions, land dispositions and easements.
- Assisted General Counsel with various matters including policy and by-law preparation and like matters as required.
- Managed all insured claims with external adjusters and counsel.
- Managed external files and external counsel which are not insured including matters relating the Labour Grievances and WSIB Claims.

Proposed 2024 Activities

To support Council's strategic direction, the following 2024 activities are proposed:

- Support initiatives to foster growth and a positive relationship with Caldwell First Nation (CFN) including service agreement preparation as necessary.
- Manage on-going proceedings with respect to greenhouse light emission matters and commence proceedings before the Ontario Superior Court of Justice for enforcement, as needed.
- Present an updated traffic by-law in conjunction with Infrastructure Services.
- Prepare and present documents, including by-laws or by-law amendments, to address Bill 23 and related legislative changes, as needed.
- Commence applications to Superior Court to prohibit the operation of boarding houses, as needed.
- Dispose of surplus municipal lands.
- Provide on-going legal services to the organization with continued support to Planning Services.
- Continue to work with the General Counsel on matters related to the Waterfront Lands, 125 Talbot Street West, and related matters.

- Report on the current status of the Business License By-law and possible amendments.
- Prepare and present a by-law with respect to an Administrative Monetary Penalty (AMP) System.

2024 Operating Budget for Council



Department: 0300 - Legal Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	35,200	46,500	41,500	(5,000)	(10.75%)
18990-Recoveries	10,000	10,000	10,000	-	-
18999-Miscellaneous Revenue	10,437	-	-	-	-
Sub-Total Operating Revenue	55,637	56,500	51,500	(5,000)	(8.85%)
19000-Reserve Transfers	-	267,000	-	(267,000)	(100.00%)
Sub-Total Non-Operating Revenue	-	267,000	-	(267,000)	(100.00%)
Total Revenue	55,637	323,500	51,500	(272,000)	(84.08%)
Expense:					
35000-Salaries & Benefits	522,222	645,477	645,762	286	.04%
37010-Office Supplies	1,186	2,000	2,000	-	-
37020-Dues & Memberships	14,028	15,710	16,195	485	3.09%
37030-Travel & Mileage	1,138	100	1,500	1,400	1400.00%
37040-Training	2,758	2,000	3,000	1,000	50.00%
37050-Conferences	-	2,000	5,000	3,000	150.00%
37054-Recruitment Expenses	1,225	1,500	500	(1,000)	(66.67%)
37140-Insurance Expense	15,813	-	-	-	-
37950-Professional Services	420,864	330,000	250,000	(80,000)	(24.24%)
44000-Ergonomics	-	500	500	-	-
48002-COVID-19 Expenses	2,951	-	-	-	-
Total Expense	982,185	999,287	924,457	(74,829)	(7.49%)
Net Total	(926,548)	(675,787)	(872,957)	(197,171)	29.18%



2024 Budget

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 Deputy Clerk/Records Manager, a Records and Information Coordinator, a Licensing Assistant, 2 Council Services Assistants, 2 Customer Service Representatives and 50% of a Special Events Coordinator contract. The Special Events Coordinator was hired as a 14-month contract and is shared with Special Events. The 2023 Budget also included funds for one contract staff person to continue to input data from an outdated, manual cemetery management system into a new cemetery record system. The majority of these records were maintained in catalogues and binders. This software system is widely used among cemetery operators to store and maintain data relating to the ownership, transfer, and use of interment rights (Stone Orchard).

The 2024 Budget includes the continuation of the contract position for a Cemetery Clerk for the year to continue the ongoing work of entering historical interments to date and the rights holders and plots transfer data into Stone Orchard cemetery program for Lakeview, Albuna, and Bayview Cemeteries as well as the newly acquired Fairview Cemetery.

The 2024 Budget also proposes a Records and Information Co-op Student for 1 semester. This student will support the Records and Information Coordinator in implementing recommendations from the Records and Information Management System (RIMS) Review identified in the initial report.

2023 Year Performance

The following are the major projects that were undertaken as of November 7, 2023:

- Prepared and presented a new Council Procedural By-law.

- Began the implementation of the 74 recommendations set out in the RIMS Review Project - Recommendation Report.
- Reviewed approximately 450 business licence files including sending out renewal notices, reviewing applications, assisting business owners, and processing applications.
- Prepared a new Cemetery By-law consistent with the Funeral, Burial and Cremation Services Act.
- Continued to enter current and historical interments to date and continued entering the rights holders and plots transfer data into Stone Orchard cemetery program for Lakeview, Albuna and Bayview Cemeteries.
- Continued to enter cemetery deeds, interments, transfers, ownership cards, etc. into Stone Orchard cemetery program for Lakeview, Albuna, Bayview and Fairview Cemeteries.
- Customer Service Representatives entered 2,451 new issues into Leamington Works
- Customer Service Representatives responded to a monthly average of 6,500 telephone calls from residents. Number of calls and the length of time that Customer Services Representatives are spending on calls has continued to increase.
- Processed 36 requests for disclosure of information pursuant to the MFIPPA which equated to approximately 13,139 responsive records being reviewed.

Proposed 2024 Activities

The following 2024 activities are proposed:

- Prepare and implement new procedures and processes related to the Cemetery By-law and consistent with the Funeral, Burial and Cremation Services Act.
- Continue to implement the 74 recommendations from the RIMS Project - Recommendation Report.
- Prepare a Customer Service Policy for the organization. In collaboration with the Human Resources Department, develop training for staff.
- In collaboration with the Manager of By-law Enforcement, prepare and present a comprehensive Animal Control By-law.

2024 Operating Budget for Council



Department: 0302 - Legislative Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	29,495	19,470	23,850	4,380	22.50%
14010-Licence & Permit Revenue	138,532	97,004	102,575	5,571	5.74%
18999-Miscellaneous Revenue	440	500	500	-	-
Sub-Total Operating Revenue	168,467	116,974	126,925	9,951	8.51%
19000-Reserve Transfers	6,296	51,300	-	(51,300)	(100.00%)
Sub-Total Non-Operating Revenue	6,296	51,300	-	(51,300)	(100.00%)
Total Revenue	174,764	168,274	126,925	(41,349)	(24.57%)
Expense:					
35000-Salaries & Benefits	597,692	819,608	904,457	84,850	10.35%
37010-Office Supplies	3,473	2,500	3,000	500	20.00%
37020-Dues & Memberships	1,640	1,850	2,190	340	18.38%
37040-Training	7,904	5,800	11,500	5,700	98.28%
37050-Conferences	2,685	3,500	3,500	-	-
37054-Recruitment Expenses	1,527	500	500	-	-
37130-Advertising & Promotion	305	2,500	-	(2,500)	(100.00%)
37950-Professional Services	16,671	15,000	6,000	(9,000)	(60.00%)
37990-Other Operating Expenses	6,547	6,500	8,200	1,700	26.15%
42460-Records Management	12,544	54,300	3,000	(51,300)	(94.48%)
Sub-Total Operating Expense	650,988	912,058	942,347	30,290	3.32%
69000-Reserve Transfers	30,000	30,000	30,000	-	-
Sub-Total Non-Operating Expense	30,000	30,000	30,000	-	-
Total Expense	680,988	942,058	972,347	30,290	3.22%
Net Total	(506,225)	(773,784)	(845,422)	(71,639)	9.26%



2024 Budget

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, 2 Human Resources Generalist/Health and Safety Specialists, and a Human Resources Student.

The 2024 Budget proposes a Human Resources Generalist contract position to assist with day-to-day operations, and the implementation of the organizational review and strategic plan initiatives while other staff in the department implement the Human Resources Information System (HRIS) solution with Finance.

2023 Year Performance

In addition to addressing daily human resources matters, the following highlights tasks and projects that were undertaken:

Recruitment Activities:

- Administrative Assistant (Legal and Legislative Services) (temporary contract position)
- Asset Management Specialist (replacement)
- Building Services Assistant (replacement-internal movement)
- By-Law Enforcement Officer (2 replacements)
- Class B Operator (replacement)
- Council Services Assistant (temporary maternity leave contract)
- Customer Service Representative (2 temporary maternity leave contracts)
- Deputy Clerk/Records and Information Manager (new position)
- Desktop Support Specialist (new permanent position)
- Drainage Clerk/Analyst (replacement-internal movement)
- Drainage Superintendent (replacement)
- Engineering Project Manager, Fiber Installation (temporary contract position)
- Firefighter (3) (1 permanent position, 2 temporary contract positions)

- Infrastructure Services Assistant (temporary replacement-internal movement)
- Lawyer (replacement-internal movement)
- Lead Hand, Chief Plant Operator (CPO) (replacement)
- Maintenance Mechanic (replacement)
- Planning Services Assistant (temporary replacement-internal movement)
- Planning Services Technician (3) (1 permanent, 2 temporary maternity leave contracts)
- Public Works Operator (new position)
- Records Coordinator (replacement)
- Special Events Coordinator (temporary contract position)
- Transit Coordinator (temporary contract position)
- 30 part-time staff
- 38 students
- 31 seasonal staff
- 2 secondary co-operative education students

Succession Planning:

- Assisted with the transition of the former Director of Legal and Legislative Services to the General Counsel/Indigenous Community Liaison position, and the transition of a Lawyer into the Director of Legal and Legislative Services position.

Employee Turnover/Movement:

- 3 voluntary terminations (full-time staff)
- 2 retirements
- 4 maternity leaves

Policy/Protocols/Guidelines:

- F09-Travel Policy revised.
- H00-Salaried Policy redeveloped.
- H00-Salaried Overtime Policy redeveloped.
- H04-Workplace Violence and Harassment Policy, Program and SOP revised.
- H09-Council, Local Board and Committee Compensation Policy revised.
- H12-Memberships and Education Policy implemented.

Other Projects:

- Collective bargaining and agreement completed with CUPE Local 528.4.
- Prepared a Request for Proposals for a Human Resources Information System solution.
- Implementation of new OMERS pension requirements for non-full-time employees.
- Participated in the WSIB Excellence Program, with the implementation of two topics: Heat Stress Program and Cold Stress Program.
- Reviewed and made improvements to the orientation/onboarding process.

- Participated in the Caldwell First Nation and University of Windsor job fairs.
- Coordinated /conducted several training sessions for various staff:
 - Workplace Violence and Harassment
 - Heat Stress
 - Cold Stress
 - Confined Space
 - Customer Services in a Municipal Setting
 - Joint Health and Safety Committee Training
 - Mental Health First Aid
 - Working at Heights

Proposed 2024 Activities

In addition to addressing daily human resources matters, the following 2024 activities are proposed:

- Implementation of the Human Resources Information System.
- Continue to assist with the corporate and departmental implementation of recommendations from the completed service delivery reviews.
- Participate in the WSIB Health and Safety Excellence Program.
- Continue corporate training initiatives.
- Review and update policies as they relate to human resources.
- Continue to prepare and implement a robust attraction, retention, and succession strategy.

The initiatives and programs identified in the 2024 budget all support Council's strategic direction of striving for organizational excellence.

2024 Operating Budget for Council



Department: 0301 - Human Resources

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
18999-Miscellaneous Revenue	510	-	-	-	-
Sub-Total Operating Revenue	510	-	-	-	-
19000-Reserve Transfers	-	14,300	93,603	79,303	554.56%
Sub-Total Non-Operating Revenue	-	14,300	93,603	79,303	554.56%
Total Revenue	510	14,300	93,603	79,303	554.56%
Expense:					
35000-Salaries & Benefits	343,488	417,542	537,603	120,061	28.75%
37010-Office Supplies	207	250	250	-	-
37020-Dues & Memberships	1,320	3,895	3,425	(470)	(12.07%)
37030-Travel & Mileage	17	-	100	100	100.00%
37040-Training	12,519	24,300	20,000	(4,300)	(17.70%)
37050-Conferences	119	2,700	1,500	(1,200)	(44.44%)
37054-Recruitment Expenses	178	200	750	550	275.00%
37100-Corporate Initiatives	2,177	9,000	13,000	4,000	44.44%
37130-Advertising & Promotion	379	-	-	-	-
37950-Professional Services	36,949	21,000	52,000	31,000	147.62%
37955-Service Contracts	14,246	17,000	17,000	-	-
37990-Other Operating Expenses	483	300	550	250	83.33%
44000-Ergonomics	122	-	-	-	-
Sub-Total Operating Expense	412,205	496,187	646,178	149,991	30.23%
69000-Reserve Transfers	-	30,000	30,000	-	-
Sub-Total Non-Operating Expense	-	30,000	30,000	-	-
Total Expense	412,205	526,187	676,178	149,991	28.51%
Net Total	(411,695)	(511,887)	(582,575)	(70,689)	13.81%



2024 Budget

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, greenhouse light abatement, cannabis regulation, and the sign by-law which includes the issuance of sign permits.

Staffing

By-law Enforcement currently includes the Manager of By-law Enforcement, 4 full-time, permanent By-law Enforcement Officers, and 10 Crossing Guards. In 2023, there was also 1 full-time, contract By-law Enforcement Officer, which is not included in 2024 budget.

The job description for By-law Enforcement Officers provides the Municipality with scheduling flexibility, thereby allowing for changes to the Officers' work schedules to better address enforcement issues. Accordingly, By-law Enforcement Officers work some evenings and weekends when resources permit.

The 2024 budget continues to allocate a portion of a By-Law Enforcement Officer's salary to Parking Enforcement. Compensation has been included in the 2024 budget for 3 members of the Appeal Committee, as well as 3 members of the Property Standards Committee as approved by Council.

2023 Year Performance

All requests for by-law enforcement are processed through Leamington Works 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 workorder may be generated which is sent to the appropriate department to act upon. Callers are provided with a service request ID number to call back for a status update. Alternatively, residents may enter a request through the online portal which automates incident reporting, reduces manual data entry, reduces duplicate entry and creates efficiencies by streamlining process. This 24 hour available solution, partially funded

through the Province's Modernization Funding improves the customer service experience and standardizes By-law processes including communications, interactions, and status tracking.

From January 1 to November 3, 2023, 1,318 service requests related to by-law enforcement were entered into the program. This is an increase of 7% service requests during the same period in 2022. 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 147 sign permits under the Sign By-law, reviewed Business Licence Applications, undertook regular patrols related to neighbourhood garbage issues, patrolled to identify locations of noncompliance with respect to greenhouse light abatement, and have investigated 27 Boarding House complaints with several outstanding incidents still to investigate.

By-law officers also participated in the residential directed patrol that required each officer to spend a portion of each shift in a proactive manner. This initiative resulted in 167 property standard/land maintenance orders issued and over 770 combined vehicle and foot patrol hours. During this initiative officers completed 178 educational outreaches with the community. This proactive approach is in support of the By-law Enforcement Service Delivery Review.

This past year was the launch of the Bicycle Patrol Unit. This officer conducted 58 hours of patrol resulting in 135 community outreaches and attended several community events.

Proposed 2024 Activities

It is expected that the Manager of By-law Enforcement will continue to focus on maintaining the new processes that were implemented based on the By-law Enforcement Service Delivery Review. In addition, and in support of Council's strategic direction, the following activities are proposed:

- Continue the enforcement-driven approach.
- Develop and implement a proactive enforcement initiative that will focus on Property Standards in residential and uptown areas.
- Continue to review and update existing by-laws.
- Continue to collaborate with stakeholder groups to identify strategies for improved ongoing communications.
- Explore ways to enhance the use of technology that will assist with achieving the desired customer service experience.
- Increased visibility with an additional bicycle.

2024 Operating Budget for Council



Department: 0330 - By-law Enforcement

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	19,200	15,000	15,000	-	-
14010-Licence & Permit Revenue	8,953	13,000	13,000	-	-
Total Revenue	28,153	28,000	28,000	-	-
Expense:					
35000-Salaries & Benefits	636,241	779,432	708,358	(71,074)	(9.12%)
37010-Office Supplies	4,650	4,000	4,250	250	6.25%
37020-Dues & Memberships	362	513	513	-	-
37040-Training	3,024	4,350	8,500	4,150	95.40%
37050-Conferences	2,540	4,000	5,000	1,000	25.00%
37054-Recruitment Expenses	5	500	500	-	-
37070-Uniforms & Clothing	4,640	5,500	6,000	500	9.09%
37140-Insurance Expense	4,768	4,569	5,245	676	14.81%
37950-Professional Services	456	5,000	5,000	-	-
37990-Other Operating Expenses	2,689	2,600	3,700	1,100	42.31%
47420-Vehicle Maintenance	12,454	1,921	6,259	4,338	225.84%
48545-Vehicle/Equipment Fuel	6,945	16,500	9,724	(6,776)	(41.07%)
Sub-Total Operating Expense	678,774	828,885	763,049	(65,836)	(7.94%)
69000-Reserve Transfers	28,000	28,000	28,000	-	-
Sub-Total Non-Operating Expense	28,000	28,000	28,000	-	-
Total Expense	706,774	856,885	791,049	(65,836)	(7.68%)
Net Total	(678,621)	(828,885)	(763,049)	65,836	(7.94%)

5 Year Capital Forecast

Division: Legal and Legislative Services

Department: 0330 - By-law Enforcement

Project #	Project Name	2024	2025	2026	2027	2028
BYLAW-003	Replace #5L - Pickup Truck	-	49,000	-	-	-
		-	49,000	-	-	-



2024 Budget

Parking Enforcement - 0340

Description

Parking Enforcement is part of the Legal and Legislative Services area and the enforcement activities are undertaken by the By-law Enforcement Officers. It is primarily funded through the collection of the Uptown Parking Levy, being a special charge imposed upon all lands in the Uptown other than residential or multi-residential properties. 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 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 the revenue associated with these fines.

Staffing

The salary cost of the Parking Enforcement Officer is recorded to the By-law Enforcement department and the 2024 budget continues to allocate a portion (75%) of a By-law Enforcement Officer's salary to Parking Enforcement.

2023 Year Performance (as of November 6, 2023)

The total number of tickets issued, including OPP issued parking tickets and parking tickets issued by hospital security, was 647.

139 parking related complaints were submitted through Leamington Works.

Provincial Court was open in 2023. As a result, 14 parking related trials were held.

Proposed 2024 Activities

The 2024 budget continues to allocate three-quarters of the salary for one By-law Enforcement Officer to the Parking Enforcement department. As all By-law Enforcement Officers are required 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.

2024 Operating Budget for Council



Department: 0340 - Parking Enforcement

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	104,375	114,200	114,200	-	-
18990-Recoveries	10,466	9,500	9,500	-	-
Sub-Total Operating Revenue	114,840	123,700	123,700	-	-
19000-Reserve Transfers	-	35,341	50,128	14,787	41.84%
Sub-Total Non-Operating Revenue	-	35,341	50,128	14,787	41.84%
Total Revenue	114,840	159,041	173,828	14,787	9.30%
Expense:					
35000-Salaries & Benefits	74,539	88,811	92,737	3,925	4.42%
37010-Office Supplies	1,437	2,700	2,700	-	-
37040-Training	-	300	300	-	-
37110-Telecommunications Usage	230	500	350	(150)	(30.00%)
37190-Internal Allocations	7,000	7,000	7,000	-	-
37280-Telecommunication Purchases	-	500	500	-	-
37995-Software Licensing & Support	-	40,000	50,000	10,000	25.00%
48530-Winter Control	5,414	8,106	8,349	243	3.00%
48540-Parking Lot Maintenance	18,339	11,123	11,892	769	6.91%
Total Expense	106,958	159,041	173,828	14,787	9.30%
Net Total	7,882	-	-	-	-



2024 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 (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 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 commended its contracted service for animal control on January 1, 2018, and will continue its contracted service for animal control on January 1, 2024, for another three-year term, subject to final Council approval.

Staffing

There are no staffing costs associated with this budget.

2023 Year Performance

In 2023, a total of 2,096 dogs were registered in the program.

The Commissionaires did engage in enforcement activities for one month of the year. 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 2024 Activities

The 2024 Animal Control budget includes funding for the continuation of patrols in Seacliff Park and the Promenade throughout the entire year for the purposes of education and enforcement activities related to persons walking dogs off leash. In the spring, it is proposed that a private security company provide door-to-door enforcement of the Registration of Dogs By-law.

2024 Operating Budget for Council



Department: 0360 - Animal Control

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	50,190	55,610	61,513	5,903	10.61%
Total Revenue	50,190	55,610	61,513	5,903	10.61%
Expense:					
37010-Office Supplies	1,867	3,000	3,000	-	-
37130-Advertising & Promotion	-	1,100	-	(1,100)	(100.00%)
37950-Professional Services	20,992	21,994	22,774	780	3.55%
37990-Other Operating Expenses	7,720	4,350	8,200	3,850	88.51%
47907-Cat Control Expense	378	600	600	-	-
47990-Animal Control Officer	51,060	51,060	59,603	8,543	16.73%
47991-Spay & Neuter	2,009	6,000	3,075	(2,925)	(48.75%)
Total Expense	84,026	88,104	97,252	9,148	10.38%
Net Total	(33,836)	(32,494)	(35,739)	(3,245)	9.99%

2024 Operating Budget for Council



Department: 1000 - Joint Animal Control

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	85,100	85,100	99,339	14,239	16.73%
13000-Fees and Service Revenue	4,100	5,000	5,000	-	-
Total Revenue	89,200	90,100	104,339	14,239	15.80%
Expense:					
37110-Telecommunications Usage	48	60	60	-	-
37190-Internal Allocations	1,463	1,463	1,507	44	3.01%
37955-Service Contracts	-	1,000	1,000	-	-
37990-Other Operating Expenses	-	100	100	-	-
47400-Building Maintenance	2,596	4,950	5,000	50	1.01%
47990-Animal Control Officer	76,116	82,527	96,672	14,145	17.14%
Total Expense	80,224	90,100	104,339	14,239	15.80%
Net Total	8,976	-	-	-	-

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2024 Budget

Recreation Centre - 0670

Description

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

Staffing

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

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

2023 Year Performance

2023 continued to build from the momentum developed over the strong finish in 2022. Membership grew and improvements to the facility and programming were well received. Membership sales revenue is up over 2022 amounts and approaching 2019 values. Administration is noticing higher levels of the retention of student memberships year over year. This positive trend of membership retention can be directly attributed to the Recreation Centre's excellent programming. The fitness staff continue to develop relationships with the membership through positive interactions during classes and while monitoring the weight room.

The completion of the weight room expansion project is highly anticipated by the membership. Administration anticipates an increase in membership and training opportunities for members, sports groups, and youth.

Meeting room and gym rentals are trending up. The increase of third-party gym rentals is creating additional opportunities for programming typically not offered by the Recreation department. There are basketball, volleyball, and badminton programs offered by organizations renting the space, as well as other youth programming opportunities. In addition to this, off season sports such as soccer and baseball seek training opportunities indoors through the winter.

The playoff success of the Leamington Flyers, which resulted in capturing their first Sutherland Cup title, kept the building busy through to the end of May. In addition to the Flyers success, the announcement of the team joining the OJHL Tier II Junior A loop, means exciting opportunities for the 2023/2024 hockey season.

Over the past few years, Administration has rebuilt and reassembled a qualified and diverse fitness, aquatics, and programming team that enables the Municipality to provide a wide range of recreational opportunities for residents that meet the needs of the community as well as internal targets. Continued partnerships with key community service groups allow for inclusive opportunities. These partnerships include The Bridge, Essex Power, South Essex Community Council, Pathway to Potential, City of Windsor Housing and Children's Services, Newcomer Organizations, and School Boards.

Proposed 2024 Activities

The Recreation department continues to work 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 2024 capital budget includes several facility enhancements, including auditorium renovations, which will provide facility users with expanded and modern training opportunities. Upgrades to an aged boiler system and HVAC controls throughout the facility will provide a better overall experience to satisfy daily operations.

The Recreation Centre staff continue to explore ways to remove barriers for affordable access to recreational programming. In addition to the partnerships developed with key community service groups, there is a strong possibility to expand the partnership with the Hotel Dieu Grace HealthCare Cardiac Wellness Program.

2024 Operating Budget for Council



Department: 0670 - Recreation Centre

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	4,340	-	-	-	-
13000-Fees and Service Revenue	8,753	30,000	30,000	-	-
13861-Memberships Revenue	585,206	390,000	570,000	180,000	46.15%
13865-KC Programming Revenue	319,454	264,000	330,000	66,000	25.00%
13870-Rental Revenue	583,405	594,700	690,600	95,900	16.13%
13934-Vending & Concession Revenue	90	6,500	-	(6,500)	(100.00%)
14400-Donations	17,154	31,400	28,400	(3,000)	(9.55%)
18999-Miscellaneous Revenue	6,334	16,000	14,000	(2,000)	(12.50%)
Sub-Total Operating Revenue	1,524,735	1,332,600	1,663,000	330,400	24.79%
19000-Reserve Transfers	117,775	117,775	127,775	10,000	8.49%
Sub-Total Non-Operating Revenue	117,775	117,775	127,775	10,000	8.49%
Total Revenue	1,642,510	1,450,375	1,790,775	340,400	23.47%
Expense:					
35000-Salaries & Benefits	2,323,580	2,297,410	2,376,694	79,284	3.45%
37010-Office Supplies	2,151	3,000	3,100	100	3.33%
37020-Dues & Memberships	2,932	8,500	9,000	500	5.88%
37030-Travel & Mileage	258	100	300	200	200.00%
37040-Training	4,368	15,000	16,000	1,000	6.67%
37050-Conferences	1,915	12,000	12,000	-	-
37054-Recruitment Expenses	910	500	500	-	-
37070-Uniforms & Clothing	5,721	15,000	16,500	1,500	10.00%
37110-Telecommunications Usage	14,803	18,200	18,200	-	-
37130-Advertising & Promotion	572	5,000	-	(5,000)	(100.00%)
37140-Insurance Expense	221,397	230,625	254,993	24,368	10.57%
37250-Tech Hardware Purchases	461	1,000	1,500	500	50.00%
37280-Telecommunication Purchases	541	1,500	1,500	-	-
37832-Credit, Debit & Bank Charges	55,107	35,000	60,000	25,000	71.43%
37950-Professional Services	-	10,000	10,000	-	-
37987-Telecom Maintenance & Support	250	500	500	-	-
37990-Other Operating Expenses	86,215	90,500	130,500	40,000	44.20%
37992-Office Equipment Rental/Lease	1,984	2,000	2,000	-	-
37993-Office Equipment Maintenance	2,044	1,000	1,250	250	25.00%
37995-Software Licensing & Support	5,300	15,700	22,900	7,200	45.86%
43000-Program Expenses	17,994	27,000	30,000	3,000	11.11%
47400-Building Maintenance	704,453	793,000	932,500	139,500	17.59%

2024 Operating Budget for Council



Department: 0670 - Recreation Centre

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
47410-Equipment Maintenance	19,237	41,013	32,000	(9,013)	(21.98%)
47420-Vehicle Maintenance	191	2,513	1,680	(833)	(33.15%)
47470-Property Maintenance	16,166	28,692	27,558	(1,134)	(3.95%)
48530-Winter Control	27,720	42,312	44,000	1,688	3.99%
48545-Vehicle/Equipment Fuel	763	2,000	1,500	(500)	(25.00%)
48556-Health & Safety	225	1,500	1,500	-	-
Sub-Total Operating Expense	3,517,257	3,700,565	4,008,175	307,611	8.31%
56000-Debt Charges	327,152	654,303	654,303	-	-
69000-Reserve Transfers	252,400	252,400	252,400	-	-
69040-Capital Transfers	-	230,000	450,000	220,000	95.65%
Sub-Total Non-Operating Expense	579,552	1,136,703	1,356,703	220,000	19.35%
Total Expense	4,096,808	4,837,267	5,364,878	527,611	10.91%
Net Total	(2,454,298)	(3,386,892)	(3,574,104)	(187,211)	5.53%

2024 Capital Budget



Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Title	Description	2024 Budget	Net From Revenue
RECREA-008	Door Replacements	Replacement of 2 sets of interior 4 pack doors within the gymnasium.	35,000	35,000
RECREA-012	Machinery & Equipment	Various items along with potential unknown failures and installation of audio/video equipment in the arena boardroom.	70,000	70,000
RECREA-014	Fitness Equipment	Annual replacement of fitness equipment based on trends.	10,000	-
RECREA-024	Unico Dehumidifier	Completion of 2023 project. Supplemental dehumidification in Unico Rink to control humidity during transition months.	65,000	-
RECREA-026	Mechanical & Electrical Upgrades	Completion of 2023 project. Upgrade the sherk side system controls.	106,900	-
RECREA-027	Highbury Canco Ceiling Deck Coating	Highbury Arena Ceiling requires repainting as paint is "flaking off" and some areas are showing signs of staining. Phase 1 Consultation, Design and Budget.	40,000	-
RECREA-045	Facility Sound System Upgrades	Completion of 2023 project. Upgrade emergency communication systems throughout the facility.	50,000	-
RECREA-046	Swimming Pool Improvement	Completion of 2023 project. New diving board or replacement feature.	40,000	-
RECREA-052	Replace Unit #1 - Pickup Truck	Replace 2012 pickup truck.	60,000	-
RECREA-055	Sherk Heat Loop Boilers	Completion of 2023 project. Full replacement of the boilers that provide heated water for the air handling system of the entire Sherk side, including the replacement of all piping and controls.	571,500	-
RECREA-056	Accessible Door Replacements	Installation of the door operating units to upgrade the existing doors to accessible doors. Project must be compliant by 2025 as per Accessibility Committee's requirements. Project is planning to upgrade 5 doors each year from 2023 to 2025.	35,000	35,000
RECREA-057	HVAC Automation Upgrades	Systematic upgrade/replacement of aging automation and upgrade arena controls.	120,000	120,000

2024 Capital Budget



Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Title	Description	2024 Budget	Net From Revenue
RECREA-059	Indoor Batting Cage	Completion of 2023 project. Retractable batting cage to entice winter gym use for minor baseball associations.	25,000	-
RECREA-063	Parking Lot Lighting	Parking lot lighting upgrades at the Nature Fresh Farms Recreation Centre.	50,000	50,000
RECREA-064	Refrigeration Plant Efficiency Conversion	Consultant redesign of the ice plant which will be due for upgrades.	40,000	40,000
RECREA-065	Auditorium Renovations	Plumbing improvements and room repairs.	100,000	100,000
			1,418,400	450,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0670 - Recreation Centre

Project #	Project Name	2024	2025	2026	2027	2028
RECREA-002	Facility Improvements	-	-	-	300,000	300,000
RECREA-008	Door Replacements	35,000	-	-	-	-
RECREA-012	Machinery & Equipment	70,000	50,000	50,000	50,000	50,000
RECREA-014	Fitness Equipment	10,000	10,000	10,000	10,000	10,000
RECREA-024	Unico Dehumidifier	65,000	-	-	-	-
RECREA-026	Mechanical & Electrical Upgrades	106,900	-	-	-	-
RECREA-027	Highbury Canco Ceiling Deck Coating	40,000	400,000	-	-	-
RECREA-029	Refrigeration Plant Compressor Room Replacement	-	200,000	350,000	-	-
RECREA-030	Arena Area Roof Top AC Unit Replacement	-	450,000	450,000	-	-
RECREA-044	New Boilers for Arena Heat Loop	-	200,000	-	-	-
RECREA-045	Facility Sound System Upgrades	50,000	-	-	-	-
RECREA-046	Swimming Pool Improvement	40,000	-	-	-	-
RECREA-051	Sherk Side Roof Top Units	-	275,000	-	-	-
RECREA-052	Replace Unit #1 - Pickup Truck	60,000	-	-	-	-
RECREA-055	Sherk Heat Loop Boilers	571,500	-	-	-	-
RECREA-056	Accessible Door Replacements	35,000	35,000	-	-	-
RECREA-057	HVAC Automation Upgrades	120,000	-	-	-	-
RECREA-059	Indoor Batting Cage	25,000	-	-	-	-
RECREA-061	Zamboni Replacement with Leveling System	-	150,000	-	-	-
RECREA-062	Gymnasium Roof Replacement	-	-	300,000	-	-
RECREA-063	Parking Lot Lighting	50,000	-	-	-	-
RECREA-064	Refrigeration Plant Efficiency Conversion	40,000	-	-	-	-
RECREA-065	Auditorium Renovations	100,000	-	-	-	-
		1,418,400	1,770,000	1,160,000	360,000	360,000



2024 Budget

Marina - 0672

Description

The Leamington 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. The Marina attracts boaters and visitors from across Ontario and the United States (US) which supports promoting Leamington as a destination. 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.

2023 Year Performance

The border restrictions continued to have a negative effect on the US transient market, although revenues in this category exceeded the conservative budget and seasonal dockage revenues were less than anticipated. Boat ramp revenues were less than expected despite the increase that was experienced in the previous season.

In 2023, additional safety features were added throughout the facility for users and staff. These features include the installation of additional dock ladders and a jet ski fueling station to accommodate fluctuating water levels. Aesthetic improvements to the boater lounge area were made, and a new water line was installed. Design work was completed for improvements to the Marina parking lot.

Proposed 2024 Activities

The Marina, with the support of the Communications and Public Relations Department, will enhance direct marketing efforts and social media campaigns for the 2024 season

towards the US boating markets. The US transient market remained stagnant in 2023 due to border controls, poor weather, fuel prices and the instability in the economy.

The 2024 budget includes the replacement of the marina power pedestals, many of which are beyond repair. Improvements to the main waterline last year are followed by upgrades to the AB water line which will be increased from a 1-inch line to a 2-inch line. Aging infrastructure improvements include enhancements of 3 gangways to a pivot system like the newer GH Pier. The Marina will be replacing patio furniture at the pavilion, patio, and walkways.

Administration will continue to move forward on the development of parking lot improvements with a focus on a new entrance at Cherry Lane and Robson Road. In addition to this entrance modification, enhancements to traffic flows for boat ramp operations and facility users will be top of mind.

2024 Operating Budget for Council



Department: 0672 - Marina

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13882-Rental Revenue-Seasonal	366,292	385,000	369,000	(16,000)	(4.16%)
13883-Rental Revenue-Transient	75,877	68,000	88,700	20,700	30.44%
13888-Ramp Services	32,615	46,500	35,200	(11,300)	(24.30%)
13893-Fuel, Oil & Pumpout Revenue	267,631	336,500	243,089	(93,411)	(27.76%)
13897-Rental Revenue-Other	5,128	7,350	6,500	(850)	(11.56%)
13934-Vending & Concession Revenue	4,480	6,350	5,000	(1,350)	(21.26%)
18999-Miscellaneous Revenue	1,800	1,200	1,800	600	50.00%
Total Revenue	753,824	850,900	749,289	(101,611)	(11.94%)
Expense:					
35000-Salaries & Benefits	249,248	312,889	321,296	8,408	2.69%
37010-Office Supplies	3,133	2,500	2,600	100	4.00%
37020-Dues & Memberships	2,062	1,850	1,750	(100)	(5.41%)
37030-Travel & Mileage	77	500	300	(200)	(40.00%)
37040-Training	1,271	2,000	1,500	(500)	(25.00%)
37050-Conferences	653	4,000	4,000	-	-
37054-Recruitment Expenses	158	500	500	-	-
37070-Uniforms & Clothing	2,406	2,400	3,000	600	25.00%
37110-Telecommunications Usage	3,081	3,410	3,750	340	9.97%
37130-Advertising & Promotion	99	3,000	-	(3,000)	(100.00%)
37140-Insurance Expense	19,860	22,143	23,787	1,644	7.43%
37250-Tech Hardware Purchases	1,175	2,000	2,000	-	-
37280-Telecommunication Purchases	-	500	500	-	-
37832-Credit, Debit & Bank Charges	11,072	15,000	12,500	(2,500)	(16.67%)
37987-Telecom Maintenance & Support	42	300	600	300	100.00%
37990-Other Operating Expenses	11,346	22,250	23,650	1,400	6.29%
37993-Office Equipment Maintenance	695	400	400	-	-
37995-Software Licensing & Support	3,000	3,500	3,500	-	-
47400-Building Maintenance	128,195	145,167	150,265	5,098	3.51%
47410-Equipment Maintenance	2,632	5,500	5,500	-	-
47420-Vehicle Maintenance	-	966	-	(966)	(100.00%)
47470-Property Maintenance	41,358	45,204	46,183	979	2.17%
48545-Vehicle/Equipment Fuel	192,699	273,000	208,339	(64,661)	(23.69%)
Sub-Total Operating Expense	674,261	868,979	815,920	(53,058)	(6.11%)

2024 Operating Budget for Council



Department: 0672 - Marina

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
69000-Reserve Transfers	100,000	100,000	-	(100,000)	(100.00%)
69040-Capital Transfers	-	349,000	755,000	406,000	116.33%
Sub-Total Non-Operating Expense	100,000	449,000	755,000	306,000	68.15%
Total Expense	774,261	1,317,979	1,570,920	252,942	19.19%
Net Total	(20,437)	(467,079)	(821,631)	(354,553)	75.91%

2024 Capital Budget



Division: Community and Development Services

Department: 0672 - Marina

Project #	Title	Description	2024 Budget	Net From Revenue
MARINA-004	Parking Lot	Completion of 2023 project. Reconfiguration and redesign of the parking lot to create efficiencies.	1,000,000	400,000
MARINA-008	Machinery & Equipment	Purchase of small equipment items. Facility upgrades and anode replacement to docks.	65,000	65,000
MARINA-021	AB Dock Improvements	Pedestal replacements and increase the waterline from 1-inch to 2-inches.	275,000	275,000
MARINA-031	Dock Gangway Pivots	Gangway repairs/reinforcement to AB and CD.	15,000	15,000
			1,355,000	755,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0672 - Marina

Project #	Project Name	2024	2025	2026	2027	2028
MARINA-004	Parking Lot	1,000,000	-	-	-	-
MARINA-008	Machinery & Equipment	65,000	50,000	-	20,000	50,000
MARINA-013	Boat Ramp Improvements	-	-	50,000	-	-
MARINA-021	AB Dock Improvements	275,000	-	-	-	-
MARINA-022	CD Dock Improvements	-	250,000	-	-	-
MARINA-027	EF Dock Improvements	-	250,000	-	-	-
MARINA-031	Dock Gangway Pivots	15,000	-	-	-	-
		1,355,000	550,000	50,000	20,000	50,000



2024 Budget

Library and Leamington Arts Centre - 0685

Description

Library and Leamington Arts Centre 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.

2023 Year Performance

In 2023, the Leamington Arts Centre Roof system was replaced and new Roof Top Units were installed. As the building envelope was a major area of improvement identified in the Facility's Condition assessment, the next phase of addressing this concern is the brick repointing. A consultant's review was completed and is currently under evaluation. Administration continues to use the funds set aside for building enhancements as the Facility Condition Assessment Study is used as a guide to prioritize facility modifications.

Also in 2023, the Library roof project was completed.

Proposed 2024 Activities

Regarding the Leamington Arts Centre, Administration is developing procurement documents for early 2024 that will initiate the brick repointing work required to secure the building envelope. In addition to this phase of capital work, accessibility improvements will be investigated in addition to the on-going maintenance of the facility.

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

Reserve transfers have increased in this budget to address lifecycle replacements and maintain the department's taxation demand.

2024 Operating Budget for Council



Department: 0685 - Library and Leamington Arts Centre

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	114	232	140	(92)	(39.67%)
37140-Insurance Expense	19,182	19,710	21,100	1,390	7.05%
47400-Building Maintenance	24,066	43,000	43,000	-	-
47470-Property Maintenance	660	1,007	749	(258)	(25.62%)
48001-Flooding	5,088	-	-	-	-
Sub-Total Operating Expense	49,109	63,949	64,989	1,040	1.63%
69000-Reserve Transfers	-	100,000	210,000	110,000	110.00%
69040-Capital Transfers	-	175,000	65,000	(110,000)	(62.86%)
Sub-Total Non-Operating Expense	-	275,000	275,000	-	-
Total Expense	49,109	338,949	339,989	1,040	.31%
Net Total	(49,109)	(338,949)	(339,989)	(1,040)	.31%

2024 Capital Budget



Division: Community and Development Services

Department: 0685 - Library and Leamington Arts Centre

Project #	Title	Description	2024 Budget	Net From Revenue
CULTURE-001	Arts Centre Facility Improvements	Various facility improvements at the Arts Centre.	30,000	30,000
CULTURE-002	Library Facility Improvements	Various facility improvements at the Library.	20,000	20,000
CULTURE-010	Arts Centre Lifecycle Replacement	Completion of 2023 project. Brick pointing, furnace and hot water tank replacement.	253,000	-
CULTURE-012	Arts Centre Accessibility Improvements	Installation of automatic door operators and other accessibility upgrades throughout the facility.	15,000	15,000
			318,000	65,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0685 - Library and Leamington Arts Centre

Project #	Project Name	2024	2025	2026	2027	2028
CULTURE-001	Arts Centre Facility Improvements	30,000	30,000	30,000	30,000	30,000
CULTURE-002	Library Facility Improvements	20,000	20,000	20,000	20,000	20,000
CULTURE-010	Arts Centre Lifecycle Replacement	253,000	-	-	-	-
CULTURE-012	Arts Centre Accessibility Improvements	15,000	-	-	-	-
		318,000	50,000	50,000	50,000	50,000

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2024 Budget

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

Staffing

Building Services currently includes the Manager of Building Services and CBO, 4 Building Inspectors, one of which is currently vacant, 2 Building Technicians, a Building Services Assistant, and a Student for one term.

The 2024 Budget proposes to eliminate the vacant Building Inspector position and replace it with a Deputy CBO position. The Deputy CBO will perform all duties in the capacity of a building inspector and will act as CBO during absences.

2023 Year Performance

A total of 304 building permits, worth approximately \$129.8 million in construction value, were issued in 2023 as of October month end. Residential permits are valued at \$34.4 million creating 65 units; commercial permits are valued at \$2.6 million; agricultural permits are valued at \$45.7 million; industrial permits are valued at \$6.2 million; and institutional permits are valued at \$40.8 million. Total building permit fees and related revenues amounted to \$1.1 million.

Building Services staff continued to monitor the existing storm sewer and open drains for illegal sewage connection as complaints were received and took the appropriate action for remedial measures.

The total value of construction for 2023 is slightly down from the previous year due to some projects still in the development stage and waiting for approvals. A decrease over the previous year was observed in residential, agricultural, commercial, and industrial permits. A very large increase was in institutional permits. Agricultural permits continue to remain strong with many more projects in the development review process. Once additional developable lands are available, it is expected that there will be an increase in the number of residential permits that are being issued.

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

Year	2019	2020	2021	2022	2023*
Value of construction (\$ millions)	\$193	\$202	\$175.4	\$177.3	\$129.8
No. of units created	164	106	86	80	65
No. of permits issued	577	420	427	451	304

*2023 is as of the end of October

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

The Municipality of Leamington and the Township of Pelee (Pelee Island) have an agreement in which the Municipality of Leamington provides services to Pelee Island pursuant to the OBC Act. Construction activities on Pelee Island during 2023 have generated \$19,000 in permit revenue retained by Leamington under the agreement, plus \$2,000 for training.

In 2023, Building Services are fully digital with all building permit applications, plan review and issuance of permits through Cloudpermit e-permitting software. The department is seeing the benefits of this software by streamlining the permitting process and bringing together all parties/agencies involved for better communications. This software has helped with the organization of building permits, tracking construction stages, and inspection status to name a few. The software has also made applying for permits easily accessible and helped by sending out automated reminders to close outstanding permits moving forward. In return, the building department has seen a large number of permits being called in for final inspections and closed over 2023, which triggers assessment changes with MPAC.

Building Services put a process in place to aggressively work on closing out old outstanding permits from previous years, and to work with Legal Services on any outstanding orders.

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 1,893 devices.

Proposed 2024 Activities

Construction activities in 2024 are expected to continue on pace with previous years. This includes availability of a large number of developed lots, in addition to many large proposals currently in the development review process. These proposals include both large scale projects and subdivisions. As a result, Administration is forecasting roughly 80 residential dwelling units to be constructed in 2024. Construction activity will remain strong in the remaining sectors, in particular, agricultural, and institutional.

The agreement with Pelee Island will expire on December 31, 2023, as approved by Leamington and Pelee Island Councils. Pelee Island has signed a new 2-year agreement for 2024-2025 to continue joint enforcement of the building code. Based on this agreement, in 2024 the Pelee Island guarantee will be \$23,000 for service provided and \$2,000 for inspector training, subject to Leamington Council's approval.

Building Services will 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 other departments, such as Engineering Services, By-Law Enforcement, and Fire Services, and will work with the Windsor Essex County Health Unit to bring the large demand of worker housing up to proper safety standards while the Boarding House and Farm Help Dwelling By-Law is under appeal.

With the introduction of Bill 23 (More Homes Built Faster Act), Building Services will continue to work with additional dwelling unit (ADU) requests and working closely on the process with Planning Services as well as Engineering Services.

Building Services staff continue to stay current with any code amendments and code news. Additional new code amendments are expected in 2024 to further energy efficiency, and a new building code is also expected late 2024 or early 2025. 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.

Building Services continue to see changes to the OBC (Ontario Building Code). Some areas include:

- Energy Efficiency requirements.
- Additional Dwelling Unit (ADU) requirements.
- National Farm Building code is still in the works for a release in the very near future.

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

2024 Operating Budget for Council



Department: 0430 - Building Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	18,600	25,000	18,000	(7,000)	(28.00%)
14030-Building Permits	1,108,793	936,200	1,051,200	115,000	12.28%
14031-Pelee Building Permits	16,649	19,000	23,000	4,000	21.05%
14034-Plumbing Permits	66,644	54,600	58,200	3,600	6.59%
14036-Septic Inspections	17,350	30,700	13,500	(17,200)	(56.03%)
18999-Miscellaneous Revenue	1,000	-	-	-	-
Sub-Total Operating Revenue	1,229,035	1,065,500	1,163,900	98,400	9.24%
19000-Reserve Transfers	-	67,759	-	(67,759)	(100.00%)
Sub-Total Non-Operating Revenue	-	67,759	-	(67,759)	(100.00%)
Total Revenue	1,229,035	1,133,259	1,163,900	30,641	2.70%
Expense:					
35000-Salaries & Benefits	662,683	931,815	953,966	22,151	2.38%
37010-Office Supplies	1,356	3,000	2,700	(300)	(10.00%)
37020-Dues & Memberships	3,280	6,368	7,294	926	14.54%
37030-Travel & Mileage	122	120	180	60	50.00%
37040-Training	5,137	18,518	17,950	(568)	(3.07%)
37050-Conferences	2,559	8,000	7,000	(1,000)	(12.50%)
37054-Recruitment Expenses	464	2,000	2,000	-	-
37070-Uniforms & Clothing	40	4,000	4,000	-	-
37110-Telecommunications Usage	2,576	4,400	4,000	(400)	(9.09%)
37140-Insurance Expense	10,991	9,136	11,914	2,778	30.41%
37190-Internal Allocations	45,000	45,000	45,000	-	-
37250-Tech Hardware Purchases	3,386	12,500	5,000	(7,500)	(60.00%)
37270-Software Purchases	-	500	1,000	500	100.00%
37280-Telecommunication Purchases	1,066	2,000	2,000	-	-
37832-Credit, Debit & Bank Charges	1,215	-	2,000	2,000	100.00%
37950-Professional Services	-	3,000	3,000	-	-
37990-Other Operating Expenses	-	100	100	-	-
37992-Office Equipment Rental/Lease	1,018	1,025	1,025	-	-
37995-Software Licensing & Support	37,083	42,150	42,500	350	.83%
47420-Vehicle Maintenance	987	3,228	2,944	(284)	(8.79%)
48545-Vehicle/Equipment Fuel	4,914	8,400	8,000	(400)	(4.76%)
Sub-Total Operating Expense	783,877	1,105,259	1,123,573	18,314	1.66%

2024 Operating Budget for Council



Department: 0430 - Building Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
69000-Reserve Transfers	28,000	28,000	40,327	12,327	44.03%
Sub-Total Non-Operating Expense	28,000	28,000	40,327	12,327	44.03%
Total Expense	811,877	1,133,259	1,163,900	30,641	2.70%
Net Total	417,158	-	-	-	-

2024 Capital Budget



Division: Community and Development Services

Department: 0430 - Building Services

Project #	Title	Description	2024 Budget	Net From Revenue
BUILD-002	Replace #1B - Pickup Truck	Replace 2017 pickup truck.	60,000	-
			60,000	-

5 Year Capital Forecast

Division: Community and Development Services

Department: 0430 - Building Services

Project #	Project Name	2024	2025	2026	2027	2028
BUILD-002	Replace #1B - Pickup Truck	60,000	-	-	-	-
BUILD-005	Replace #2B - Pickup Truck	-	-	60,000	-	-
BUILD-007	Replace #3B - Pickup Truck	-	-	-	-	60,000
		60,000	-	60,000	-	60,000



2024 Budget

Planning Services - 0400

Description

Planning Services is part of the Community and Development Services area. Planning Services 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.

The department is responsible for preparing and maintaining municipal planning documents including the Official Plan, Zoning By-law, Secondary Plans and Community Improvement Plans (CIP). 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, site plans, plans of subdivision and condominium, part lot control, telecommunications towers, heritage permits and CIP grants.

Planning Services also coordinates the review, analysis, and processing of development proposals, and the administration and coordination of the Development Support Committee.

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

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

Staffing

Planning Services currently includes the Director of Community and Development Services, Manager of Planning Services, Planning Applications Supervisor, 2 Planners, 3 Planning Technicians, and a Planning Services Assistant.

In addition, Planning Services includes salaries for the members appointed to the Committee of Adjustment.

A Planning Student has been included in the 2024 Planning Services budget for 1 semester.

2023 Year Performance

In 2023, the processing of applications received under the Planning Act, was completed by the current staff complement with the exception of applications dealing with matters outside of the expertise of municipal planners (compliance with Ministry regulations related to noise, odour, vibration etc.).

The total number of proposals and applications received and processed by Planning Services as of November 7, 2023, is as follows:

Type of Application	Applications Received	Comments
Minor Variance	22	
Consent	19	Increased from 2022
2023 Pending Under Review	55	Increased from 2022
Combined Consent and ZBAs	22	
Zoning By-law Amendments (ZBAs)	10	
2023 Pending Under Review	45	
Combined Official Plan and ZBAs	5	Increased from 2022
Official Plan Amendments	-	
2023 Pending Under Review	2	
2023 CIP Approvals	4	
2023 CIP Under Review	3	
Zoning Certifications	-	
Business Licencing Review	65	
Site Plan Consultation and Applications	61	
Site Plan Agreements	7	
Site Plan Amendments	-	
Site Plan Exemptions	4	
Preliminary Site Plan Inquiries	26	
Leamington Works Inquiries	312	
Plan of Subdivision	1	
Part Lot Control	-	
Telecommunication Towers	-	
OLT Hearings	4	

The 2023 budget included funding from the CIP Reserves for CIP projects. In total, only 4 applications were received for funding and of those applications only 3 were deemed eligible.

Cloudpermit software used for the submission and processing of all Planning Act applications was initiated in 2022 and went live in 2023. Presently, all new applications are being processed using the new system.

Proposed 2024 Activities

The primary function of Planning Services is to process all applications to be considered for approval under the Planning Act by Council, the Committee of Adjustment and delegated approval authority. Based on the number of applications processed in 2023, as well as the significant consultations underway at this time, it is expected the number of applications to be processed in 2024 will be in line with the numbers processed in 2023.

Increases to the 2024 Planning Services user fees were approved by Council, including new fees for services authorized under the Planning Act. These increases were also recommended as part of the Development Approval Review Project (DARP).

Based upon the low participation numbers in 2023, Administration is recommending Council no longer offer the CIP Program in 2024 and use the dollars held in reserve to fund the Official Plan and Zoning By-law Review. All previously accepted applications and agreements will be honoured. The majority of the work on this project will be completed in 2024 along with Indigenous Engagement for the OP which was not included in the original scope of the project, however included in the 2024 budget.

The following projects have been budgeted for in the 2024 Planning Services budget:

- Completion of the Official Plan Update, including updates to the Zoning By-law 890-09, Indigenous Engagement and necessary supporting studies
- Parkland Dedication Fee By-law Update, in accordance with Bill 23
- Continued implementation of the recommendations identified in the Development Approvals Review Process (DARP)

2024 Operating Budget for Council



Department: 0400 - Planning Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	210,835	196,455	205,600	9,145	4.65%
18999-Miscellaneous Revenue	56,550	40,650	50,000	9,350	23.00%
Sub-Total Operating Revenue	267,385	237,105	255,600	18,495	7.80%
19000-Reserve Transfers	22,757	599,301	500,000	(99,301)	(16.57%)
Sub-Total Non-Operating Revenue	22,757	599,301	500,000	(99,301)	(16.57%)
Total Revenue	290,141	836,406	755,600	(80,806)	(9.66%)
Expense:					
35000-Salaries & Benefits	978,978	1,357,906	1,290,917	(66,989)	(4.93%)
37010-Office Supplies	3,191	8,138	5,000	(3,138)	(38.56%)
37020-Dues & Memberships	4,147	6,203	7,000	797	12.85%
37030-Travel & Mileage	74	100	200	100	100.00%
37040-Training	1,263	9,000	9,000	-	-
37050-Conferences	2,936	13,000	13,000	-	-
37054-Recruitment Expenses	5,783	1,500	1,500	-	-
37070-Uniforms & Clothing	-	300	-	(300)	(100.00%)
37130-Advertising & Promotion	3,385	4,500	-	(4,500)	(100.00%)
37928-Community Improvement Plan	(16,692)	599,301	259,000	(340,301)	(56.78%)
37950-Professional Services	28,051	105,000	291,000	186,000	177.14%
37990-Other Operating Expenses	-	300	300	-	-
42170-Heritage Committee	843	6,475	-	(6,475)	(100.00%)
Sub-Total Operating Expense	1,011,958	2,111,723	1,876,917	(234,806)	(11.12%)
Total Expense	1,011,958	2,111,723	1,876,917	(234,806)	(11.12%)
Net Total	(721,817)	(1,275,317)	(1,121,317)	154,000	(12.08%)



2024 Budget

Fire Services - 0410

Description

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

Staffing

Fire Services currently includes 6 full-time positions, including the Fire Chief, Deputy Fire Chief, Assistant Deputy Fire Chief, 2 Fire Inspectors, and an Administrative Support staff, in addition to 28 part-time firefighters. In 2023, the Day Shift Program continued with 4 part-time firefighters on duty for 8 hours each day for the purpose of improving emergency response times, public education, firefighter training, and equipment maintenance. This program is staffed from the existing complement of Firefighters.

2023 Year Performance

As of November 8, 2023, the Fire Services has responded to 655 (592 for 2022) calls for service of various types of responses. This represents a 10% increase in call volumes from 2022 levels.

Fire inspections data includes request, complaint, routine, and industry mandatory inspections. As of November 8, 2023, 792 (786 in 2022) inspections were conducted.

Public education activities were in full swing in 2023 with Fire Prevention Week, Smoke Alarm Program, After the Fire Program, monthly open houses, and weekly visits/displays at local businesses.

The Community Risk Assessment and Fire Services Master Plan was undertaken in 2023. Administration is reviewing the report with the consultants and will be providing the report to Council in the coming months.

Proposed 2024 Activities

In 2024, Fire Services will continue to provide outstanding services to the citizens of Leamington.

The department is anticipating the volume of inspections to grow again in 2024 as additional inspections will be required to support the Boarding House and Farm Help Dwelling By-law and, subject to Council's approval, the updated level of service requirements of the Establishing and Regulating (E&R) By-Law. Fire Services will continue a proactive approach for the safety of the Municipality and its residents.

In 2024, the Community Risk Assessment and Fire Services Master Plan will be presented to Council. These documents will guide the Municipality in the delivery of fire protection services and allow for current and future planning for Fire Services.

Leamington Fire Services is currently working on officer development and continuous training for its firefighters. Firefighters train 3 times a month, and 2 weekends a year. The training during the month is conducted internally and the weekend training is conducted by a 3rd party, meeting NFPA compliance. Leamington Fire Services also continues to send firefighters and Officers to regional training centers in the Province to take part in training offered by the Ontario Fire Marshals Office. These courses meet the regulations set out by the OFM and NFPA. Leamington Fire Services is always looking for new (current technology like electric vehicles) and meaningful training to better serve Leamington residents.

The 2024 budget includes life cycle replacement of firefighter bunker gear and self-contained breathing apparatus (SCBA). Also included in the 2024 capital budget is the completion of an accessibility ramp at the front entrance of the Fire Hall and Court House.

2024 Operating Budget for Council



Department: 0410 - Fire Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	2,286	2,000	2,000	-	-
13000-Fees and Service Revenue	72,893	54,050	61,050	7,000	12.95%
14010-Licence & Permit Revenue	12,256	14,800	10,800	(4,000)	(27.03%)
18999-Miscellaneous Revenue	1,544	-	1,500	1,500	100.00%
Sub-Total Operating Revenue	88,979	70,850	75,350	4,500	6.35%
19000-Reserve Transfers	32,122	140,000	65,000	(75,000)	(53.57%)
Sub-Total Non-Operating Revenue	32,122	140,000	65,000	(75,000)	(53.57%)
Total Revenue	121,100	210,850	140,350	(70,500)	(33.44%)
Expense:					
35000-Salaries & Benefits	1,760,107	2,192,160	2,267,949	75,788	3.46%
37010-Office Supplies	2,325	2,600	2,600	-	-
37020-Dues & Memberships	1,155	1,675	1,975	300	17.91%
37030-Travel & Mileage	13	500	500	-	-
37040-Training	22,570	35,000	35,000	-	-
37050-Conferences	2,802	7,000	8,500	1,500	21.43%
37054-Recruitment Expenses	290	600	600	-	-
37070-Uniforms & Clothing	23,417	30,000	30,000	-	-
37130-Advertising & Promotion	653	750	-	(750)	(100.00%)
37140-Insurance Expense	52,860	50,983	57,970	6,987	13.70%
37950-Professional Services	93,309	80,000	5,000	(75,000)	(93.75%)
37960-Dispatch Fees	34,658	75,000	98,000	23,000	30.67%
37970-Emergency Management	-	65,000	65,000	-	-
37990-Other Operating Expenses	11,843	7,450	8,450	1,000	13.42%
47400-Building Maintenance	25,187	80,132	58,039	(22,093)	(27.57%)
47420-Vehicle Maintenance	31,994	39,416	40,139	723	1.84%
47470-Property Maintenance	1,026	1,276	1,283	7	.53%
47500-Firefighting Supplies & Equipment Maintenance	24,526	30,200	30,625	425	1.41%
48060-Rescue Boat Maintenance	7,985	4,000	4,500	500	12.50%
48545-Vehicle/Equipment Fuel	16,577	28,800	28,800	-	-
48556-Health & Safety	-	500	500	-	-
Sub-Total Operating Expense	2,113,296	2,733,042	2,745,430	12,387	.45%

2024 Operating Budget for Council



Department: 0410 - Fire Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
56000-Debt Charges	31,131	62,262	62,262	-	-
69000-Reserve Transfers	499,000	499,000	249,000	(250,000)	(50.10%)
69040-Capital Transfers	-	192,000	239,000	47,000	24.48%
Sub-Total Non-Operating Expense	530,131	753,262	550,262	(203,000)	(26.95%)
Total Expense	2,643,427	3,486,304	3,295,692	(190,613)	(5.47%)
Net Total	(2,522,326)	(3,275,454)	(3,155,342)	120,113	(3.67%)

2024 Capital Budget



Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Title	Description	2024 Budget	Net From Revenue
FIRE-002	Miscellaneous Equipment	Miscellaneous equipment replacement.	26,000	26,000
FIRE-003	Bunker (Turnout) Gear Replacement	Annual replacement program.	26,000	26,000
FIRE-015	SCBA Equipment	Lifecycle replacement. Replacement of breathing apparatus.	72,000	72,000
FIRE-027	Accessibility Ramp for Court House	Completion of 2023 project. Complete rebuild of front entrance for Fire Hall and Court House for accessibility.	400,000	100,000
FIRE-032	Facility Improvements	Unforeseen mechanical and electrical issues at the Fire Hall.	15,000	15,000
			539,000	239,000

5 Year Capital Forecast

Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Project Name	2024	2025	2026	2027	2028
FIRE-002	Miscellaneous Equipment	26,000	26,000	26,000	26,000	26,000
FIRE-003	Bunker (Turnout) Gear Replacement	26,000	26,000	26,000	26,000	26,000
FIRE-005	Replace Unit #4 - Prevention Van	-	-	60,000	-	-
FIRE-007	Replace Unit #1 - Chief's SUV	-	75,000	-	-	-
FIRE-008	Generators	-	-	-	75,000	-
FIRE-009	Communication Upgrades	-	20,000	20,000	-	-
FIRE-010	Replace Unit #146 - Tanker	-	800,000	-	-	-
FIRE-015	SCBA Equipment	72,000	-	90,000	-	-
FIRE-021	Replace Unit #150 - Boat	-	-	75,000	-	-
FIRE-022	Replace Unit #143 - Tower Truck	-	2,500,000	-	-	-
FIRE-025	PPV Fan on Unit #145 - Snorkel	-	-	-	-	6,000
FIRE-027	Accessibility Ramp for Court House	400,000	-	-	-	-
FIRE-032	Facility Improvements	15,000	15,000	15,000	15,000	15,000
FIRE-033	Rescue Trailer Replacement	-	-	-	10,000	-
		539,000	3,462,000	312,000	152,000	73,000



2024 Budget

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. Additionally, the Drainage Superintendents oversee Roadside Drainage, Urban Drains (Sewer budget) and manage the former railway property in Leamington and Lakeshore for drain related issues and projects.

Staffing

Drainage Services currently includes 2 Drainage Superintendents, the Drainage Clerk/Analyst, and a Co-op Student. Partial funding towards the costs of the Drainage Superintendent positions is obtained through the Agricultural Drainage Infrastructure Program (ADIP) grant provided by the Ontario Ministry of Agriculture Food and Rural Affairs. 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.

2023 Year Performance

Capital Budget

Approximately 26 capital projects were undertaken in 2023, at a total estimated value of \$6.5 million. In 2023, roughly 45% of works completed or in progress were driven by development in the Municipality, while the remaining 55% focused on new drain works and existing drainage improvements. These works generally included improvements made 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 45 Municipal drains required some type of maintenance in 2023 including culvert repairs, partial drain cleanouts, tile repairs, bank repairs, flushing, dam removals, break-wall improvements, pumping expenses, etc. In addition to this, Drainage services completed repair works on 24 roadside drains.

12 Municipal drains received major maintenance activities through full cleanouts, bottom cleaning, brushing, root cutting, and replacement of outlet pipes.

Phragmites continued to be targeted via herbicide applications alongside municipal roads, where present, through the annual invasive plant control program. Drainage Services also continued the roadside mowing program in 2023 to reduce the amount of vegetation in the drain channels and promote improved flows.

Proposed 2024 Activities

Capital Budget

The 2024 budget includes the completion of Municipal drain capital projects that were approved by Council under an Engineer's Report dated in 2023 or previous years, including several projects under Sections 78(1) and 65(3) of the Drainage Act. The Section 78(1) requests, drainage improvements facilitated through the report of an engineer, are predominantly associated with new access bridges, and drain relocations driven by development but also include general drain improvements such as the Pelee Creek, Lebo Creek, and West Marsh Drain projects identified in the capital budget. The section 65(3) requests, subsequent connection to drainage works, are generally driven by greenhouse development and the reassessments associated with changes in land use or grading.

The 2024 budget includes works to be completed on the Atkinson-Lockery drain under Section 4(1) of the Drainage Act, new petition drains, required to facilitate a legal outlet for proposed residential development in Southwestern Leamington.

The 2024 budget for Drainage capital projects is \$3.6 million with the Road (Municipal) portion of this budget estimated to be \$485,350 from taxation.

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 2024 budget for drain maintenance is \$1.2 million, with the Road portion of the budget estimated to be \$166,239 (14%), funded through the Drainage Services operating budget. Additionally, the budget includes \$210,000 for roadside drain maintenance generally including mowing, brushing, flushing, tile and culvert repairs, and catch basin cleaning.

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

The phragmites program, that began in 2016, will continue in 2024.



2024 Operating Budget for Council

Department: 0680 - Drainage Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11302-Drainage Levies	17,680	647,104	933,878	286,773	44.32%
12000-Grant Revenue	1,372	468,744	243,783	(224,961)	(47.99%)
13000-Fees and Service Revenue	-	8,866	-	(8,866)	(100.00%)
18990-Recoveries	13,587	163,587	143,643	(19,944)	(12.19%)
18999-Miscellaneous Revenue	4,375	5,000	15,000	10,000	200.00%
Sub-Total Operating Revenue	37,014	1,293,301	1,336,304	43,002	3.33%
19000-Reserve Transfers	-	71,600	-	(71,600)	(100.00%)
Sub-Total Non-Operating Revenue	-	71,600	-	(71,600)	(100.00%)
Total Revenue	37,014	1,364,901	1,336,304	(28,598)	(2.10%)
Expense:					
35000-Salaries & Benefits	281,455	368,397	370,757	2,360	.64%
37010-Office Supplies	1,022	500	500	-	-
37020-Dues & Memberships	1,081	1,205	1,050	(155)	(12.86%)
37030-Travel & Mileage	-	200	200	-	-
37040-Training	7,210	7,850	6,000	(1,850)	(23.57%)
37050-Conferences	695	3,075	2,600	(475)	(15.45%)
37070-Uniforms & Clothing	721	1,000	1,000	-	-
37130-Advertising & Promotion	576	-	-	-	-
37140-Insurance Expense	3,178	3,045	3,496	451	14.82%
37950-Professional Services	1,582	-	3,000	3,000	100.00%
37990-Other Operating Expenses	362	435	950	515	118.39%
46680-Drainage Maintenance	575,315	1,098,534	1,174,030	75,496	6.87%
47420-Vehicle Maintenance	278	1,921	1,787	(134)	(6.97%)
48545-Vehicle/Equipment Fuel	3,078	3,000	3,500	500	16.67%
48548-Miscellaneous Roadside Drains	65,080	204,600	210,000	5,400	2.64%
48620-Storm Sewer Maintenance	47,182	130,000	130,000	-	-
Sub-Total Operating Expense	988,815	1,823,762	1,908,870	85,109	4.67%
56000-Debt Charges	13,587	13,586	6,793	(6,793)	(50.00%)
69000-Reserve Transfers	14,000	14,000	14,000	-	-
69040-Capital Transfers	-	488,886	485,350	(3,536)	(.72%)
Sub-Total Non-Operating Expense	27,587	516,472	506,143	(10,329)	(2.00%)
Total Expense	1,016,401	2,340,234	2,415,014	74,780	3.20%
Net Total	(979,387)	(975,333)	(1,078,710)	(103,377)	10.60%

2024 Capital Budget



Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2024 Budget	Net From Revenue
DRAIN-003	Pelee Creek Drain - Section 78	Completion of 2023 project. Improvements to entire drain.	334,800	90,920	-
DRAIN-007	E.J. Stockwell Drain - Section 78	Completion of 2023 project. Improvements to drain and support combination sewer - flooding.	150,000	48,511	16,500
DRAIN-013	Jacob Fox Drain - Section 78	Completion of 2023 project. Drain relocation and new assessment schedule.	743,917	620,000	-
DRAIN-041	Lebo Creek - Section 78 Sufficient Outlet	Completion of 2023 project. Legalizing the natural watercourse and creating working corridors.	1,328,987	966,743	-
DRAIN-093	County Road 33 - Petition - Guyitt Drain	Completion of 2023 project. County petition to convert ditch to municipal drain.	176,000	89,000	17,650
DRAIN-094	County Road 33 - Petition - B & C Pump	Completion of 2023 project. County petition to convert ditch to municipal drain.	52,000	16,000	-
DRAIN-095	County Road 33 - Petition - West Marsh	Completion of 2023 project. County petition to convert ditch to municipal drain.	213,000	133,500	11,200
DRAIN-130	Silver Creek Drain - 10th Concession - Section 78	Completion of 2023 project. New access.	150,400	108,100	-
DRAIN-132	5th Concession Road Drain - Section 78	Relocate drain.	140,000	140,000	-
DRAIN-144	Robert Anderson Drain	Completion of 2023 project. Relocate a portion of the drain.	455,910	415,757	-
DRAIN-145	Silver Creek Drain - Section 78	Completion of 2023 project. Realignment.	8,050	-	-
DRAIN-149	County Road 18 - Petition	Completion of 2023 project. Improve and/or relocate portion of drain for new trail for the County Wide Active Transportation System (CWATS).	71,555	50,000	-

2024 Capital Budget



Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2024 Budget	Net From Revenue
DRAIN-151	Atkinson Lockery Drain - Section 4 Petition	Completion of 2023 project. New housing development.	403,000	345,000	-
DRAIN-152	Lorne Jackson Drain - Section 78	Completion of 2023 project. Realignment.	88,720	80,000	-
DRAIN-155	Derbyshire Drain - Section 76/78	Completion of 2023 project. Emergency culvert replacement and update of the assessment schedule.	77,410	20,000	-
DRAIN-161	West Marsh Drain	Completion of 2023 project. Bank stabilization.	570,000	500,000	440,000
DRAIN-165	Hooker Drain - Section 65	Completion of 2023 project. Update assessment schedule.	4,000	-	-
DRAIN-166	Bailey Drain - Section 65	Completion of 2023 project. Update assessment schedule.	4,000	-	-
DRAIN-169	Fox Drain - Section 78	Completion of 2023 project. Legalize tile drain.	3,500	1,500	-
DRAIN-170	Silver Creek & Lebo Creek - 7th Concession Branch - Section 65	Update assessment schedule.	4,000	4,000	-
			4,979,249	3,629,031	485,350



2024 Budget

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 Enbridge, 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, Engineering Analyst, and a Co-op Student for 1 semester; 25% of the Infrastructure Services Assistant; 100% of the Engineering Technologist; and 15% of the Director of Infrastructure Services.

The 2024 budgeted salary allocation for salaried positions remains the same.

The 2024 Budget also includes the continuation of a contract position for part of the year for the Project Management of the Fibre Installation project. Funding for this project is 100% recoverable.

The 2024 Budget proposes the addition of a second Engineering Technologist to increase capacity related to development and utility approval reviews, while also assisting the Manager with the implementation of recent regulation changes. This position will also assist in succession planning within the department and supports the Organizational Review.

2023 Year Performance

In 2023, Engineering Services carried out the annual road resurfacing and crack sealing programs on various rural and urban roads through the Municipality. Moreover, the sidewalk construction program was continued in 2023 with the construction of a sidewalk along the Camelot Avenue, between Marlborough Street and Oak Street.

Engineering Services oversaw a number of studies and design assignments in 2023 including, but not necessarily limited to, the following:

- Completion of the Biennial Comprehensive Bridge Assessments
- Completion of the Traffic Calming Policy Update
- Completion of Urban Area Sewer Modeling Project
- Bridge Rehabilitation Design - Bridges 71 & 77
- Seacliff Reconstruction Phases 3 & 4
- Completion of the Erie Street Streetscaping Design
- Various speed, parking, and traffic warrant studies throughout the Municipality

Engineering Services completed internal designs for the Princess Street parking lot improvements project and the Iroquois Road Storm Sewer Outfall Reconstruction project. Engineering Services tendered and oversaw construction on these projects in 2023. Internal designs targeting permanent traffic calming construction in the Robson Road right of way, between Erie Street and Cherry Lane were initiated in 2023.

Engineering Services facilitated the completion of the reconstruction of Bridge 37 on Deer Run Road over the Coulson Drain.

As a joint effort between Drainage and Engineering Services, designs were initiated for the repair of the drain banks abutting Mersea Road D and the West Marsh Drain, with 2024 construction proposed as a project in the Drainage Services capital budget.

Engineering Services oversaw the construction of two pedestrian crossings located at the Erie South Dock area and across Talbot at the intersection of Talbot Street and Cedar Drive.

Engineering Services oversaw the reconstruction of Seacliff Drive, from Cherry Lane to Regatta, which included new asphalt paving, curbing, sidewalks, upgraded streetlighting, drainage improvements, and the construction of an active transportation facility extending to Bevel Line.

Proposed 2024 Activities

In 2024, Engineering Services will continue to carry out the annual road resurfacing and crack sealing programs on various rural and urban roads through the Municipality. The sidewalk program will be continued in 2024 with a location to be determined based on priority and constructability. The 2024 capital budget proposes a dedicated allocation of funds intended to address in-year traffic calming requests, made in accordance with the policy accepted by Council in 2023.

In 2024, Engineering Services intends to oversee a number of studies and design assignments, some of which are ongoing, including:

- Sturgeon Creek Master Drainage Study
- Bridge 22 Reconstruction Design

- Completion of the Robson Road Permanent Traffic Calming design (construction proposed in 2024)
- Completion of the design for Seacliff Reconstruction Phases 3 & 4 (construction proposed in 2024)
- Design County Road 33 / Point Pelee Drive Active Transportation (CWATS Leam-17)
- Completion of Bridge Rehabilitation Design - Bridges 71 & 77

In 2024, Engineering Services plans to oversee construction of multi-use path between Cherry Lane and the Municipal trail, on the north side of Seacliff Drive East, intending to close an existing gap in the active transportation network.

In 2024, Engineering Services intends to oversee the construction of two major infrastructure projects, namely the roads construction portion of the Audrey/Margaret/Jane/Claire sewer separation project and the Seacliff Drive Reconstruction project. Each of these projects serve to address targets set by long term planning initiatives like the Sewer Separation Program (2006), and the Seacliff Drive East Reconstruction Environmental Assessment (EA) (2013), and the Northeast Trunk Sewer EA (2006).

2024 Operating Budget for Council



Department: 0620 - Engineering Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	2,170	-	-	-	-
13000-Fees and Service Revenue	110,110	100,000	111,200	11,200	11.20%
14010-Licence & Permit Revenue	-	-	17,500	17,500	100.00%
18999-Miscellaneous Revenue	86,915	-	151,000	151,000	100.00%
Sub-Total Operating Revenue	199,195	100,000	279,700	179,700	179.70%
19000-Reserve Transfers	-	417,500	30,000	(387,500)	(92.81%)
Sub-Total Non-Operating Revenue	-	417,500	30,000	(387,500)	(92.81%)
Total Revenue	199,195	517,500	309,700	(207,800)	(40.15%)
Expense:					
35000-Salaries & Benefits	717,704	678,037	929,198	251,161	37.04%
37010-Office Supplies	1,017	1,500	1,500	-	-
37020-Dues & Memberships	2,515	4,035	4,335	300	7.43%
37040-Training	5,768	13,000	13,500	500	3.85%
37050-Conferences	1,744	2,000	2,000	-	-
37054-Recruitment Expenses	503	1,200	1,200	-	-
37070-Uniforms & Clothing	73	1,000	1,000	-	-
37140-Insurance Expense	7,157	6,857	7,872	1,015	14.80%
37190-Internal Allocations	-	1,365	975	(390)	(28.57%)
37950-Professional Services	182,146	697,500	275,000	(422,500)	(60.57%)
37990-Other Operating Expenses	520	2,500	2,500	-	-
47420-Vehicle Maintenance	1,783	1,728	3,110	1,382	79.99%
48322-Traffic Signal Maintenance	137,637	140,000	185,500	45,500	32.50%
48324-Crack Sealing	79,995	75,000	80,000	5,000	6.67%
48330-Streetlight Maintenance	234,101	300,000	315,000	15,000	5.00%
48545-Vehicle/Equipment Fuel	2,481	4,000	3,500	(500)	(12.50%)
Sub-Total Operating Expense	1,375,146	1,929,722	1,826,190	(103,532)	(5.37%)
69000-Reserve Transfers	138,110	128,000	128,000	-	-
69040-Capital Transfers	-	1,463,000	2,169,800	706,800	48.31%
Sub-Total Non-Operating Expense	138,110	1,591,000	2,297,800	706,800	44.42%
Total Expense	1,513,256	3,520,722	4,123,990	603,268	17.13%
Net Total	(1,314,061)	(3,003,222)	(3,814,290)	(811,068)	27.01%

2024 Capital Budget



Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2024 Budget	Net From Revenue
ENG-004	Road Resurfacing	Annual Road Resurfacing contract includes improvements to the road system through the application of new tar and chip surfaces and/or new asphalt surfaces.	2,025,000	500,000
ENG-010A	Street Lighting	Street lighting installation and improvement/upgrades to existing urban and rural area lighting.	35,000	35,000
ENG-015	Sidewalks	Annual allocation for the construction of new sidewalks throughout the urban area of the Municipality.	100,000	100,000
ENG-016	LED Streetlight Conversion	Completion of 2023 project. LED upgrades/retrofit to existing decorative street lighting.	40,080	-
ENG-027	Traffic Signage	Installation of new traffic signs and pavement markings and replacement of existing, as required.	30,000	30,000
ENG-051	Audrey/Margaret/Jane/Claire	Construction for the road portion of a sewer separation project including new asphalt pavement, curbing, sidewalks and upgraded street lighting on Audrey, Margaret, Jane, Claire and Sherk Streets. This is a joint Engineering, Sewers and Water project.	4,667,960	1,404,800
ENG-069	Erie Street - Streetscape	Completion of the 2023 design project and initiation of the re-construction of the Erie Street right of way between Clark Street and Marlborough Street. This is a joint Engineering, Sewers and Water project.	11,400	-
ENG-078	Bridge 37	Completion of 2023 project. Construction of Bridge 37 located on Mersea Rd 3.	17,150	-
ENG-083	Mural Projects	Completion of 2023 project. Multiple mural projects intended for uptown beautification.	50,000	-
ENG-088	Bridge Rehabilitation - Bridge 71 and 77	Completion of 2023 project. Design for the rehabilitation of Bridges 71 and 77, with construction proposed in 2026.	98,000	-

2024 Capital Budget



Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2024 Budget	Net From Revenue
ENG-089	County Wide Active Transportation System (CWATS) - Leam-17	Completion of 2023 project. Design of County Road 33/Point Pelee Drive CWATS facility between the bridge over Sturgeon Creek and the intersection of Mersea Road 12.	100,000	-
ENG-097	Robson Road Sidewalk Extension and Traffic Calming	Completion of the 2023 design project and initiation of construction of a sidewalk extension and permanent traffic calming features for Robson Road between Erie Street and Cherry Lane.	570,000	-
ENG-098	Seacliff Reconstruction - Phase 3-4	Completion of 2023 design project and initiation of construction for the roads portion of the North East Trunk sanitary sewer along Seacliff Drive, from Regatta Drive to County Road 33, and will include new asphalt pavement, curbing, sidewalks and upgraded streetlighting. This is a joint project with Sewers.	6,935,000	-
ENG-103	Traffic Calming	Annual allocation intended to address planned and in-year traffic calming requests.	25,000	25,000
ENG-105	Bridge 22	Reconstruction design for Bridge 22, located on Mersea Road 7 over the South Dales Drain.	75,000	-
ENG-108	Seacliff Drive Multi-Use Path	Construction of a roughly 285 m multi-use path from Cherry Lane to the municipal trail.	75,000	75,000
			14,854,590	2,169,800

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0620 - Engineering

Project #	Project Name	2024	2025	2026	2027	2028
ENG-004	Road Resurfacing	2,025,000	1,500,000	1,500,000	1,500,000	1,500,000
ENG-010A	Street Lighting	35,000	35,000	35,000	35,000	35,000
ENG-015	Sidewalks	100,000	100,000	100,000	100,000	100,000
ENG-016	LED Streetlight Conversion	40,080	-	-	-	-
ENG-027	Traffic Signage	30,000	30,000	30,000	30,000	30,000
ENG-047B	Waterfront Improvements	-	-	2,170,000	-	-
ENG-051	Audrey/Margaret/Jane/Claire	4,667,960	-	-	-	-
ENG-052	Queens/John/Albert/Baird/Elliott South	-	2,556,000	-	-	-
ENG-069	Erie Street - Streetscape	11,400	-	-	6,134,800	-
ENG-078	Bridge 37	17,150	-	-	-	-
ENG-079	Bridge 48	-	-	-	50,000	815,000
ENG-083	Mural Projects	50,000	-	-	-	-
ENG-086	Bridge 45	-	-	75,000	750,000	-
ENG-088	Bridge Rehabilitation - Bridge 71 and 77	98,000	-	225,000	-	-
ENG-089	County Wide Active Transportation System (CWATS) - Leam-17	100,000	-	-	-	1,000,000
ENG-097	Robson Road Sidewalk Extension and Traffic Calming	570,000	-	-	-	-
ENG-098	Seacliff Reconstruction - Phase 3-4	6,935,000	-	-	-	-
ENG-103	Traffic Calming	25,000	25,000	25,000	25,000	25,000
ENG-104	Active Transportation	-	75,000	75,000	75,000	75,000
ENG-105	Bridge 22	75,000	785,500	-	-	-
ENG-106	Bridge 04	-	75,000	735,000	-	-
ENG-107	Bridge 34	-	-	-	-	75,000
ENG-108	Seacliff Drive Multi-Use Path	75,000	-	-	-	-
		14,854,590	5,181,500	4,970,000	8,699,800	3,655,000



2024 Budget

Sewers - 0610

Description

Sewers is part of the Infrastructure Services area. The Sewers budget provides the funding required for the maintenance of the sanitary sewer systems, combined sewer systems, storm sewer systems, and open drains within the urban area. The Public Works department is responsible for sewer maintenance work while Drainage Services executes maintenance work on open drains in the urban area. Sewer maintenance includes sewer flushing, tree root cutting, closed-circuit television (CCTV) inspection, sewer repairs and related restoration (boulevards and roadway). Urban drain maintenance includes mowing, brushing, flushing, tile repairs, culvert repairs, and catch basin cleaning. Typically, maintenance is accomplished by using specialized contractors.

Utilizing the Sewers budget, Administration 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.

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 have the ability to connect to the municipal sewer system.

Staffing

Sewers currently includes allocations of Engineering Services and Infrastructure Services salaries for sewer planning and capital works. Their salaries are allocated to Sewers as follows: 30% for each of the Manager of Engineering, 3 Engineering Project Managers, and an Engineering Technologist; 25% of the Infrastructure Services Assistant; 10% of the Co-op Student; 15% of the Director of Infrastructure Services; 80% of the 2 Infrastructure Inspectors.

The 2024 budgeted salary allocation for salaried positions remains the same.

2023 Year Performance

The Infrastructure Services Inspectors under the Public Works Department 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 sanitary and combined sewer systems. This work was completed by the contractor within budget and to the satisfaction of the Municipality. CCTV inspection of sewers was carried out in various locations as deemed necessary by administration.

In 2023, Administration designed, tendered, and oversaw the construction of the Iroquois storm sewer outfall. Additionally, in a joint effort between Infrastructure Services and Legal Services the Municipality acquired the property necessary for the construction of the Southwest Leamington storm outlet system, which once constructed, will allow for the separation of services in the Audrey/Margaret/Jane/Claire/Sherk Street South separation area. The relining of the Oak Street combination sewer running from Erie Street South to Westmoreland Street was tendered and awarded in 2023 and is scheduled for construction in July of 2024.

In 2023, Administration oversaw multiple capital design projects funded through the Sewers department. Sewer separation projects in 2023 included the completion of the sewer separation design for the Audrey/Margaret/Jane/Claire/Sherk Street South drainage area, the continuation of the Queens/John/Albert/Baird/Elliott South drainage area, and the award of a new design assignment targeting the separation of the entire Northwest quadrant of Leamington. Administration continued to oversee the design of the southwest Leamington stormwater outlet system and trunk sanitary sewer designs, anticipated to proceed to construction in 2024.

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 streetlights and completing locates through Ontario One Call for municipal underground infrastructure (other than water infrastructure which is managed by Water Services).

Proposed 2024 Activities

Administration will continue to provide operational and inspection services of the Municipality’s existing sewer system.

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

The primary 5-year flushing program will continue along with additional attention to areas that require flushing annually, semi-annually, and even on a three-month frequency. In 2024, the Sewers budget includes funding to complete CCTV investigation on sanitary and combined sewers flushed during the annual flushing program, as part of a continued effort to improve asset maintenance protocols associated with sewer infrastructure.

Administration will continue the sewer separation program by carrying on with the Queens/John/Albert/Baird/Elliott South and Northwest quadrant sewer separation design projects.

In 2024, Administration intends to complete design assignments and construct the regional stormwater facility, stormwater pumping station, and trunk sanitary sewer extension necessary to allow for further residential development in southwestern Leamington. Moreover, the completion of these works will facilitate the construction of the Audrey/Margaret/Jane/Claire/Sherk Street South sewer separation project.

In 2024, Administration intends to oversee the completion of the design assignment for the sanitary trunk sewer extension and road reconstruction work proposed on Seacliff Drive East from Peter Avenue to County Road 33. Furthermore, the intention is to proceed with construction on this project in 2024.

2024 Operating Budget for Council



Department: 0610 - Sewers

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	3,564,135	3,584,697	3,650,817	66,120	1.84%
11100-Payments in Lieu of Tax Levies	33,926	32,438	28,352	(4,086)	(12.60%)
11200-Supplemental Taxation Revenue	12,765	40,000	12,575	(27,425)	(68.56%)
11320-Other Levies	151,817	148,032	116,127	(31,905)	(21.55%)
18999-Miscellaneous Revenue	3,951	-	-	-	-
Sub-Total Operating Revenue	3,766,594	3,805,167	3,807,871	2,704	.07%
19000-Reserve Transfers	-	293,188	517,687	224,499	76.57%
Sub-Total Non-Operating Revenue	-	293,188	517,687	224,499	76.57%
Total Revenue	3,766,594	4,098,355	4,325,558	227,203	5.54%
Expense:					
35000-Salaries & Benefits	147,191	458,215	461,448	3,233	.71%
36300-Tax Adjustment	22,379	38,400	23,757	(14,643)	(38.13%)
37140-Insurance Expense	15,745	14,893	17,319	2,426	16.29%
37190-Internal Allocations	-	1,365	975	(390)	(28.57%)
37950-Professional Services	8,179	2,500	202,500	200,000	8000.00%
48610-Sanitary & Combination Repairs	36,350	65,200	80,500	15,300	23.47%
48612-Sani/Comb Flushing & Inspection	54,600	60,200	125,000	64,800	107.64%
48614-Sani/Comb Service Connection Repairs	56,924	52,200	73,000	20,800	39.85%
48620-Storm Sewer Maintenance	87,893	203,700	166,850	(36,850)	(18.09%)
48622-Storm Sewer Flushing & Inspection	611	3,000	3,000	-	-
48624-Storm Sewer Service	1,389	1,500	2,000	500	33.33%
Sub-Total Operating Expense	431,260	901,173	1,156,349	255,176	28.32%
56000-Debt Charges	179,511	341,711	324,400	(17,311)	(5.07%)
69000-Reserve Transfers	824	-	-	-	-
69040-Capital Transfers	-	2,855,470	2,844,809	(10,661)	(.37%)
Sub-Total Non-Operating Expense	180,335	3,197,181	3,169,209	(27,972)	(.87%)
Total Expense	611,596	4,098,355	4,325,558	227,203	5.54%
Net Total	3,154,998	-	-	-	-

2024 Capital Budget



Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Title	Description	2024 Budget	Net From Revenue
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	Completion of the 2023 design project and initiation of construction of a stormwater management facility in Southwestern Leamington. The proposed pond will provide a sufficient outlet for stormwater derived from existing and proposed developed lands north of Seacliff Drive, west of Sherk Street, along the southern portion of Sherk Street, and along the west half of Coronation Avenue. This work is necessary in facilitating sewer separation in the same areas.	5,250,000	-
SEWER-019	Audrey/Margaret/Jane/Claire	Construction for the sewer portion of this sewer separation project including the installation of separated sewage and stormwater drainage systems on Audrey, Margaret, Jane, Claire and the southern portion of Sherk Street. This is a joint Engineering, Sewers and Water project.	5,105,640	2,255,240
SEWER-021	Queens/John/Albert/Baird/Elliott South	Completion of the 2023 design project. Engineering and approvals portion of this sewer separation project intended 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.	315,000	-
SEWER-034	General Capital Repairs	Various in-year demands.	200,000	200,000
SEWER-036	Relining Storm Sewer - Seacliff Dr	Completion of the 2023 design project. The existing corrugated steel pipe storm sewer between Erie Street and the trail has failed in portions, along with the roof of a manhole along the same length of sewer. Work includes the design of a sewer liner and other necessary repairs.	100,000	-
SEWER-043	Seacliff West Trunk Sewer Extension	Completion of 2023 project. Design and construction of an estimated 310m extension of a 600mm diameter sanitary trunk sewer, from the manhole west of Sherk Street to west of the proposed Street E.	1,575,000	389,569

2024 Capital Budget



Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Title	Description	2024 Budget	Net From Revenue
SEWER-044	Oak Street Sewer Relining	Completion of 2023 project. Relining of the 750mm-900mm combination sewer that runs under the westbound lane on Oak Street West from Erie Street South to Westmoreland Street.	1,320,000	-
SEWER-046	Iroquois Sewer Outlet	Completion of 2023 project. Design and construction for the replacement of the approximately 42m long 1800mm storm sewer, from the southern limit of the Iroquois Road right of way to the outlet constructed in the George Evans Drain.	6,000	-
SEWER-047	Seacliff Reconstruction - Phase 3-4	Construction for the sewers portion of the North East Trunk sanitary sewer along Seacliff Drive, from Peter Avenue to County Road 33. This is a joint project with Engineering.	2,300,000	-
SEWER-050	Northwest Quadrant Sewer Separation	Engineering and approvals portion of this sewer separation project, with a proposed completion scheduled for 2026 and construction in 2029. The project area includes Clark Street West (Erie Street North to Elliott Street), Queens Avenue (Selkirk Avenue to Wilkinson Drive), Selkirk Avenue (Baird Avenue to Queens Avenue), Baird Avenue (Selkirk Avenue to Clark Street West), Elliott Street (Smith Avenue to the north end), Smith Avenue (Hodgins Street to Elliott Street), Hodgins Street (Smith Avenue to the north end), Wilkinson Drive (Erie Street North to Municipal No. 434), Hazelton (Erie Street North to Elliott Street).	480,000	-
			16,651,640	2,844,809



5 Year Capital Forecast

Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Project Name	2024	2025	2026	2027	2028
SEWER-007	Erie South Storm Sewer Outfall	-	1,400,000	-	-	-
SEWER-012	Seacliff Trunk Sewer - Environmental Study	-	-	-	-	500,000
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	5,250,000	-	-	-	-
SEWER-019	Audrey/Margaret/Jane/Claire	5,105,640	-	-	-	-
SEWER-021	Queens/John/Albert/Baird/Elliott South	315,000	1,215,000	-	-	-
SEWER-024	Elliott/Hutchins Court	-	-	-	-	150,000
SEWER-034	General Capital Repairs	200,000	200,000	200,000	200,000	200,000
SEWER-036	Relining Storm Sewer - Seacliff Dr	100,000	-	-	-	-
SEWER-040	Erie St - Streetscape	-	-	-	1,212,540	-
SEWER-043	Seacliff West Trunk Sewer Extension	1,575,000	-	-	-	-
SEWER-044	Oak Street Sewer Relining	1,320,000	-	-	-	-
SEWER-046	Iroquois Sewer Outlet	6,000	-	-	-	-
SEWER-047	Seacliff Reconstruction - Phase 3-4	2,300,000	-	-	-	-
SEWER-048	Mersea Road 1 Sewer	-	5,000,000	-	-	-
SEWER-049	Pelee Drive (Leam-17) Storm Water Management Facilities	-	-	-	-	2,000,000
SEWER-050	Northwest Quadrant Sewer Separation	480,000	-	-	-	-
		16,651,640	7,815,000	200,000	1,412,540	2,850,000



2024 Budget

Transit - 0622

Description

Transit is part of the Infrastructure Services area. It includes costs and funding for the operation of Leamington's on demand (LTGO), specialized (accessible) transit services and the Leamington to Windsor Transit Route 42 (LTW). Leamington's LTGO transit service is contracted to Switzer-Carty Transportation Services and facilitated through software developed by Blaise Transit. Specialized transit service is provided by South Essex Community Council (Erie Shore Community Transit). Leamington's LTW is contracted to the City of Windsor, Transit Windsor.

Staffing

Transit currently includes a Transit Coordinator (3-year contract) and an allocation of Engineering Services and Infrastructure Services salaries as follows: 2% of the Director of Infrastructure Services. Transit also includes Public Works wages for bus shelter maintenance.

2023 Year Performance

In 2023, the LTGO provided service from 6:00am-9:30pm Monday through Friday and 7:00am-9:30pm on weekends and holidays. From May 22nd (Victoria Day) to September 4th (Labour Day) the weekends and holidays schedule includes Saturdays and Sundays, whereas the weekend schedule only included Saturdays for the remainder of the year.

Leamington began operations of the LTW in July 2019. Currently, the program is running as a pilot program, funded by the Community Transportation Grant program, until March 31, 2025. A successful outcome at the end of the pilot program may lead to discussions with the City of Windsor, the County of Essex and other local municipalities within Essex County about a permanent continuation of regional transit and potential expansion of the service.

Proposed 2024 Activities

Administration was successful in obtaining funding, through the Rural Transit Solutions Fund of the Permanent Public Transit Program, for the purchase of third bus to add to

the Municipality's transit fleet. Administration undertook the procurement process in 2023 and subject to Council approval, will submit the purchase order for the third bus which will arrive in 2024.

Administration plans to procure and facilitate the installation of additional fixtures, furniture and signage at fixed bus stops to improve the user experience of the transit system.

With the assistance of the Transit Coordinator contract position, Administration continues to explore service expansion opportunities by forming strategic relationships with several organizations including, but not necessarily limited to, long-term care facilities, primary (grade 8) and secondary schools as well as service clubs.

The Municipality will continue to allocate \$7,500 to reserves for the Municipal share of future Erie Shore Community Transit vehicle replacement costs as required under the agreement. 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 the on-demand service 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 2024 budget includes municipal funding to continue the LTW regional transit service as previously approved by Leamington Council.

Municipal transit is a service that promotes a safe and economic way for residents and visitors to experience Leamington supporting Council's Vision and Mission.

2024 Operating Budget for Council



Department: 0622 - Transit

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	489	-	-	-	-
13900-Advertising Revenue	-	-	1,665	1,665	100.00%
15400-Sponsorship Revenue	45,000	45,000	45,000	-	-
15880-Transit-LTGO	55,202	42,000	57,600	15,600	37.14%
15890-Transit-LTW Route 42	219,697	181,910	158,274	(23,636)	(12.99%)
Sub-Total Operating Revenue	320,388	268,910	262,539	(6,371)	(2.37%)
19000-Reserve Transfers	-	331,587	413,701	82,114	24.76%
Sub-Total Non-Operating Revenue	-	331,587	413,701	82,114	24.76%
Total Revenue	320,388	600,497	676,240	75,743	12.61%
Expense:					
35000-Salaries & Benefits	15,604	106,895	119,968	13,072	12.23%
37020-Dues & Memberships	1,939	2,100	2,088	(12)	(.57%)
37110-Telecommunications Usage	1,309	3,000	1,800	(1,200)	(40.00%)
37130-Advertising & Promotion	2,237	10,000	12,211	2,211	22.11%
37140-Insurance Expense	527	498	579	81	16.24%
37190-Internal Allocations	-	182	130	(52)	(28.57%)
37832-Credit, Debit & Bank Charges	2,445	-	2,000	2,000	100.00%
37950-Professional Services	9,158	-	9,158	9,158	100.00%
37968-Transit Expense	525,346	761,670	763,203	1,533	.20%
37970-Accessible Transit System	11,944	24,000	24,000	-	-
37990-Other Operating Expenses	22,754	-	4,946	4,946	100.00%
42890-Transit-LTW Route 42	211,571	295,799	333,475	37,676	12.74%
48538-Bus Shelter Maintenance	3,903	11,658	5,720	(5,938)	(50.93%)
Sub-Total Operating Expense	808,737	1,215,802	1,279,277	63,475	5.22%
69000-Reserve Transfers	7,500	7,500	7,500	-	-
Sub-Total Non-Operating Expense	7,500	7,500	7,500	-	-
Total Expense	816,237	1,223,302	1,286,777	63,475	5.19%
Net Total	(495,849)	(622,805)	(610,537)	12,268	(1.97%)

2024 Capital Budget



Division: Infrastructure Services

Department: 0622 - Transit

Project #	Title	Description	2024 Budget	Net From Revenue
TRAN-004	Bus Stop Improvements	Construction and/or removal of existing pads to satisfy AODA requirements.	20,000	-
TRAN-005	Transit Signage	Purchase and installation of new signage.	5,000	-
TRAN-008	Other Furniture & Fixtures	Various equipment for the transit system.	10,000	-
TRAN-009	New Equipment Purchases	Completion of 2023 project. New transit bus - #3.	667,000	-
			702,000	-



5 Year Capital Forecast

Division: Infrastructure Services

Department: 0622 - Transit

Project #	Project Name	2024	2025	2026	2027	2028
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-008	Other Furniture & Fixtures	10,000	10,000	10,000	10,000	10,000
TRAN-009	New Equipment Purchases	667,000	-	-	-	-
		702,000	35,000	35,000	35,000	35,000



2024 Budget

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.

2023 Year Performance

A number of circumstances, including work plans and corporate priorities, impact the spending and allocation of this department. Variances to budget will be identified with consideration to the various operating departments.

Proposed 2024 Activities

2024 allocations are expected to be the same as 2023 budget year.

2024 Operating Budget for Council



Department: 0600 - Infrastructure Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
18990-Recoveries	-	9,100	6,500	(2,600)	(28.57%)
Total Revenue	-	9,100	6,500	(2,600)	(28.57%)
Expense:					
35000-Salaries & Benefits	-	100	-	(100)	(100.00%)
37010-Office Supplies	265	300	300	-	-
37020-Dues & Memberships	436	1,000	1,000	-	-
37030-Travel & Mileage	119	1,500	1,000	(500)	(33.33%)
37040-Training	48	5,000	3,000	(2,000)	(40.00%)
37050-Conferences	-	1,000	1,000	-	-
37990-Other Operating Expenses	95	200	200	-	-
Total Expense	963	9,100	6,500	(2,600)	(28.57%)
Net Total	(963)	-	-	-	-

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2024 Budget

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 530 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, 86 km of sidewalks and paths, leaf collection, streetlights, 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, 20% for each of the 2 Infrastructure Inspectors, 60% of the Infrastructure Services Coordinator, and 7% of the Director of Infrastructure Services. Public Works also includes wage costs for direct time spent on Roads work and wage costs not allocated to specific job activities for the following positions: 22 full-time Operators and 30 seasonal part-time positions including 2 Horticulturalists, a Waterfront Labourer, an Uptown Labourer, Parks Attendant, seasonal General Labourers and Students. The remainder of the direct time costs for hourly staff is allocated to other departments requiring work including Parks, Cemeteries, and Marina.

The 2024 budgeted salary allocation for salaried positions remains the same.

2023 Year Performance

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

Most operational accounts are on target which is projected to result in being on budget for 2023.

Proposed 2024 Activities

In general, service levels are expected to stay consistent with prior year allocations across the various areas of Public Works responsibilities. As a result, other than minor increases to account for inflation, most operating line items are the same as 2023.

The 2024 capital budget includes the replacement and purchase of various pieces of aging equipment and vehicles including one 2015 three-ton truck with a chipper box and a 2014 pickup truck. Approximately 58% of the funding for these replacements is from the Fleet and Equipment Reserve. Additional funds are included for improvements at the Public Works yard to widen the garage doors so the larger snowplows can fit and to replace the siding on the salt shed.

2024 Operating Budget for Council



Department: 0630 - Public Works

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	22,261	22,000	12,100	(9,900)	(45.00%)
13870-Rental Revenue	200	-	-	-	-
14400-Donations	50	500	500	-	-
18990-Recoveries	5,910	8,000	7,000	(1,000)	(12.50%)
18999-Miscellaneous Revenue	104,548	43,000	44,000	1,000	2.33%
Sub-Total Operating Revenue	132,968	73,500	63,600	(9,900)	(13.47%)
19000-Reserve Transfers	-	56,445	20,000	(36,445)	(64.57%)
Sub-Total Non-Operating Revenue	-	56,445	20,000	(36,445)	(64.57%)
Total Revenue	132,968	129,945	83,600	(46,345)	(35.67%)
Expense:					
35000-Salaries & Benefits	1,233,541	1,275,512	1,331,222	55,710	4.37%
37010-Office Supplies	2,767	2,500	3,000	500	20.00%
37020-Dues & Memberships	2,474	2,425	2,925	500	20.62%
37030-Travel & Mileage	97	2,000	500	(1,500)	(75.00%)
37040-Training	9,922	30,400	25,400	(5,000)	(16.45%)
37050-Conferences	-	3,000	3,000	-	-
37054-Recruitment Expenses	-	1,000	500	(500)	(50.00%)
37070-Uniforms & Clothing	23,607	35,000	32,400	(2,600)	(7.43%)
37130-Advertising & Promotion	2,590	3,000	-	(3,000)	(100.00%)
37140-Insurance Expense	67,877	65,666	74,665	8,999	13.70%
37190-Internal Allocations	-	637	455	(182)	(28.57%)
37950-Professional Services	-	20,000	20,000	-	-
37990-Other Operating Expenses	13,127	9,000	9,000	-	-
44000-Ergonomics	253	-	-	-	-
47400-Building Maintenance	1,097	800	1,200	400	50.00%
47410-Equipment Maintenance	57,166	83,505	93,499	9,994	11.97%
47420-Vehicle Maintenance	124,010	139,733	141,101	1,368	.98%
47470-Property Maintenance	366	15,000	15,000	-	-
47480-Spills Expense	-	20,000	20,000	-	-
48000-2023 Storm	7,902	-	-	-	-
48002-COVID-19 Expenses	1,486	11,869	-	(11,869)	(100.00%)
48514-Tree Maintenance	134,184	175,789	221,216	45,427	25.84%
48520-Roads & ROW	633,381	771,640	862,508	90,869	11.78%
48524-Roadway Signage & Safety	107,029	123,738	143,818	20,080	16.23%
48530-Winter Control	235,150	536,792	482,417	(54,375)	(10.13%)

2024 Operating Budget for Council



Department: 0630 - Public Works

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
48534-Sidewalk Maintenance	115,796	190,388	138,750	(51,638)	(27.12%)
48545-Vehicle/Equipment Fuel	199,888	195,000	199,500	4,500	2.31%
48550-Special Events	19,117	30,318	28,796	(1,522)	(5.02%)
48556-Health & Safety	42,111	42,119	50,695	8,576	20.36%
48558-PW Facilities	96,086	123,036	123,013	(23)	(.02%)
48560-PW Fleet Inventory	-	2,000	-	(2,000)	(100.00%)
Sub-Total Operating Expense	3,131,023	3,911,865	4,024,580	112,714	2.88%
69000-Reserve Transfers	568,000	578,000	568,000	(10,000)	(1.73%)
69040-Capital Transfers	-	363,000	363,000	-	-
Sub-Total Non-Operating Expense	568,000	941,000	931,000	(10,000)	(1.06%)
Total Expense	3,699,023	4,852,865	4,955,580	102,714	2.12%
Net Total	(3,566,054)	(4,722,920)	(4,871,980)	(149,059)	3.16%

2024 Capital Budget



Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Title	Description	2024 Budget	Net From Revenue
PW-001	Small Machinery & Equipment	Replacement and purchase of small equipment.	23,000	19,000
PW-023	Replace Unit #33 - 3 Ton Dump with Chipper Box	Replace 2015 dump/plow/chipper truck.	180,000	87,000
PW-038	Replace Unit #60C - Rear Boom Flail Mower	Completion of 2023 project. Replace 2010 rear flail mower.	73,000	-
PW-066	Replace Unit #64 - All Terrain Vehicle	Replace 2014 John Deere Gator.	17,000	8,000
PW-070	Replace Unit #17 - Pickup Truck	Replace 2014 pickup truck.	60,000	30,000
PW-077	Replace Unit #88 - Portable Line Painter	Replace portable line painter at soccer fields.	30,000	1,000
PW-087	New Trailer for Fleet Services	New trailer for fleet service to transport smaller equipment for service.	8,000	8,000
PW-088	Public Works Yard Improvement	Increase garage door size and salt shed repairs.	200,000	200,000
PW-089	Replace Chain Fall	Replace trolley style chain fall at fleet garage.	10,000	10,000
			601,000	363,000



5 Year Capital Forecast

Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Project Name	2024	2025	2026	2027	2028
PW-001	Small Machinery & Equipment	23,000	15,000	15,000	15,000	15,000
PW-002	Replace Unit #100 - Roller	-	-	95,000	-	-
PW-004	Replace Unit #13 - Pickup Truck	-	60,000	-	-	-
PW-011	Replace Unit #10 - Pickup Truck	-	-	60,000	-	-
PW-014	Replace Unit #29 - Tandem Salter/Plow	-	-	-	180,000	-
PW-019	Replace Unit #22 - Refuse Packer	-	-	220,000	-	-
PW-023	Replace Unit #33 - 3 Ton Dump with Chipper Box	180,000	-	-	-	-
PW-038	Replace Unit #60C - Rear Boom Flail Mower	73,000	-	-	-	-
PW-065	Replace Unit #115 - Spreader	-	100,000	-	-	-
PW-066	Replace Unit #64 - All Terrain Vehicle	17,000	-	-	-	-
PW-070	Replace Unit #17 - Pickup Truck	60,000	-	-	-	-
PW-071	Replace Unit #52 - Loader	-	315,000	-	-	-
PW-076	Replace Unit #77 - 5' Rotary Mower	-	-	7,000	-	-
PW-077	Replace Unit #88 - Portable Line Painter	30,000	-	18,000	-	-
PW-078	Replace Unit #92 - Hot Water Pressure Washer	-	-	5,000	-	-
PW-085	Replace Unit #21 - Sign Truck	-	-	-	180,000	-
PW-086	Replace Unit #30 - Tandem Dump/Plow/Salter	-	-	-	315,000	-
PW-087	New Trailer for Fleet Services	8,000	-	-	-	-
PW-088	Public Works Yard Improvement	200,000	-	-	-	-
PW-089	Replace Chain Fall	10,000	-	-	-	-
PW-090	Replace Unit #122 - Leaf Collector	-	100,000	-	-	-
PW-091	New All Terrain Vehicle	-	17,000	-	-	-
PW-092	Replace Unit #59 - Utility Tractor	-	-	-	-	100,000
PW-093	Replace Unit #09 - Pickup Truck	-	-	-	-	60,000
PW-094	Replace Unit #18 - Pickup Truck	-	-	-	-	60,000
PW-095	Replace Unit #19 - Pickup Truck	-	-	-	-	60,000
PW-096	Replace Unit #25 - Dump Truck	-	-	-	-	180,000
PW-097	Replace Unit #31 - Dump Truck	-	-	-	-	250,000
		601,000	607,000	420,000	690,000	725,000



2024 Budget

Parks - 0650

Description

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

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

The in-house maintenance includes turf cutting, horticulture, 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, splash pad, and any other activities that may arise in the parks sector.

Staffing

Parks currently includes allocations of Public Works and Infrastructure Services salaried positions as follows: 40% of the Manager of Public Works, 40% of the Infrastructure Services Coordinator and 6% of the Director of Infrastructure. Parks also includes wage costs for direct time spent on Parks work for the following positions: 22 full-time Operators and 30 seasonal part-time positions including 2 Horticulturalists, a Waterfront Labourer, an Uptown Labourer, Parks Attendant, seasonal General Labourers and Students.

The 2024 budgeted salary allocation for salaried positions remains the same.

2023 Year Performance

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

2023 saw the return of more special events including Mill Street Markets, concerts, and tournaments. Overall, most operational accounts remain on target.

All 2023 capital projects are either completed or in progress. The renewals of Mersea Park and Rick Atkin Park, as well as the development of Bayview Park are currently in the design phase with the intention to put all three out for tender this winter with construction beginning in early 2024. Seacliff Park Basketball Courts, the Performer and Storage Building, and the new playground at Dieppe Park are anticipated to be completed in 2023. Various improvements in line with the Waterfront Destination Master Plan were also completed in 2023 including the construction of the boardwalk connecting Seacliff Beach to the Pier and various beautification initiatives along the waterfront.

Proposed 2024 Activities

Operationally, service levels are expected to remain consistent with previous years.

In addition to the completion of 2023 capital projects noted above, the 2024 capital budget includes:

- a new gazebo at Henry Park,
- an asphalt pedestrian path and bleachers to improve accessibility at the Kinsmen Baseball Complex,
- installation of a bike path on the promenade,
- the design of Erie Street South parking expansion and Market Plaza as part of the Waterfront Destination Master Plan,
- improvements to Scout Memorial Park, Donald Park, and Wilhelm Park, and
- equipment for the Amphitheatre to improve lighting and setup.

2024 Operating Budget for Council



Department: 0650 - Parks

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13870-Rental Revenue	36,546	28,000	29,000	1,000	3.57%
14400-Donations	2,500	2,500	2,500	-	-
Sub-Total Operating Revenue	39,046	30,500	31,500	1,000	3.28%
19000-Reserve Transfers	-	75,000	115,000	40,000	53.33%
Sub-Total Non-Operating Revenue	-	75,000	115,000	40,000	53.33%
Total Revenue	39,046	105,500	146,500	41,000	38.86%
Expense:					
35000-Salaries & Benefits	261,957	273,537	282,123	8,586	3.14%
37140-Insurance Expense	38,821	38,549	42,703	4,154	10.78%
37190-Internal Allocations	-	546	390	(156)	(28.57%)
37832-Credit, Debit & Bank Charges	703	500	800	300	60.00%
37950-Professional Services	-	100,000	100,000	-	-
47410-Equipment Maintenance	52,672	45,865	51,342	5,477	11.94%
47420-Vehicle Maintenance	6,856	9,280	11,590	2,310	24.90%
48000-2023 Storm	1,007	-	-	-	-
48002-COVID-19 Expenses	391	4,831	-	(4,831)	(100.00%)
48545-Vehicle/Equipment Fuel	21,537	27,000	30,000	3,000	11.11%
48811-Seacliff Park	210,826	208,417	207,686	(731)	(.35%)
48813-Municipal Trails	47,474	98,996	93,932	(5,064)	(5.12%)
48815-Kinsmen Ball Diamond	122,750	118,069	129,825	11,756	9.96%
48816-Other Parks	187,772	199,877	191,632	(8,245)	(4.13%)
48818-Bayview Park	13,152	19,720	30,498	10,778	54.66%
48820-Mersea Park	40,644	55,465	81,377	25,912	46.72%
48821-Leamington Waterfront	146,221	172,436	148,009	(24,427)	(14.17%)
48823-Soccer Field	95,074	92,518	98,934	6,416	6.93%
Sub-Total Operating Expense	1,247,857	1,465,605	1,500,841	35,236	2.40%
69000-Reserve Transfers	202,500	200,000	200,000	-	-
69040-Capital Transfers	-	1,170,000	498,000	(672,000)	(57.44%)
Sub-Total Non-Operating Expense	202,500	1,370,000	698,000	(672,000)	(49.05%)
Total Expense	1,450,357	2,835,605	2,198,841	(636,764)	(22.46%)
Net Total	(1,411,310)	(2,730,105)	(2,052,341)	677,764	(24.83%)

2024 Capital Budget



Division: Infrastructure Services

Department: 0650 - Parks

Project #	Title	Description	2024 Budget	Net From Revenue
PARKS-009	Bench Program - Memorial Donations	Bench donation program and replacement of benches at the marina.	25,000	20,000
PARKS-022	Mersea Park Renewal	Completion of 2023 project. New splash pad, play structure and park improvements.	2,884,060	-
PARKS-030	Scout Memorial Park Improvements	Plant cedars along property line.	15,000	15,000
PARKS-037	Small Capital Improvements	General in-year capital improvements.	25,000	25,000
PARKS-045	Wilhelm Park Renewal	New play structure and amenities.	80,000	80,000
PARKS-046	Donald Park Renewal	New play structure and amenities.	80,000	80,000
PARKS-051	Henry Park Improvements	Replace wood gazebo with metal structure.	30,000	30,000
PARKS-055	Bayview Park Development	Completion of 2023 project. Create green park space ready for final development. Include small dog area within existing leash free dog park.	590,000	-
PARKS-057	Rick Atkin Park Renewal	Completion of 2023 project. Replacement of existing structures - new accessible washrooms, storage, play structure.	1,485,000	-
PARKS-058	Waterfront Redevelopment	Design for Erie Street South parking expansion and market plaza in the vicinity of the waterfront.	250,000	-
PARKS-061	Kinsmen Baseball Diamond Improvements	Asphalt paths for accessibility, bleachers.	248,000	248,000
PARKS-064	Seacliff Park Improvements	Completion of 2023 project. Upper washroom interior, outdoor bottle filling stations, painting.	69,000	-
PARKS-066	Promenade Multi-Use Path	Establish a bike path on the promenade.	250,000	-
PARKS-068	Amphitheatre Equipment	Improve the light/sound at the Amphitheatre.	70,000	-
			6,101,060	498,000



5 Year Capital Forecast

Division: Infrastructure Services

Department: 0650 - Parks

Project #	Project Name	2024	2025	2026	2027	2028
PARKS-009	Bench Program - Memorial Donations	25,000	5,000	5,000	5,000	5,000
PARKS-022	Mersea Park Renewal	2,884,060	-	-	-	-
PARKS-030	Scout Memorial Park Improvements	15,000	-	-	-	-
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-051	Henry Park Improvements	30,000	-	-	-	-
PARKS-055	Bayview Park Development	590,000	-	-	-	-
PARKS-057	Rick Atkin Park Renewal	1,485,000	-	-	-	-
PARKS-058	Waterfront Redevelopment	250,000	4,000,000	1,200,000	1,200,000	1,200,000
PARKS-061	Kinsmen Baseball Diamond Improvements	248,000	100,000	-	-	-
PARKS-064	Seacliff Park Improvements	69,000	-	-	-	-
PARKS-066	Promenade Multi-Use Path	250,000	-	-	-	-
PARKS-068	Amphitheatre Equipment	70,000	-	-	-	-
		6,101,060	4,130,000	1,230,000	1,230,000	1,230,000



2024 Budget

Cemeteries - 0632

Description

Cemeteries is part of the Infrastructure Services area. It is responsible for maintaining twelve cemetery sites, four of which are active: Lakeview, Bayview, Albuna and Fairview Cemetery located in Wheatley.

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 and Fairview. Public Works staff maintain portions of the turf at Bayview Cemetery. Lakeview, Albuna, Fairview 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 an allocation of 10% for the Manager of Public Works. Cemeteries also includes wage costs for direct time spent on Cemetery work for the following positions: 22 full-time Operators and 30 seasonal General Labourers. Public Works is responsible for all necessary cemetery maintenance, various full and cremation interments as well as on-site investigations for plot sale requests and genealogical research.

The 2023 budget proposed a seasonal cemetery labourer to primarily work at Fairview Cemetery to assist in locating, identifying, and documenting the actual plots in order to organize and update the records. This position has not been included in the 2024 Budget. All necessary maintenance and work will be completed by Operators and/or seasonal General Labourers.

2023 Year Performance

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

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 2024 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.

This budget includes funding for Fairview Cemetery in Wheatley including maintenance, interments, and existing staff time to investigate and take inventory of current and vacant plots.

The 2024 capital budget includes the cost for reconstructing the existing asphalt driveway at Lakeview Cemetery as well as replacing the front entrance sign posts.

2024 Operating Budget for Council



Department: 0632 - Cemeteries

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	15,030	10,075	12,475	2,400	23.82%
18999-Miscellaneous Revenue	13,616	3,600	3,600	-	-
Total Revenue	28,646	13,675	16,075	2,400	17.55%
Expense:					
35000-Salaries & Benefits	21,782	38,734	24,223	(14,511)	(37.46%)
37990-Other Operating Expenses	335	300	800	500	166.67%
47400-Building Maintenance	787	800	800	-	-
48711-Lakeview Cemetery Burials	3,540	8,374	3,147	(5,227)	(62.42%)
48712-Lakeview Cemetery	28,225	33,933	35,545	1,612	4.75%
48713-Bayview Cemetery Burials	83	460	157	(303)	(65.90%)
48714-Bayview Cemetery Maintenance	5,535	7,260	7,918	658	9.06%
48715-Other Cemeteries	2,621	1,600	1,885	285	17.81%
48716-Albuna Cemetery Burials	9,366	6,767	6,315	(452)	(6.69%)
48717-Albuna Cemetery Maintenance	590	15,649	17,170	1,522	9.72%
48718-Fairview Cemetery Burials	8,198	6,000	12,787	6,787	113.12%
48719-Fairview Cemetery Maintenance	15,717	18,135	22,412	4,277	23.59%
Sub-Total Operating Expense	96,778	138,013	133,159	(4,854)	(3.52%)
69040-Capital Transfers	-	55,000	25,000	(30,000)	(54.55%)
Sub-Total Non-Operating Expense	-	55,000	25,000	(30,000)	(54.55%)
Total Expense	96,778	193,013	158,159	(34,854)	(18.06%)
Net Total	(68,132)	(179,338)	(142,084)	37,254	(20.77%)

2024 Capital Budget



Division: Infrastructure Services

Department: 0632 - Cemeteries

Project #	Title	Description	2024 Budget	Net From Revenue
CEME-001	Lakeview Cemetery Asphalt Driveways	Completion of 2023 project. Reconstruction of existing asphalt driveways.	165,000	-
CEME-003	Lakeview Cemetery Improvement	Entrance upgrades.	25,000	25,000
			190,000	25,000

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0632 - Cemeteries

Project #	Project Name	2024	2025	2026	2027	2028
CEME-001	Lakeview Cemetery Asphalt Driveways	165,000	-	-	-	-
CEME-003	Lakeview Cemetery Improvement	25,000	-	-	-	-
		190,000	-	-	-	-



2024 Budget

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, Infrastructure Services and Finance and Business Services salaried positions as follows: 45% of the Manager of Environmental Services, 100% for each of the Supervisor of Water Services and the Water Systems Analyst, 25% for each of the Director of Infrastructure Services and Infrastructure Services Assistant, 29% of the Supervisor of Accounting, and 58% of 2 Utility Billing Clerks. Water Services also includes full-time hourly salary costs for 9 Operators. In addition, Water Services currently includes salaries earned by Council for appointments to the Union Water Supply System Joint Board of Management.

The 2024 budgeted salary allocation for salaried positions and the number of Operators remains the same as the prior year.

The 2024 Budget proposes the addition of a Water Systems Inspector to ensure compliance of the greenhouse sector with various municipal requirements including backflow, cross connections, meters, rate of flow control valves and bypass lines.

The 2024 Budget also removes salaries earned by Council for appointments to the Union Water Supply System Joint Board of Management as it will cease to exist on December 31, 2023.

2023 Year Performance

For 2023, Leamington water consumption is estimated to be 11 million cubic metres, an increase of approximately 3.5% from 2022. For 2023, Highbury Canco's consumption is estimated to be 1.2 million cubic metres, an increase of approximately 10%.

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.

Both the Leamington (Union) and Leamington (Wheatley) distribution systems were inspected by the Ministry of the Environment, Conservation and Parks (MECP) and received 100% compliance ratings. The Drinking Water Quality Management System was audited by an accreditation body and no non-conformances or opportunities for improvement were identified.

Proposed 2024 Activities

In 2024, Water Services will focus on two large construction projects, one of which will be completed in conjunction with Engineering Services (Audrey, Margaret, Jane, Claire and Sherk).

The second project is a stand-alone watermain project on portions of Wigle Street, Orange Street, Settingington Street, Mill Street East, Marlborough Street East, Fair Street and Gerrard Street. This project received approximately 73% funding from the federal and provincial governments through the Investing in Canada Infrastructure Program (ICIP) Green Stream Funding program and will allow the Municipality to upgrade watermains, hydrants, valves, and services in this area.

Other capital items include the purchase of a new locating van, backhoe, and office renovations to construct a third office space for the proposed Water Systems Inspector.

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 2024 with Essex Region Conservation Authority (ERCA) and the Thames-Sydenham Region.

2024 Operating Budget for Council



Department: 0690 - Water Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	95,030	75,661	78,635	2,974	3.93%
13111-Water Rate Revenue	12,653,139	14,090,578	6,666,546	(7,424,032)	(52.69%)
18992-Interest Income	50,317	35,000	35,000	-	-
18999-Miscellaneous Revenue	56,728	5,000	40,000	35,000	700.00%
Sub-Total Operating Revenue	12,855,214	14,206,239	6,820,181	(7,386,058)	(51.99%)
19000-Reserve Transfers	137,408	-	-	-	-
Sub-Total Non-Operating Revenue	137,408	-	-	-	-
Total Revenue	12,992,622	14,206,239	6,820,181	(7,386,058)	(51.99%)
Expense:					
35000-Salaries & Benefits	1,348,344	1,534,089	1,704,827	170,737	11.13%
36500-Development Charge Discounts	281,154	-	-	-	-
37010-Office Supplies	163,758	199,780	228,900	29,120	14.58%
37020-Dues & Memberships	2,202	2,600	2,275	(325)	(12.50%)
37030-Travel & Mileage	30	250	250	-	-
37040-Training	13,558	15,000	15,000	-	-
37050-Conferences	6,275	8,000	8,000	-	-
37054-Recruitment Expenses	-	-	500	500	100.00%
37070-Uniforms & Clothing	11,503	15,000	15,000	-	-
37110-Telecommunications Usage	7,474	9,000	9,150	150	1.67%
37130-Advertising & Promotion	-	750	500	(250)	(33.33%)
37140-Insurance Expense	38,254	37,611	42,080	4,469	11.88%
37190-Internal Allocations	35,000	37,275	36,625	(650)	(1.74%)
37250-Tech Hardware Purchases	-	500	500	-	-
37280-Telecommunication Purchases	3,532	3,000	1,000	(2,000)	(66.67%)
37832-Credit, Debit & Bank Charges	2,050	1,425	2,245	820	57.54%
37950-Professional Services	15,285	80,000	50,000	(30,000)	(37.50%)
37986-Purchased Water from UWSS	6,840,291	8,242,645	-	(8,242,645)	(100.00%)
37990-Other Operating Expenses	2,079	1,700	1,500	(200)	(11.76%)
37992-Office Equipment Rental/Lease	1,287	1,350	-	(1,350)	(100.00%)
37993-Office Equipment Maintenance	169	4,800	4,800	-	-
37995-Software Licensing & Support	54,086	55,020	58,000	2,980	5.42%
42410-Source Water Protection	-	10,500	10,500	-	-
42600-Boil Water Advisory	-	5,000	5,000	-	-
47400-Building Maintenance	28,483	51,190	52,175	985	1.92%
47410-Equipment Maintenance	3,426	6,430	7,500	1,070	16.64%

2024 Operating Budget for Council



Department: 0690 - Water Services

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
47420-Vehicle Maintenance	18,023	22,172	20,828	(1,344)	(6.06%)
47470-Property Maintenance	1,414	480	817	337	70.13%
48002-COVID-19 Expenses	-	1,000	-	(1,000)	(100.00%)
48545-Vehicle/Equipment Fuel	25,848	40,500	38,250	(2,250)	(5.56%)
48547-Meter Maintenance	39,872	35,000	40,000	5,000	14.29%
48549-Hydrant Maintenance	26,061	30,000	30,000	-	-
48556-Health & Safety	539	2,000	2,000	-	-
48680-Watermains & Services	226,948	245,000	279,000	34,000	13.88%
Sub-Total Operating Expense	9,196,948	10,699,069	2,667,222	(8,031,847)	(75.07%)
69000-Reserve Transfers	232,560	2,632,085	1,506,125	(1,125,960)	(42.78%)
69040-Capital Transfers	-	875,085	2,646,834	1,771,749	202.47%
Sub-Total Non-Operating Expense	232,560	3,507,170	4,152,959	645,789	18.41%
Total Expense	9,429,508	14,206,239	6,820,181	(7,386,058)	(51.99%)
Net Total	3,563,114	-	-	-	-

2024 Capital Budget



Division: Infrastructure Services

Department: 0690 - Water Services

Project #	Title	Description	2024 Budget	Net From Revenue
WATER-006	Tools & Equipment - Small Capital	Various small tools and equipment.	20,000	20,000
WATER-008	Wigle/Orange/Settingington/Mill	Completion of 2023 project. Replacement of watermains on Wigle, Orange, Settingington, Mill, Marlborough East, Fair and Gerrard Streets. ICIP Green Stream Funding was secured to complete this project.	2,550,000	-
WATER-015	Audrey/Margaret/Jane/Claire	Construction for the water portion of this sewer separation project including replacement of watermains on Audrey, Margaret, Jane, Claire and Sherk Streets. This is a joint Engineering, Sewers and Water project.	2,963,720	2,176,834
WATER-079	Replace #69 - Water Van	Replace 2014 locate van and improve workspace within van for locating process.	150,000	150,000
WATER-080	Replace #65 - Water Backhoe	Replace 2003 backhoe with new unit.	200,000	200,000
WATER-081	Water Building Improvements	Design and construct third office space at Water Building.	100,000	100,000
			5,983,720	2,646,834



5 Year Capital Forecast

Division: Infrastructure Services

Department: 0690 - Water

Project #	Project Name	2024	2025	2026	2027	2028
WATER-006	Tools & Equipment - Small Capital	20,000	20,000	20,000	20,000	20,000
WATER-007	Replace Unit #61 - Pickup Truck	-	100,000	-	-	-
WATER-008	Wigle/Orange/Settlington/Mill	2,550,000	-	-	-	-
WATER-015	Audrey/Margaret/Jane/Claire	2,963,720	-	-	-	-
WATER-017	Ontario/Victoria/Montgomery/Princess	-	672,280	-	-	-
WATER-043	Bryon/Warren	-	-	-	283,500	-
WATER-044	Maxon/Sherman/James	-	-	-	579,600	-
WATER-055	Northeast Trunk Sewer	-	-	-	-	2,873,700
WATER-057	Water System Master Plan	-	500,000	-	-	-
WATER-060	Erie St - Streetscape	-	-	-	665,235	-
WATER-065	Watermain Design Projects	-	200,000	-	-	-
WATER-067	Talbot St Improvements	-	-	837,000	-	-
WATER-068	Fraser Rd Improvements	-	-	3,192,900	-	-
WATER-071	Mersea Road 1 Watermain Upgrade	-	1,395,000	-	-	-
WATER-079	Replace #69 - Water Van	150,000	-	-	-	-
WATER-080	Replace #65 - Water Backhoe	200,000	-	-	-	-
WATER-081	Water Building Improvements	100,000	-	-	-	-
WATER-082	Replace Unit #70 - Truck	-	100,000	-	-	-
WATER-083	Greenhouse Rate of Flow Valves	-	500,000	-	-	-
WATER-084	Replace Unit #59 - Truck	-	-	100,000	-	-
WATER-085	Replace Unit #71 - Truck	-	-	100,000	-	-
WATER-086	Martin and Longfield	-	-	-	277,200	-
WATER-087	Replace Unit #63 - Truck	-	-	-	100,000	-
WATER-088	Replace Unit #67 - Truck	-	-	-	100,000	-
WATER-089	Replace Unit #66 - Van	-	-	-	-	100,000
		5,983,720	3,487,280	4,249,900	2,025,535	2,993,700



2024 Budget

Wastewater (PCC) - 0660

Description

Wastewater, or Pollution Control Centre (PCC), is part of the Infrastructure Services area. It is responsible for treating all wastewater from residential, industrial, and commercial establishments in Leamington and the 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, are owned and operated by the Municipality.

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

Staffing

PCC currently includes allocations of PCC, Infrastructure Services, and Finance and Business Services salaried positions as follows: 45% of the Manager of Environmental Services, 100% for each of the Pollution Control Supervisor and the Lab Technician, 25% for each of the Director of Infrastructure Services and Infrastructure Services Assistant, 21% of the Supervisor of Accounting, and 42% of 2 Utility Billing Clerks. PCC also includes full-time hourly salary costs for 6 Operators and a Maintenance Mechanic. In addition, there is 1 part-time Student position.

The 2024 budgeted salary allocation for salaried positions remains the same.

2023 Year Performance

PCC treats wastewater 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 2023, it is estimated that PCC will treat approximately 7.3 million cubic meters of sewage.

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,

however in 2023 there was one extended overflow event that resulted from extreme rainfall from August 23-26.

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 2023, the plant is expected to produce approximately 9,300 tonnes of biosolids, an increase of approximately 10% from 2022.

Proposed 2024 Activities

In 2024, PCC will focus on the masterplan study to identify strategic wastewater infrastructure improvements to service forecasted growth over the next 20 years. The masterplan will be completed in parallel with the Official Plan update to ensure all future settlement areas and flows are considered.

Projects carrying over into 2024 include lower pump station, turbo blower and biosolids upgrades and final installation and commissioning of Pump Station 200 (Cherry Lane).

Other capital works projects include office renovations to create a third office space, and new control panels, hardware and software programming upgrades at two pump stations.

2024 Operating Budget for Council



Department: 0660 - Wastewater (PCC)

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	8,430,488	9,199,413	9,608,339	408,926	4.45%
18992-Interest Income	-	25,000	25,000	-	-
18999-Miscellaneous Revenue	1,550	2,400	2,400	-	-
Sub-Total Operating Revenue	8,432,038	9,226,813	9,635,739	408,926	4.43%
19000-Reserve Transfers	355,030	426,931	332,036	(94,895)	(22.23%)
Sub-Total Non-Operating Revenue	355,030	426,931	332,036	(94,895)	(22.23%)
Total Revenue	8,787,068	9,653,744	9,967,775	314,031	3.25%
Expense:					
35000-Salaries & Benefits	1,213,730	1,399,445	1,461,693	62,248	4.45%
36500-Development Charge Discounts	28,478	-	-	-	-
37010-Office Supplies	491	1,000	1,000	-	-
37020-Dues & Memberships	710	1,200	1,825	625	52.08%
37030-Travel & Mileage	-	500	500	-	-
37040-Training	7,072	10,000	10,000	-	-
37050-Conferences	-	6,000	6,000	-	-
37054-Recruitment Expenses	-	500	-	(500)	(100.00%)
37070-Uniforms & Clothing	25,844	25,000	32,000	7,000	28.00%
37110-Telecommunications Usage	7,232	9,250	10,400	1,150	12.43%
37140-Insurance Expense	325,754	328,270	358,330	30,060	9.16%
37190-Internal Allocations	35,000	37,275	36,625	(650)	(1.74%)
37250-Tech Hardware Purchases	221	-	500	500	100.00%
37280-Telecommunication Purchases	337	3,000	4,000	1,000	33.33%
37832-Credit, Debit & Bank Charges	1,268	920	920	-	-
37950-Professional Services	17,084	47,500	69,500	22,000	46.32%
37990-Other Operating Expenses	3,997	6,600	6,650	50	.76%
37992-Office Equipment Rental/Lease	1,270	1,300	-	(1,300)	(100.00%)
37993-Office Equipment Maintenance	194	300	350	50	16.67%
37995-Software Licensing & Support	23,507	26,000	32,100	6,100	23.46%
44000-Ergonomics	89	-	-	-	-
47400-Building Maintenance	254,123	274,556	281,603	7,047	2.57%
47410-Equipment Maintenance	211,157	260,000	275,600	15,600	6.00%
47420-Vehicle Maintenance	3,483	8,961	8,252	(709)	(7.91%)
47430-Wastewater - Operating Costs	1,278,634	1,684,430	1,724,500	40,070	2.38%
47440-Pumping Stations	46,382	65,000	74,000	9,000	13.85%
47470-Property Maintenance	22,590	28,297	21,878	(6,419)	(22.68%)

2024 Operating Budget for Council



Department: 0660 - Wastewater (PCC)

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
48002-COVID-19 Expenses	-	10,000	-	(10,000)	(100.00%)
48545-Vehicle/Equipment Fuel	23,902	28,000	30,000	2,000	7.14%
Sub-Total Operating Expense	3,532,549	4,263,304	4,448,226	184,922	4.34%
56000-Debt Charges	603,632	1,085,439	1,085,439	-	-
69000-Reserve Transfers	-	-	2,759,109	2,759,109	100.00%
69040-Capital Transfers	-	4,305,000	1,675,000	(2,630,000)	(61.09%)
Sub-Total Non-Operating Expense	603,632	5,390,439	5,519,548	129,109	2.40%
Total Expense	4,136,181	9,653,744	9,967,775	314,031	3.25%
Net Total	4,650,887	-	-	-	-

2024 Capital Budget



Division: Infrastructure Services

Department: 0660 - Waste Water (PCC)

Project #	Title	Description	2024 Budget	Net From Revenue
PCC-005	Biosolids Upgrades	Completion of 2023 project. Finalize deficiency items from biosolids upgrades.	250,000	-
PCC-006	Other Machinery & Equipment	Mechanical and electrical asset purchases not included in other capital projects.	250,000	250,000
PCC-008	Wastewater Pump Stations Small Capital	Two new control panels and associated hardware for Sturgeon Meadows and Erie Glen pump stations, and other small capital pump repairs/replacements.	225,000	225,000
PCC-030	Headworks Upgrades	Completion of 2023 project. Upgrade the lower screw pump station and initiate pre-selection and design of the upper screw pump station upgrades.	2,365,000	645,000
PCC-036	Blower Upgrades	Completion of 2023 project. Installation of third turbo blower.	1,000,000	455,000
PCC-042	Wastewater System Master Plan	Completion of 2023 project. Wastewater master plan expected to be completed in December 2024.	280,000	-
PCC-044	Cherry Lane Pump Station Upgrades	Completion of 2023 project. Generator installation and final commissioning.	300,000	-
PCC-045	PCC Building Improvements	Design and reconfigure office space at the PCC Administration Building.	100,000	100,000
			4,770,000	1,675,000

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0660 - Wastewater (PCC)

Project #	Project Name	2024	2025	2026	2027	2028
PCC-005	Biosolids Upgrades	250,000	-	-	-	-
PCC-006	Other Machinery & Equipment	250,000	250,000	250,000	250,000	250,000
PCC-008	Wastewater Pump Stations Small Capital	225,000	100,000	100,000	100,000	100,000
PCC-016	Painting Clarifier Mechanisms	-	-	-	-	500,000
PCC-030	Headworks Upgrades	2,365,000	2,500,000	-	-	-
PCC-031	UV Upgrades	-	-	-	-	1,000,000
PCC-036	Blower Upgrades	1,000,000	-	-	-	-
PCC-038	Outfall Sewer Upgrades	-	400,000	6,000,000	6,000,000	-
PCC-042	Wastewater System Master Plan	280,000	-	-	-	-
PCC-044	Cherry Lane Pump Station Upgrades	300,000	-	-	-	-
PCC-045	PCC Building Improvements	100,000	-	-	-	-
PCC-046	Combined Sewage Upgrades	-	400,000	2,000,000	2,000,000	-
PCC-047	Non-Portable Pump System Upgrades	-	-	-	-	500,000
PCC-048	Centrifuge #1 Replacement	-	-	-	-	1,500,000
PCC-049	Centrifuge #2 Replacement	-	-	-	-	1,500,000
		4,770,000	3,650,000	8,350,000	8,350,000	5,350,000



2024 Budget

Sanitation - 0640

Description

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

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

Sanitation operates on a fee for service basis for its current operations. Meaning that the garbage levy revenues, a flat rate levy added to property taxes, fully funds 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 sewer tax rates. In 2020, a slow transition away from this former model began so that the post-closure costs would instead be funded entirely from the garbage levy. The 2024 budget provides full funding through the garbage levy with additional support from the Sanitation Reserve which achieves a special levy funded model similar to Sewers, Building Services, and Parking Enforcement.

Staffing

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

The 2024 budgeted salary allocation remains the same.

2023 Year Performance

For 2023, it is estimated that Leamington will dispose of approximately 7,100 tonnes of refuse and 1,375 tonnes of yard waste, which represents increases of 2.7% for refuse and 10% for yard waste over 2022 actual tonnage values. In 2023, an estimated 250 “white goods” will be collected.

Proposed 2024 Activities

The 2024 EWSWA tipping fees are proposed to increase by \$1/tonne, approximately 2.3%, for both garbage and yard waste. Administration included a 6% increase for the collection contract costs and a 5% increase on EWSWA perpetual care and fixed disposal costs based on communications with EWSWA staff.

The 2024 garbage levies were approved by Council as part of the 2024 fee schedule at \$200 and \$235 for rural and urban collection, respectively.

2024 Operating Budget for Council



Department: 0640 - Sanitation

	2023 Actuals	2023 Budget	2024 Budget	Budget Variance (\$)	Budget Variance (%)
Revenue:					
11320-Other Levies	1,938,364	1,938,055	2,151,245	213,190	11.00%
Sub-Total Operating Revenue	1,938,364	1,938,055	2,151,245	213,190	11.00%
19000-Reserve Transfers	-	92,758	3,038	(89,720)	(96.72%)
Sub-Total Non-Operating Revenue	-	92,758	3,038	(89,720)	(96.72%)
Total Revenue	1,938,364	2,030,813	2,154,283	123,470	6.08%
Expense:					
35000-Salaries & Benefits	23,770	29,533	28,845	(688)	(2.33%)
37020-Dues & Memberships	239	-	100	100	100.00%
37130-Advertising & Promotion	2,379	2,500	2,500	-	-
37190-Internal Allocations	-	455	325	(130)	(28.57%)
47972-Disposal Costs	967,402	1,282,906	1,345,612	62,706	4.89%
47978-Residential Garbage Collection	561,790	588,687	639,377	50,691	8.61%
47980-Yard Waste Garbage Collection	116,621	121,733	132,524	10,791	8.86%
47982-White Goods Garbage	2,294	5,000	5,000	-	-
Total Expense	1,674,494	2,030,813	2,154,283	123,470	6.08%
Net Total	263,870	-	-	-	-

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2024 Budget

Business Improvement Area

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Uptown Leamington BIA 2024 Budget Summary

Revenue

- Levy: To help mitigate the effects of inflation, a 3% increase to the levy is requested.
- Surplus: The funds allocated for the purchase of new Christmas wreaths from 2023 will be requested to be put into a reserve until the municipality has completed the streetscape project and new lampposts are purchased.

Expenses

Payroll

- Payroll: increased to provide for at least 15 hours per week for the Coordinator

Local Events Support

- Business Excellence Awards: Increased to allow for purchase of full table
- Sponsorships: Battle of the Tacos added and new events line increased

Christmas Expenses

- Hop 'n Shop: Amount decreased and redirected to New Events
- Santa Mailbox: Increased due to Santa letter printing and postage
- BIA Bucks: Increase due to higher printing costs
- Winter Pots: Increased due to higher costs

Beautification

- Wreaths/New Décor: Addition to reserve amount to cover inflation costs

Operating Expenses

- Marketing/Branding: Add new swag and promotional items such as tent canopy, tablecloth, etc.
- OBIAA Conference: Increased due to inflation
- Office Insurance: New line added
- Memberships: Increased due to new Chamber of Commerce Membership
- Office Supplies and Telephone: Increased due to inflation
- Mileage: Added line for meeting travel
- Gifts: Increased due to inflation
- Write Offs/Bad Debts: Expense not required



	2023 Budget	2024 Proposed Budget	Variance \$	Variance %
REVENUE				
Municipality of Leamington Levy	136,500	140,595	4,095	3%
Digital Grant Transformation	14,000	-	(14,000)	-100%
Christmas Wreath Reserve	-	8,600	8,600	100%
TOTAL REVENUE	150,500	149,195	(1,305)	-1%
EXPENSE				
Payroll Expenses				
Wages & Salaries	20,000	25,000	5,000	25%
EI & CPP	900	2,000	1,100	122%
Payroll Expenses	20,900	27,000	6,100	29%
General Advertising				
Advertising - Newspaper/Radio	1,000	1,000	-	0%
Internet & Facebook Advertising	1,000	545	(455)	-46%
Small Business Week	1,000	1,000	-	0%
Promotional Giveaways	2,500	2,500	-	0%
Promo - bus tokens, etc.	250	-	(250)	-100%
General Advertising	5,750	5,045	(705)	-12%
Local Events Support				
Business Excellence	600	900	300	50%
BIA Bucks - Springtime	8,100	8,300	200	2%
Corks & Canvas	250	250	-	0%
Walk, Wine, Dine	1,500	1,500	-	0%
Mill Street Markets	17,500	17,500	-	0%
Digital Main Street	14,000	-	(14,000)	-100%
New Events	3,000	6,500	3,500	117%
Local Events Support Total	44,950	34,950	(10,000)	-22%
Christmas Expenses				
Christmas - Newspaper	500	500	-	0%
Christmas - Online, Facebook	1,000	500	(500)	-50%
Christmas - Hop 'n Shop	3,000	2,000	(1,000)	-33%
Christmas - Santa Mailbox, postage	500	1,000	500	100%
Christmas - Storage Unit Rental	3,200	3,200	-	0%
Christmas - Parade	1,000	1,000	-	0%
Christmas - BIA Bucks	12,215	13,000	785	6%
Christmas - Winter Pots	12,000	14,000	2,000	17%
Total Christmas Expenses	33,415	35,200	1,785	5%



	2023 Budget	2024 Proposed Budget	Variance \$	Variance %
Beautification				
Christmas - Wreaths/New Decor	500	1,100	600	120%
Christmas - Wreaths/New Décor Reserve	8,100	8,600	500	6%
Beautification - Uplift Grant	3,000	3,000	-	0%
Beautification - Security Grant	5,000	5,000	-	0%
Total Beautification	16,600	17,700	1,100	7%
Operating Expenses				
Marketing & Branding	5,000	7,000	2,000	40%
OBIAA Conference - London	2,000	2,000	-	0%
Insurance-Directors and Officers	2,000	2,200	200	10%
Office Rent	7,000	7,000	-	0%
Office Furnishings	3,000	-	(3,000)	-100%
Office Insurance	-	1,300	1,300	100%
Memberships	250	500	250	100%
Office Supplies & Telephone	1,035	1,200	165	16%
Website & Wireless Cellular	1,500	1,500	-	0%
Meeting Exp and Workshops	250	250	-	0%
Mileage	-	250	250	100%
Gifts	250	500	250	100%
Uptown Cleanup Projects	250	250	-	0%
Bank Charges	350	350	-	0%
Professional Fees	5,000	5,000	-	0%
Write Offs-Bad Debts	1,000	-	(1,000)	-100%
Total Operating Expenses	28,885	29,300	415	1%
TOTAL EXPENSE	150,500	149,195	(1,305)	-1%
NET INCOME	-	-	-	0%