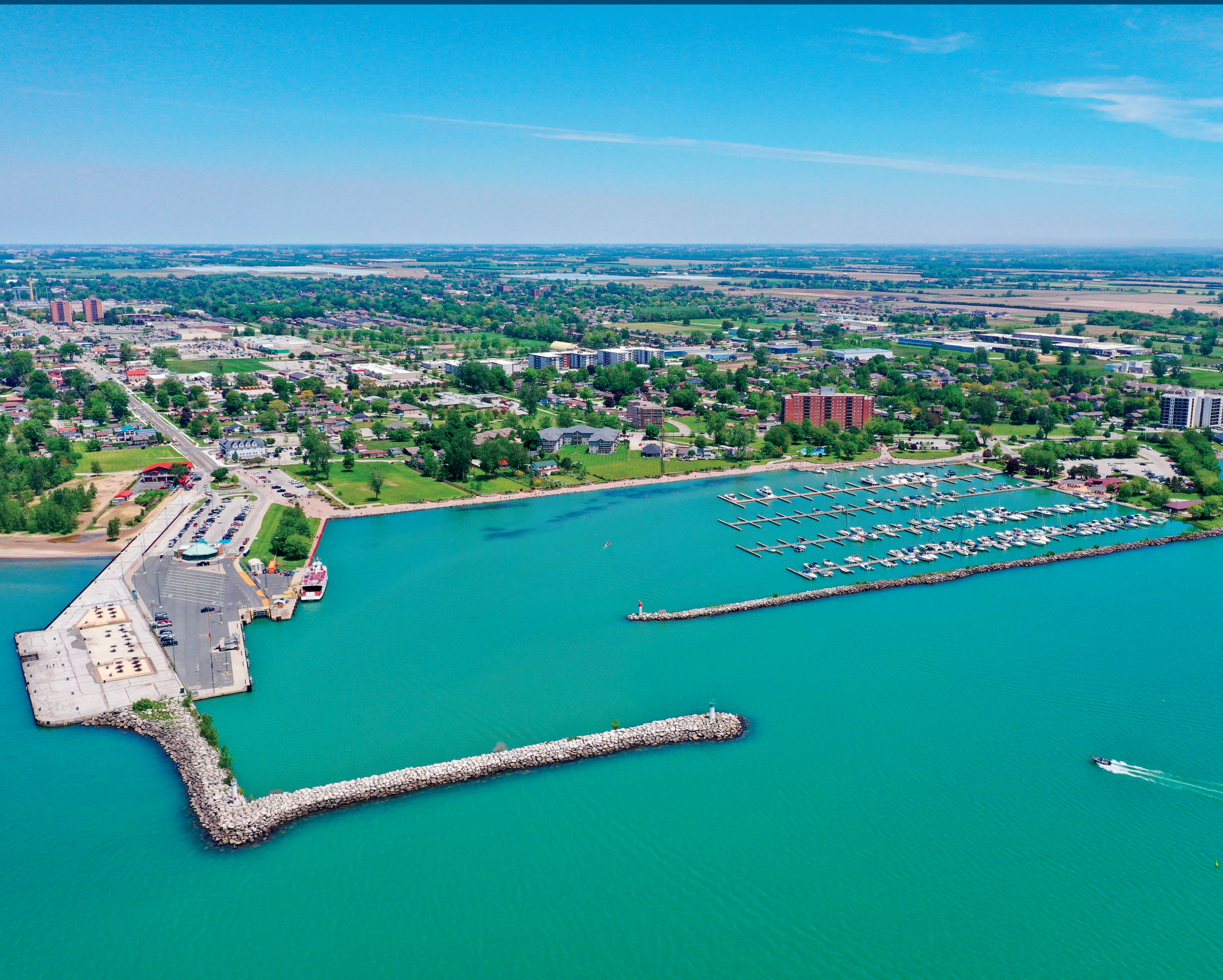
Municipality of
Leamington
live | play | work

2023 Budget



This page intentionally left blank.

Municipality of Leamington
live | play | work

2023 Budget

Agenda	Tabs	Target
		Day 1
Opening Remarks – Mayor MacDonald		9:00
Business Improvement Area 2023 Budget Presentation	14	9:05
Overview of the 2023 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	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 - Ruth Orton		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		2:00
Culture and Recreation Services Recreation Centre Marina Library and Cultural Services	9	

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

		Tabs	Day 2
Day 2 Opening Remarks – Mayor MacDonald			9:00
Infrastructure Services – Robert Sharon			
Environmental Services Water Services Waste Water (PCC) Sanitation		11	9:05
15 Minute Break			10:00
Public Works Operations Public Works Parks Cemeteries		12	10:15
Lunch Break			12:00
Engineering Services Drainage Services Engineering Services Sewers Transit Infrastructure Services		13	1:00
Closing Remarks	Final Approval of 2023 Budget		4:00
Adjournment			

	Tabs	Day 3
2023 Budget Discussions (if necessary)		9:00

2023 Budget

Overview of the 2023 Budget

The 2023 Budget was approved by
Leamington Council
on February 28, 2023

This page intentionally left blank.

FIN-02-23

Report

To: Mayor and Members of Council

From: Laura Rauch, Director of Finance and Business Services

Date: February 7, 2023

Re: 2023 Operating and Capital Budget

Recommendation:

It is recommended that:

1. The 2023 Operating and Capital Budget for the Municipality of Leamington's general tax levy be adopted as presented;
2. The 2023 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 2023 tax rates inclusive of impacts resulting from county and school board rates; and
4. Authorization be granted to complete, in fiscal year 2023, any projects that remain outstanding as of December 31, 2022 and do not appear in the 2023 budget, so long as the project costs do not exceed previously approved funding amounts or allocations. (FIN-02-23)

Background:

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

"290 (1) 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, estimated expenditures, reserve contributions (to and from) and to ensure a balanced budget with estimated revenues equal to estimated expenditures.

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

The fundamental design of an annual budget is designed to support Council's strategic plan. The Municipality's vision of being "A place where people choose to live and stay because of an outstanding quality of life" is the shared aspiration for Leamington's future that every project and initiative have been challenged against while completing this budget. The organization's mission, values and pillars have also informed this budget and the business planning process to ensure that resources are matched to the priorities set out in the Municipality's strategic plan.

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

- 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.

This budget focuses solely on an 'Own Purposes' tax levy for Council approval. School board and county rates will affect the final total tax rate by-law. The provincial school board rates and the county budget are now finalized and the final Municipal tax rate by-law will soon be presented to Council.

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 a reduction to the multi-residential tax ratio from 1.527700 to 1.313850 (representing the third year of a four-year reduction plan), which is included in this budget. This reduction will eventually result in parity between the recently mandated multi-residential tax ratio applied to new multi-residential developments and the previous multi-residential tax ratio applied to existing multi-residential developments.

The 'Own Purposes' tax levy is comprised of the General Levy and the Sewer Levy, which is only levied on properties that have access to connect to municipal sewers. The Sewer Levy includes costs exclusively related to sewers (storm, sanitary and combined), including maintenance, renewal, system expansion, and future lifecycle replacement.

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, Recreation Centre, Library and Cultural Services, Community Development Services, General Government, etc.

The Sewer Levy is considered "special levy funded" as is Building, Parking 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.

"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 waste water rates 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 waste water are used to finance future capital investment and act as rate stabilization for these areas; and does not have an impact on the general property tax rate.

Comments:

Tax Levy, Rate and Assessment

Included in the 2023 draft budget, is the General Levy total of $32,481,948 and the Sewer Levy total of $3,617,135, for a total taxation levy of $36,099,083.

This budget proposes municipal tax rate increases to both the general and the sewer tax rates. This proposed rate increase will result in an additional $2,727,297 of tax revenue when the new tax rate is applied to the 2023 weighted assessment tax base. This additional tax revenue equates to a $95.53 annual tax levy increase ($7.96 per month) on an urban home assessed at $190,000 or $50.28 per $100,000 of assessment. It should be noted that the assessed value of a home (as described below) is not the same as and is almost always less than the market value.

It is the responsibility of the Municipal Property Assessment Corporation (MPAC) to provide the Municipality with current value assessments (CVAs) and tax classes for each property. These CVAs and the municipal tax rates determine the Municipality's total levy. The reassessment cycle that is typically updated every four years has been temporarily paused by the Province of Ontario. Therefore, all property assessments are valued as of January 1, 2016 and thus, do not reflect the increase in property market values witnessed over the last few years. 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 in Leamington, however the new home values remain at 2016 construction values with improved building quality at a much younger age, therefore increasing the value but not to market prices. Regardless of the growth, Leamington's average assessed value of a home remains the lowest in the region. This means that to replace 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 would be the same in other Municipalities in the region. 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.

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

The budget includes the assessment values provided by MPAC at the end of 2022 to calculate 2023 taxes. Consideration for expected changes between tax classes (residential that will likely be changed back to farm) have also been so that the anticipated property tax revenues are not overstated. Table 2 provides historical assessment growth and municipal levy increases.

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%	4.00%

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

If Council chooses to increase (or decrease) services beyond the budget, a 1% increase (or decrease) in Leamington's 'Own Purposes' General Levy equates to approximately $295,000 from a "tax funded" department.

Budgetary Considerations:

The 2023 budget presented several unique challenges, some of which include:

1) Exponential growth – The Municipality continues to experience rapid growth in all sectors. This growth creates demands on new and existing infrastructure that needs to be addressed. It is important to note that the increased property tax revenue realized from the exponential growth within the greenhouse industry is based on a property tax rate that is only 25% of the residential rate while requiring significant municipal staff resources to process the development applications and manage the development process.

2) Inflation was recently reported at 6.3% in December 2022 and the Bank of Canada increased the prime interest rate seven times in 2022; which it currently sits at 4.5%. 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.

3) Shift in labour market – The labour market continues to be an employee-driven market, rather than an employer-driven market as experienced historically. The ability to recruit and retain talent has become more and more challenging. 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.

4) Infrastructure deficit – the Asset Management Plan (AMP) has identified a $15M annual infrastructure deficit. This deficit creates a greater need to increase the annual investment on existing infrastructure. Renewal based schedules based on the current assets' conditions, incorporating preventative maintenance and lifecycle asset management will assist in delivering an adequate level of service in the most cost-effective manner.

The 2023 budget continues to implement 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) and Information Technology SDR (IT-SDR). In addition, the Development Approvals Review Process (DARP) and the Records Information Management Review (RIMS), that will be presented in the near future, have all identified the need for improvements, best practices, ways to become more efficient and remove unnecessary red tape. As presented in each of the final reports, the implementation of all opportunities span several budget cycles; however, are required to be a priority in order to be a success and effect positive change. This budget includes additional staffing in specific areas, continued investments in technology and process improvements to create the identified efficiencies and to optimize service delivery to taxpayers.

These challenges the Municipality faced at the inception of creating this budget and the challenges to overcome them are real. However, the basic key principles, that have always been included in a budget presented to Council, remain in this 2023 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 total 2023 budget includes $98.8M in total spending, of which $43.1M is for capital projects and the remaining $55.7M is for operating expenses. This total spending excludes the annual debt servicing requirements of $2.7M and reserve transfers of $5.2M.

Debt Overview

There is no new debt financing proposed in the 2023 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.

Capital Overview (Tab 4)

Total 2023 Capital Budget spending is $43.1M, which is an increase of $14.8M over the prior year. In-year tax, special levy and rate funded capital contributions are $12.8M of which $4.8M is funded through the general tax levy. The remainder of the capital funding is comprised of special levies and rate funding (water, waste water and sewer), upper level government grants, landowner contributions, carryover funding from previous years and reserve and reserve fund allocations including development charges.

Some major 2023 capital projects include:

- Construction of the Southwest Leamington Storm Water Management Pond;
- Wigle/Orange/Setterington Mill Watermain Replacement;
- Continued investment in drainage works;
- PCC Headworks Upgrade;
- Road resurfacing projects;
- Oak Street Sewer Relining;
- Rick Atkin Park Renewal;
- Southwest Leamington Street E Sewer Outlet; and
- Many carry-forward and other projects.

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 in order to properly care for the Municipality's infrastructure for generations to come. Continued investment in infrastructure is critical and necessary to ensure the financial sustainability of the Municipality.

Operating Overview (Tab 5)

Operating Revenues:

The general and sewer levies, are proposed to increase by 4% in the 2023 budget with consideration towards maintaining or improving service levels, responding to inflationary pressures and fulfilling obligations of negotiated union contracts.

The other major source of revenues that assist in augmenting 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), Lakeside Marina, business licensing, planning and development application and building permit fees 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. Aggressive revenue targets may create an operational deficit, which must be funded within the 2023 year from reserves, as required by the Province.

Operating Expenses:

Staffing

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

For the 2023 budget, salary and wage rates reflect the negotiated contracts with Teamsters Local Union No. 879 and the Leamington Firefighters Association. Council will be advised of the outcome of the upcoming negotiations with Leamington Civic Employees Union Local 528 (CUPE) when it becomes available.

The 2023 budget includes a 3% economic adjustment for full-time non-union, contract, part-time and student employees, as well as Council and Council-appointed Committee Members.

The 2023 budget includes an increase to staff resources due to: demands for improved servicing to residents, increased volume of projects, initiatives and current workloads, compliance with regulations, new subdivisions and other growth in the Municipality, as well as consideration for succession planning. These salary and benefit costs are reflected in the respective departmental budgets for the entire year. Unless previously approved by Council, no new staffing positions or changes to the nature of a position (contract to permanent) in comparison to last year's budget have been made to the Municipality's complement prior to the recommendations contained in this budget. Recommended staffing changes included in the 2023 budget are outlined in Tables 3 to 5 below.

All recommended staffing changes support of Council's Strategic Plan.

Table 3: 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	Continuation of contract; Contract ends December 31, 2023; supports B-SDR and succession planning for upcoming retirement.
Cemeteries	Cemetery Labourer	Seasonal; Newly acquired Fairview Cemetery.
Community Development	Special Events Coordinator	Vacant; Part-time; equivalent of 6 months to support community events
Legislative Services	Cemetery Clerk	Part-time, compliance, newly acquired cemetery; Extension that ends December 31, 2023
Office of the CAO	General Counsel and Indigenous Community Liaison	New; Previously approved by Council; 9 months
Transit	Transit Coordinator	New; Coordinate the service delivery of the transit contractors; 3-year contract ending December 31, 2025

Table 4: New Positions – (see departmental summaries)

Department	Position	Comment
Legislative Services	Deputy Clerk/Records Manager	Support of RIMS, succession planning and corporate support.

Table 5: Existing Position Changes – (see departmental summaries)

Department	Position	Comment
Information Technology	Desktop Support Specialist	Full-time from contract; support of IT-SDR.
Fire Services	Inspector	Full-time from contract; increased inspections to comply with existing By-laws; as approved by Council

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.

Other Operating Expenses

Significant portions of budgeted expenditures are directly impacted by inflation indexes and/or market rates. As an example, utilities and fuel purchases are impacted by electricity, gasoline and natural gas prices. With the projected increase in CPI over the next two years, only some of the increases are mitigated through operational efficiencies such as installation of new lighting and reductions in operating costs in other areas within the department. All other pressures will need to be funded through on-going revenue sources (i.e. property tax revenues).

Municipal insurance premiums are estimated to increase by 20% over 2022 actuals. Discussions with the Municipality's current insurer indicate that these increases are happening globally given a "hardening" of the market resulting from significant weather disasters and new areas of risk giving rise to losses due to cyber-attacks and data breaches. The result of this refocus is an industry trend of higher premiums, a withdrawing of capacity, increased deductibles, imposition of more onerous terms and conditions, and an exiting from higher risk industry sectors and product lines. The Municipality is working with the regional working group led by the County in hopes to realize economies of scale for all insurance policies and their respective renewals.

The 2023 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 $5.8M which represents a decrease of $196k or 3.27% over 2022.

The Municipality's Community Improvement Plan (CIP) is included in the budget in the amount of $200,000 for new 2023 projects. Based on the initiatives identified in the new strategic plan, should Council decide that the CIP area should be changed, funds from prior years could be used to prepare a new CIP plan. The remainder of the CIP expense identified in the 2023 budget is for this purpose and to administer grants from prior years.

All grants to non-profits have been budgeted at $174,000. This operating expense resides within 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 2023 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 four Mill Street Market events.

To support Organizational Excellence, the 2023 budget includes an organizational review, funded through reserves as the last review was completed 10 years ago in 2013 when the Municipality looked very different. The organizational review will look at existing resources, services offered and service levels to ensure that the right resources are aligned properly to provide essential services required to the Leamington community.

The 2023 budget includes estimated contributions from reserves to fund and finish both operating and capital projects that were approved and funded in 2022, but still require completion in 2023. 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 2022 projects have not been included in the 2023 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, responsible spending and reducing “red-tape” are a focus of this budget as the Municipality seeks to implement the opportunities and recommendations identified in the completed SDRs.

The 2023 budget includes increased investment in operating expenses, as it is necessary to maintain and enhance service levels given the economic and local pressures and challenges that Leamington is facing.

Council and Administration are acutely aware of the infrastructure deficit that the Municipality is currently facing. As a result, it is imperative to maintain, at a minimum, existing levels of annual lifecycle investment to reserves and capital infrastructure. This will ensure the Municipality remains fiscally responsible to the Leamington taxpayers of both today and tomorrow. The 2023 budget increases the capital investment compared to prior years, yet there is the need to set aside more funding annually to capital to alleviate future budgetary pressures as identified in the Asset Management Plan.

Once approved, any material changes from the 2023 budget, will be brought forward to Council for further consideration and approval.

Respectfully submitted,

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

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

Attachments: Budget Documents

T:\Finance\F90 - Reports\2023\FIN-02-23 2023 Operating and Capital Budgets

This page intentionally left blank.

Municipality of Leamington
live | play | work

2023 Budget

Reserves Overview

This page intentionally left blank.

Municipality of Leamington
live | play | work

Reserves Overview

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

Reserves offer liquidity that enhance the Municipality's flexibility in addressing operating and capital requirements. They also permit the Municipality to fund projects internally, choosing when to access debt markets and to take advantage of favourable conditions. Many of the reserve balances are established for a specific purpose and should be used for such to support the Municipality's infrastructure deficit as identified in the 2021 Asset Management Plan.

Deferred revenue are monies typically received in advance of when they are allocated to projects and are obligatory in nature as they are permitted through legislation. This is primarily Ontario Transit Gas Tax and Canada Community-Building Fund (Federal Gas Tax). These funds are taken into income as revenue in the same year of an eligible capital project expense. Development charges are also classified as a deferred revenue rather than a reserve fund.

Proposed 2023 Transactions

The 2023 budget includes a continued investment in capital spending with proposed reserve transfers contributing $16.7M or approximately 39% of the total proposed capital budget.

The largest contributors for capital projects are:

- Infrastructure – Southwest Leamington Storm Water Management Pond - $2,175,000
- Waterfront Redevelopment – Rick Atkin Park Renewal - $1,500,000
- Infrastructure – Land Acquisition for Street E and Sewer Outlet - $1,400,000
- Infrastructure – Oak Street Sewer Relining - $1,309,000
- General and Administration - Emergency Centre Generator (carry forward) - $798,638
- Fleet/Equipment – Dump/Plow/Salter Replacement and various other fleet purchases - $742,000
- Parks – Mersea Park Renewal - $675,000
- PCC – Biosolids Upgrade - $600,000

- Canada Community-Building Fund – Road Resurfacing, LED Streetlight Conversion, Sherk & Ellison Traffic Signal - $600,000
- Recreation Centre – Heat Loop Boilers - $600,000
- Drainage – 2022 carry forward projects - $583,415
- Waterfront Redevelopment – Amphitheatre Facilities - $500,000
- Water – Lines Renewals – Water System Master Plan - $500,000
- Arts and Culture – Art Centre Lifecycle Replacement (carry forward) - $500,000
- PCC – Cherry Lane Pump Station Upgrades (carry forward) - $490,000
- Marina – Parking Lot (carry forward) - $450,000
- Recreational Lands – Bayview Park Development - $400,000

The 2023 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 2023 balances are projected to be $90.0M. This is an increase over the 2022 budgeted year-end balances.

Municipality of Leamington
Reserve Funds and Deferred Revenue Summary
2023 Budget

	Estimated Opening Balance 2023	Transfer/ Miscellaneous	From (To) Revenue	From (To) Capital	Estimated Closing Balance 2023
Reserve Funds					
Building Services	$ 2,683,028	$ -	$ (67,759)	$ (10,000)	$ 2,605,269
Collins Estate	29,789	-	-	-	29,789
COVID Recovery	466,716	-	(367,000)	-	99,716
Diamond Lighting	38,789	-	-	-	38,789
Fish Station	3,774	-	-	-	3,774
Impost	62,905	-	-	-	62,905
Recreation Complex Facility	135,506	-	45,400	(10,000)	170,906
Lot Levy	138,806	-	-	-	138,806
Parks Improvement Fund	20	-	-	-	20
Soccer Fields	851	-	-	-	851
Williams Estate	7,341	-	-	-	7,341
Equity in UWSS Reserve	6,496,945	-	-	-	6,496,945
Total Reserve Funds	$ 10,064,470	$ -	$ (389,359)	$ (20,000)	$ 9,655,111
Deferred Revenues					
Hwy 3 / Morse Rd	$ 156,203	$ -	$ -	$ -	$ 156,203
Recreational Land	745,886	-	-	(400,000)	345,886
Ontario Transit Gas Tax	759,055	231,587	(231,587)	(228,400)	530,655
Canada Community Building	4,531,642	1,444,532	-	(600,000)	5,376,174
DC - Water	7,852,479	-	-	-	7,852,479
DC - Parks & Recreation	-	-	(75,000)	-	(75,000)
Total Deferred Revenue	$ 14,045,265	$ 1,676,119	$ (306,587)	$ (1,228,400)	$ 14,186,397
	$ 24,109,735	$ 1,676,119	$ (695,946)	$ (1,248,400)	$ 23,841,508

Municipality of Leamington
Reserves Summary
2023 Budget

Reserves	Estimated Opening Balance 2023	From (To) Revenue	From (To) Capital	Estimated Ending Balance 2023
Arts & Culture	$ 859,825	$ 100,000	$ (500,000)	$ 459,825
Accessibility	358,525	(100,000)	-	258,525
Cannabis	38,686	-	-	38,686
Community Improvement Plan (CIP)	614,301	(614,301)	-	-
Contingency	2,361,609	(505,936)	-	1,855,673
COVID	60,093	-	-	60,093
Dominos Pizza Donation	150,000	-	-	150,000
Drainage	1,109,238	-	(583,415)	525,823
Economic Development	96,000	-	-	96,000
Elections	30,307	30,000	-	60,307
Engineering	6,190,873	(317,500)	(690,000)	5,183,373
Fire Services	1,434,178	(91,000)	(54,000)	1,289,178
Fleet / Equipment	4,178,054	923,000	(742,000)	4,359,054
General and Administration	3,480,336	240,948	(1,253,691)	2,467,593
Handi Transit Bus	13,605	7,500	-	21,105
Health Benefits	580,000	-	-	580,000
Highbury Canco	19,476	-	-	19,476
Infrastructure*	12,410,109	(293,188)	(5,234,000)	6,882,921
IT Services	639,334	70,000	(60,000)	649,334
Marina	1,163,807	100,000	(450,000)	813,807
Modernization Grant	203,519	(50,000)	-	153,519
Municipal Building	142,447	-	(142,447)	-
Parking*	101,973	(35,341)	(75,000)	(8,368)
Parks	1,183,860	-	(675,000)	508,860
Police Services	1,331,921	-	-	1,331,921
Public Works	1,065,591	96,955	(110,000)	1,052,546
Rail Corridor	396,165	-	-	396,165
Recreation Complex	1,733,879	200,000	(840,000)	1,093,879
Sanitation*	918,351	(92,758)	-	825,593
Tree Planting	84,163	10,000	-	94,163
Uptown Revitalization	807,170	-	-	807,170
Waterfront Redevelopment	3,980,678	200,000	(2,040,000)	2,140,678
Winter Control	822,952	-	(109,000)	713,952
Working Capital	1,426,172	-	-	1,426,172
Taxation Funded Total	$ 49,987,197	$ (121,621)	$ (13,558,553)	$ 36,307,023
Pollution Control	$ 16,844,543	$ (426,931)	$ (1,340,000)	$ 15,077,612
Greenhouse Connections	$ 4,700,292	$ -	$ -	$ 4,700,292
Water - Line Renewals	13,756,991	2,393,005	(550,000)	15,599,996
Wheatley Service Area	207,366	6,520	-	213,886
Working Capital - Water	505,289	232,560	-	737,849
Total Water Funded	$ 19,169,938	$ 2,632,085	$ (550,000)	$ 21,252,023
	$ 86,001,677	$ 2,083,533	$ (15,448,553)	$ 72,636,658

*Special Levy Funded Departmental Reserve

Municipality of Leamington
2023 Budget
Reserve Analysis - 5 Years

	2019 Actual	2020 Actual	2021 Actual	2022 Estimated	2023 Budget
	$	$		$	$
Reserve Funds and Deferred Revenue					
Opening balance	12,144,482	13,926,170	16,246,690	18,094,862	17,612,790
Interest	422,169	336,584	304,502	600,653	-
Subdivision contributions	78,344	87,792	168,803	58,304	-
Miscellaneous	3,022,146	1,563,037	2,978,011	1,638,068	1,676,119
From (to) revenue	(41,285)	577,569	644,049	(497,203)	(695,946)
From (to) capital	(1,699,685)	(1,930,690)	(2,247,193)	(2,281,894)	(1,248,400)
Transfer from (to) reserves	-	1,686,228	-	-	-
	13,926,170	16,246,690	18,094,862	17,612,790	17,344,563
Reserves					
Opening balance	43,182,821	57,951,436	66,903,728	82,877,045	86,001,678
From (to) revenue	13,985,861	15,049,311	18,728,943	14,329,420	2,083,533
From (to) capital	782,754	(4,410,791)	(2,755,626)	(11,204,787)	(15,448,553)
Transfer from (to) reserve funds	-	(1,686,228)	-	-	-
	57,951,436	66,903,728	82,877,045	86,001,678	72,636,658
Total (excluding Equity in UWSS)	$ 71,877,606	$ 83,150,418	$ 100,971,907	$ 103,614,467	$ 89,981,220

For Information Purposes Only

Ending Debt Balance (including Leamington share of UWSS)	$ 24,307,186	$ 20,819,731	$ 18,207,072	$ 15,234,234	$ 12,081,350

This page intentionally left blank.

Municipality of Leamington
live | play | work

2023 Budget

Capital Summary

This page intentionally left blank.

Municipality of Leamington
live | play | work

2023 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 2023 Activities

2023 planned capital investment is projected to be $43.1M. Funding for these capital programs is as follows:

Funding Source	2022 Budget	2023 Budget	Change
Reserves, reserve funds, and deferred revenue	$10.5M	$16.7M	$6.2M
Grants	$2.3M	$5.2M	$2.9M
Taxation, Special Levies and Rates	$11.7M	$12.8M	$1.1M
Other	$3.8M	$8.4M	$4.6M
Total	**$28.3M**	**$43.1M**	**$14.8M**

The 2023 capital contribution from the general tax levy (excluding the special levy funded and rate funded departments – Building Services, Parking Enforcement, Sewers, Waste Water (PCC) and Water) is $4.8M compared to $4.7M in the 2022 budget.

Major proposed capital projects for 2023 are:

- Southwest Leamington Storm Water Management (SWM) Pond Construction (carry forward) - $6,659,562
- Wigle/Orange/Setterington Mill Watermain Replacement - $2,550,000
- Lebo Creek Drainage Works (carry forward) - $1,686,180

- PCC Headworks Upgrade - $1,800,000
- Road Resurfacing - $1,780,000
- Oak Street Sewer Relining - $1,600,000
- Rick Atkin Park Renewal - $1,500,000
- Land Acquisition for Street E & Sewer Outlet - $1,400,000
- Emergency Generator (carry forward) - $1,269,676
- Mersea Park Renewal - $1,100,000
- Seacliff Reconstruction – Phase 2 – 4 - $1,050,000
- Seacliff West Trunk Sewer Extension - $1,047,699
- PCC Biosolids (carry forward) - $1,000,000
- Cherry Lane Pump Station Upgrades (carry forward) - $1,000,000
- Amphitheatre Facilities - $750,000
- PCC Blower Upgrades - $700,000
- New Transit Equipment Purchase - $667,000
- Jacob Fox Drain Relocation (carry forward) - $508,454
- Sherk Heat Loop Boilers - $600,000
- Bridge 37 - $535,000
- Arts Centre Lifecycle Replacement (carry forward) - $500,000
- Water System Master Plan and Expansion Design (carry forward) - $500,000
- Waste Water System Master Plan - $500,000
- Marina Parking Lot Project (carry forward) - $500,000

Municipality of Leamington
2023 Budget
Capital Summary

Department	Budget	Financing Source: Reserves / Reserve Funds	Deferred Revenue	Grants	Asset Sales	Sundry	Unfinanced WIP	Net from Revenue
By-Law Enforcement	49,000	49,000	-	-	-	-	-	-
Cemeteries	165,000	110,000	-	-	-	-	-	55,000
Drainage Services	5,218,072	583,415	-	-	-	5,396,039	(1,250,268)	488,886
Engineering Services	5,128,000	730,000	600,000	2,335,000	-	-	-	1,463,000
Fire Services	696,000	494,000	-	-	10,000	-	-	192,000
General Government	1,744,676	1,096,138	-	471,038	-	-	-	177,500
Information Technology Services	150,000	70,000	-	-	-	-	-	80,000
Library and Cultural Services	675,000	500,000	-	-	-	-	-	175,000
Marina	799,000	450,000	-	-	-	-	-	349,000
Parks	4,375,000	2,675,000	400,000	-	-	130,000	-	1,170,000
Police Services	54,000	-	-	-	-	-	-	54,000
Public Works	1,029,000	662,000	-	-	4,000	-	-	363,000
Recreation Centre	1,080,000	850,000	-	-	-	-	-	230,000
Transit	762,000	-	228,400	533,600	-	-	-	-
Funded from General Levy	**21,924,748**	**8,269,553**	**1,228,400**	**3,339,638**	**14,000**	**5,526,039**	**(1,250,268)**	**4,797,386**
Building Services	-	-	-	-	-	-	-	-
Parking Enforcement	75,000	75,000	-	-	-	-	-	-
Sewers	11,957,261	5,234,000	-	-	-	3,867,791	-	2,855,470
Funded from Special Levies	**12,032,261**	**5,309,000**	**-**	**-**	**-**	**3,867,791**	**-**	**2,855,470**
Waste Water (PCC)	5,855,000	1,340,000	-	-	-	210,000	-	4,305,000
Water Services	3,295,000	550,000	-	1,869,915	-	-	-	875,085
Funded from User Rates	**9,150,000**	**1,890,000**	**-**	**1,869,915**	**-**	**210,000**	**-**	**5,180,085**
Total Capital	**43,107,009**	**15,468,553**	**1,228,400**	**5,209,553**	**14,000**	**9,603,830**	**(1,250,268)**	**12,832,941**

Municipality of Leamington
2023 Budget
Capital Spending Analysis - 5 Years

Department	2019 Actual Expenses	2020 Actual Expenses	2021 Actual Expenses	2022 Actual Expenses as of 25Jan23	2022 Budget Expenses	2023 Budget Expenses
By-law Enforcement	-	35,234	-	-	-	49,000
Cemeteries	-	-	-	-	110,000	165,000
Drainage Services	1,691,084	3,797,620	5,520,698	6,237,111	4,139,396	5,218,072
Engineering Services	4,666,748	7,238,647	4,569,660	5,883,217	5,621,400	5,128,000
Fire Services	246,603	1,094,014	129,404	735,538	933,000	696,000
General Government	340,013	259,361	2,079,961	3,001,157	1,351,038	1,744,676
Information Technology Services	726,783	378,457	60,626	314,950	305,000	150,000
Library and Cultural Services	1,089,434	21,344	-	-	550,000	675,000
Marina	292,204	237,625	210,793	44,998	510,000	799,000
Parks	301,995	385,532	612,558	1,528,482	2,001,000	4,375,000
Police Services	-	6,159	4,778	6,955	50,000	54,000
Public Works	488,473	743,052	461,514	658,312	877,000	1,029,000
Recreation Centre	459,294	256,507	1,136,194	600,676	635,000	1,080,000
Transit	-	-	943,300	50,494	235,000	762,000
Funded from General Levy	**10,302,632**	**14,453,551**	**15,729,486**	**19,061,890**	**17,317,834**	**21,924,748**
Building Services	34,846	-	40,707	63,163	45,000	-
Parking Enforcement	-	-	-	-	25,000	75,000
Sewers	1,568,434	2,519,406	614,788	1,154,478	6,487,000	11,957,261
Funded from Special Levies	**1,603,280**	**2,519,406**	**655,495**	**1,217,642**	**6,557,000**	**12,032,261**
Waste Water (PCC)	1,452,031	942,787	1,480,046	1,503,385	3,365,000	5,855,000
Water Services	3,038,048	848,126	115,485	128,508	1,070,000	3,295,000
Funded from User Rates	**4,490,079**	**1,790,913**	**1,595,531**	**1,631,893**	**4,435,000**	**9,150,000**
Total Capital Expense	**16,395,990**	**18,763,870**	**17,980,512**	**21,911,425**	**28,309,834**	**43,107,009**

Municipality of Leamington
2023 Budget
Capital Funding From Levies/Rates Analysis - 5 Years

Department	2019 Actual Funding from Tax/Levies/Rates	2020 Actual Funding from Tax/Levies/Rates	2021 Actual Funding from Tax/Levies/Rates	2022 Budget Funding from Tax/Levies/Rates	2023 Budget Funding from Tax/Levies/Rates
By-law Enforcement	-	2,234	-	-	-
Cemeteries	-	-	-	22,000	55,000
Drainage Services	13,758	6,561	45,607	602,440	488,886
Engineering Services	724,019	1,972,024	577,154	1,425,000	1,463,000
Fire Services	53,943	40,365	62,425	310,000	192,000
General Government	14,915	22,300	21,716	10,000	177,500
Information Technology Services	50,550	113,714	51,497	47,500	80,000
Library and Cultural Services	12,448	-	-	50,000	175,000
Marina	285,087	205,914	89,512	510,000	349,000
Parks	230,035	322,505	377,544	1,111,000	1,170,000
Police Services	-	6,159	4,778	50,000	54,000
Public Works	129,813	308,197	109,805	336,000	363,000
Recreation Centre	157,783	79,158	440,000	213,000	230,000
Transit	-	-	-	-	-
Funded from General Levy	**1,672,351**	**3,079,131**	**1,780,036**	**4,686,940**	**4,797,386**
Building Services	2,846	-	3,707	-	-
Parking Enforcement	-	-	-	25,000	-
Sewers	1,155,661	1,221,295	449,793	2,812,000	2,855,470
Funded from Special Levies	**1,158,507**	**1,221,295**	**453,501**	**2,837,000**	**2,855,470**
Waste Water (PCC)	1,446,874	884,932	1,480,046	3,155,000	4,305,000
Water Services	261,888	429,207	108,825	1,070,000	875,085
Funded from User Rates	**1,708,762**	**1,314,139**	**1,588,871**	**4,225,000**	**5,180,085**
Total From Levies and Rates	**4,539,620**	**5,614,565**	**3,822,408**	**11,748,940**	**12,832,941**

Municipality of Leamington
2023 Budget
Capital Forecast - 5 Years

	2023	2024	2025	2026	2027
Department	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses	Budget Expenses
By-law Enforcement	49,000	-	49,000	-	-
Cemeteries	165,000	-	-	-	-
Drainage Services	5,218,072	-	-	-	-
Engineering Services	5,128,000	16,054,800	4,615,000	3,925,000	6,765,000
Fire Services	696,000	1,083,000	3,136,000	11,061,000	71,000
General Government	1,744,676	10,000	10,000	10,000	10,000
Information Technology Services	150,000	225,000	165,000	165,000	165,000
Library and Cultural Services	675,000	65,000	50,000	50,000	50,000
Marina	799,000	470,000	250,000	50,000	20,000
Parks	4,375,000	1,590,000	1,245,000	1,230,000	1,230,000
Police Services	54,000	50,000	50,000	50,000	50,000
Public Works	1,029,000	278,000	595,000	183,000	630,000
Recreation Centre	1,080,000	1,495,000	785,000	860,000	360,000
Transit	762,000	35,000	35,000	35,000	35,000
Funded from General Levy	**21,924,748**	**21,355,800**	**10,985,000**	**17,619,000**	**9,386,000**
Building Services	-	50,000	-	50,000	-
Parking Enforcement	75,000	-	-	-	-
Sewers	11,957,261	6,125,400	6,415,000	1,600,000	1,200,000
Funded from Special Levies	**12,032,261**	**6,175,400**	**6,415,000**	**1,650,000**	**1,200,000**
Waste Water (PCC)	5,855,000	3,510,000	1,110,000	570,000	570,000
Water Services	3,295,000	2,012,469	3,630,000	4,054,000	1,039,000
Funded from User Rates	**9,150,000**	**5,522,469**	**4,740,000**	**4,624,000**	**1,609,000**
Total From Levies and Rates	**43,107,009**	**33,053,669**	**22,140,000**	**23,893,000**	**12,195,000**

Municipality of Leamington

live | play | work

2023 Budget

Operating Overview

This page intentionally left blank.

Operating Overview

The Operating Budget overview highlights significant differences in the total revenues and expenses by department when compared to the 2022 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 2022 actuals column represents year to date expenses as of February 3, 2023. These actuals require the accrual of remaining 2022 costs as well as year-end adjusting entries. The 2022 budget column includes Council's approved 2022 budget as well as Council's in-year approvals.

Revenues

When comparing the 2023 budget to the 2022 approved budget, differences greater than $50k are outlined below:

Building Services – increased revenues based on expected development and issuance of building permits.

Drainage Services – decreased recoveries from landowners and Province resulting from projects planned in 2023.

Fire Services – increased reserve transfers to complete the Fire Services Master Plan.

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.

Information Technology Services – decreased reserve transfers for completed projects.

Legal Services – increased 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.

Marina – increased transient revenues as well as fuel sales.

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

Planning and Development Services – increased reserve transfers to fund Community Improvement Program (CIP).

Public Works – decreased reserve transfer to fund carry forward projects.

Recreation Centre – increased membership, programming and rental revenues offset by decreased reserve transfers for rate stabilization as it relates to the uncertainty of membership revenues in 2022.

Sanitation – increased revenues for garbage levies.

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

Transit – decreased revenue for On-Demand Transit system based on 2022 ridership numbers.

Water – decreased greenhouse consumption revenue estimates based on 2022 actuals offset by increased residential and commercial consumption as well as approved rate increases.

Expenses

When comparing the 2023 budget to the 2022 approved budget differences greater than $50k are outlined below:

Building Services – increased wages as a result of the approved Salary Review completed in 2022 as well as additional training and investments in technology.

By-law Enforcement – increased wages as a result of the approved Salary Review completed in 2022 as well as additional contract By-law Enforcement Officer and additional compensated Property Standards and Appeal Committees.

Cemeteries – increased wages for the proposed seasonal cemetery labourer position to primarily work at the recently acquired Fairview Cemetery to assist in locating, identifying and documenting the actual plots in order to organize and update the records

Council Services – increased costs for strategic planning as well as wages and Council training.

Drainage Services – decreased Municipal portion of planned capital projects and decreased drainage maintenance.

Engineering Services – increased wages as a result of the approved Salary Review completed in 2022 as well as increased taxation funding for capital projects.

Finance and Business Services – decreased wages due to direct allocation of costs to rate funded departments as well as decreased professional services for Development Charges Background Study.

Fire Services – increased wages as the Day Shift Program was previously budgeted for in General Government as well as the Fire Services Master Plan funded through the reserve transfer.

General Government – decreased costs related to the Salary Review and additional staffing budgeted in this department (now allocated to respective departments) as well as the Day Shift Program expenses. Offset by an increase in taxation funding for capital projects.

Human Resources - increased wages as a result of the approved Salary Review completed in 2022 as well as increased reserve transfers to annually plan for the Salary Administration Program planned for every four years.

Information Technology Services – increased costs for the additional 6 months for the proposed change from contract to full-time permanent Desktop Support Specialist in support of the IT Services Delivery Review as well as increased wages as a result of the approved Salary Review completed in 2022.

Legal Services – External Counsel to pursue several ongoing Provincial Offences Act matters with respect to prosecutions under the Reopening Ontario Act, 2020.

Legislative Services – new proposed position of Deputy Clerk offset by reduced election expenses.

Library and Cultural Services – increased taxation funding for capital projects as well as increased reserve transfer in support of Council's strategic plan.

Office of the CAO – increased expenses to complete the Municipality's Organizational review and new position of General Counsel and Indigenous Community Liaison.

Parks – increased seasonal staff hours to maintain service levels at the Parks, the Uptown, the Waterfront and other various Municipal facilities and increased taxation funding for capital projects.

Planning Services – carryforward CIP funding as well as increased wages as a result of the approved Salary Review completed in 2022.

Police Services – decreased OPP contract costs.

Public Works – increased costs for additional staffing approved in the 2022 budget and allocated to the various activities within this department as well as inflationary pressures, increased reserve transfer and taxation funding for capital projects. Offset by the allocation of Infrastructure Services Inspectors wages to Sewers.

Recreation Centre – increased wages and expenses due to additional programming and rentals.

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

Sewers – increased wages due to the appropriate allocation of Infrastructure Services Inspectors wages as well as increased special levy funding for capital projects.

Transit – increased transit expenses to provide On-Demand Transit system and new proposed contract position of Transit Coordinator.

Water – decreased costs overall given reduced transfer to reserve and reduced capital expenditures offset by increased consumption resulting in additional purchased water from UWSS and other inflationary pressures.

Municipality of Leamington
2023 Budget
Revenues and Expenses by Department

Department	2022 Budget	2023 Budget	Variances
General Taxation Funded Departments			
Revenues			
Animal Control	40,355	55,610	15,255
By-law Enforcement	28,000	28,000	-
Cemeteries	11,495	13,675	2,180
Communications and Public Relations	-	-	-
Community Development	-	-	-
Council Services	15,000	20,000	5,000
Drainage Services	1,658,006	1,315,102	(342,904)
Engineering Services	564,858	517,500	(47,358)
Finance and Business Services	1,539,815	1,559,183	19,368
Fire Services	90,200	210,850	120,650
General Government	33,876,311	36,008,843	2,132,532
Human Resources (HR)	7,500	14,300	6,800
Infrastructure Services	8,600	9,100	500
Information Technology Services	228,800	110,000	(118,800)
Legal Services	51,500	323,500	272,000
Legislative Services	157,295	116,974	(40,321)
Library and Cultural Services	-	-	-
Marina	686,300	850,900	164,600
Office of the CAO	152,000	346,400	194,400
Parks	60,500	105,500	45,000
Planning and Development Services	690,153	836,406	146,253
Police Services	73,560	94,978	21,418
Public Works	285,883	210,411	(75,472)
Recreation Centre	1,391,675	1,450,375	58,700
Transit	706,046	600,497	(105,549)
Total Revenues	**42,323,852**	**44,798,104**	**2,474,252**

Municipality of Leamington
2023 Budget
Revenues and Expenses by Department

Department	2022 Budget	2023 Budget	Variances
Expenses			
Animal Control	90,503	88,104	(2,399)
By-law Enforcement	703,718	856,885	153,167
Cemeteries	112,782	193,013	80,231
Communications and Public Relations	228,064	260,020	31,956
Community Development	231,355	254,859	23,504
Council Services	503,000	579,511	76,511
Drainage Services	2,466,786	2,005,634	(461,152)
Engineering Services	3,367,322	3,520,722	153,400
Finance and Business Services	1,677,559	1,498,027	(179,532)
Fire Services	2,994,840	3,486,304	491,464
General Government	3,241,224	3,077,111	(164,113)
Human Resources	448,300	526,187	77,887
Infrastructure Services	8,600	9,100	500
Information Technology Services	1,414,446	1,549,932	135,486
Legal Services	699,616	999,287	299,671
Legislative Services	822,806	890,758	67,952
Library and Cultural Services	120,273	338,949	218,676
Marina	1,363,024	1,317,979	(45,045)
Office of the CAO	531,077	956,219	425,142
Parks	2,563,379	2,835,605	272,226
Planning and Development Services	1,990,416	2,111,723	121,307
Police Services	6,343,677	6,163,474	(180,203)
Public Works	4,900,888	5,218,132	317,244
Recreation Centre	4,515,180	4,837,267	322,087
Transit	985,017	1,223,302	238,285
Total Expenses	**42,323,852**	**44,798,104**	**2,474,252**
General Taxation Funded Net Total	-	-	-

Municipality of Leamington
2023 Budget
Revenues and Expenses by Department

Department	2022 Budget	2023 Budget	Variances
Special Levy Funded Departments			
Building Services			
Revenues	1,038,373	1,133,259	94,886
Expenses	1,038,373	1,133,259	94,886
Building Services Net Total	-	-	-
Joint Animal Control			
Revenues	96,738	90,100	(6,638)
Expenses	96,738	90,100	(6,638)
Joint Animal Control Net Total	-	-	-
Parking Enforcement			
Revenues	136,745	159,041	22,296
Expenses	136,745	159,041	22,296
Parking Enforcement Net Total	-	-	-
Sanitation			
Revenues	1,852,101	2,030,813	178,712
Expenses	1,852,101	2,030,813	178,712
Sanitation Net Total	-	-	-
Sewers			
Revenues	3,780,071	4,098,355	318,284
Expenses	3,780,071	4,098,355	318,284
Sewers Net Total	-	-	-
Special Levy Funded Net Total	-	-	-

Municipality of Leamington
2023 Budget
Revenues and Expenses by Department

Department	2022 Budget	2023 Budget	Variances
Rate Funded Departments			
Waste Water (PCC)			
Revenues	9,641,564	9,653,744	12,180
Expenses	9,641,564	9,653,744	12,180
Waste Water (PCC) Net Total	-	-	-
Water Services			
Revenues	14,475,760	14,206,239	(269,521)
Expenses	14,475,760	14,206,239	(269,521)
Water Services Net Total	-	-	-
Rate Funded Net Total	-	-	-

Municipality of Leamington

live | play | work

2023 Budget

Summary by Department

This page intentionally left blank.

Municipality of Leamington
live | play | work

2023 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 for Council, as per policy, are adjusted annually by the same economic rate increment applied to the non-union staff pay grid. Council remuneration was reviewed in 2022 and adjusted to the 65th percentile of market based on comparators for this term of Council. The 65th percentile of the comparator group is a reasonable pay target having regard for the Municipality's placement within the comparator group and aligns with the pay target for non-union salaried positions.

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

2022 Year Performance

In 2022, Council Services Budget is expected to be within budget. Within the year, Council approved additional municipal grants greater than budget and in accordance with the Grant Policy, funded the additional initiatives through the reserve. Council approved the 2022 Leamington Municipal Community Partners in September, 2021, to include the Leamington and District Half Century Club, South Essex Arts Association, Sun Parlour Players Community Theatre, the Leamington District Chamber of Commerce, the Leamington Mersea Historical Society and the Migrant Worker Community Program. The financial support to deliver a program with Invest WindsorEssex under Corporate Initiatives to support economic development was not required in 2022.

Proposed 2023 Activities

The 2023 budget includes the continuation of the Municipal Grants Program as per the Council approved policy. The intake period for the 2023 Municipal Grant applications was available in September with an application deadline of September 30, 2022. 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 year's Municipal Community Partners.

For 2023, 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 2023 budget includes costs to support the Mayor for her position on the Association of Municipalities of Ontario (AMO) Board. Training for Council has increased for 2023 in support of the Corporate Service Delivery Review as well as to allow for Council to have access to additional training during their first year of the term. This training is partially funded through the reserve transfer.

In 2023, the funding for the 2022 Reinvent this Space is carried forward through the reserve transfer. Given Council's direction, additional funding for this program is not included in the 2023 budget.

Professional Services includes funding for the Strategic Planning Sessions held in January, 2023 as well as funding for a review for Council Committee Compensation to be completed by Fall.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0910 - Council Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	11,977	15,000	20,000	5,000	-
Sub-Total Non-Operating Revenue	11,977	15,000	20,000	5,000	33.33%
Total Revenue	**11,977**	**15,000**	**20,000**	**5,000**	**33.33%**
Expense:					
35000-Salaries & Benefits	239,787	233,806	284,808	51,002	21.81%
36400-Grants to Non-Profits	185,977	174,000	174,000	-	-
37010-Office Supplies	808	750	750	-	-
37015-Board Expenses	1,116	1,000	1,000	-	-
37020-Dues & Memberships	-	500	500	-	-
37030-Travel & Mileage	592	500	1,000	500	100.00%
37040-Training	2,188	8,500	13,500	5,000	58.82%
37050-Conferences	10,762	10,000	17,500	7,500	75.00%
37100-Corporate Initiatives	-	15,000	-	(15,000)	(100.00%)
37130-Advertising & Promotion	521	1,000	1,000	-	-
37140-Insurance Expense	1,669	1,944	1,952	8	0.42%
37928-Community Improvement Plan & Reinvent This Space	-	30,000	15,000	(15,000)	(50.00%)
37950-Professional Services	4,884	5,000	55,000	50,000	1,000.00%
37990-Other Operating Expenses	13,429	13,500	13,500	-	-
42450-Election Expenses	4,629	7,500	-	(7,500)	(100.00%)
Total Expense	**466,360**	**503,000**	**579,511**	**76,510**	**15.21%**
Net Total	**(454,383)**	**(488,000)**	**(559,511)**	**(71,510)**	**14.65%**

2023 Budget

Office of the Chief Administrative Officer - 0900

Description

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

Staffing

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

The 2023 budget also includes 9-months of funding the new role of General Counsel and Indigenous Community Liaison and to support the newly appointed Director of Legal and Legislative Services as previously approved by Council.

2022 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 2022. The CAO ensures that recommendations from Administration reflect the values of Council and support the Municipality's Strategic Plan.

In 2022, the major corporate initiatives included (but were not limited to):

- Continued reinvestment and reconstruction of many core infrastructure projects included bridges, roads and drainage projects.
- Continuation of the strategic sewer separations through the completion of the sewer separation project on Seacliff Drive, Cherry Lane to Regatta.
- Continued to lead the modernization and subsequent transformation of operations to a contact-free service model through the continued investment in

technology and the linking of internal services through process mapping. A By-law Citizens Portal and virtual Building/Planning/Development Cloud Permit solution formed the basis of modernization of public interaction in these service areas.

- Continued to elevate the profile of the North East Sanitary Trunk Sewer Line to both the Federal and Provincial Governments. Explored unique and creative options for the financing and development for the proposed Northeast Sanitary Trunk Sewer providing Council with a Plan B as set out in the Strategic Plan 2019-2023.
- Supported the approval of the Boarding House and Farm Help Dwelling Study and corresponding by-law, and the development of the Light Abatement by-law for the greenhouse sector. Continued to deal with many on-going appeals and negotiations as it related to these important policies.
- Supported a renewed focus on Fire Services as new methods of providing an appropriate level of fire protection to the Municipality will continue to be explored and enhanced, recognizing the pressure economic growth has placed on this service through the Community Risk Assessment and Fire Services Master Plan that will be completed in 2023.
- Continued the implementation of the deliverables identified in the completed Service Delivery Reviews (Corporate, By-law and Information Technology) as well as the completion of a Development Approval Review Process.
- Completed the Waterfront Destination Master Plan including many strategic land purchases which will support the development of the limited lands available to support and promote Leamington as a destination.
- Continued to leverage strategic partnerships with local organizations, including the Invest Windsor Essex and Tourism Windsor-Essex Pelee Island, to support Leamington businesses.
- Established the role of General Counsel and Indigenous Community Liaison to recognize the significance of the relationship and to ensure consistent communications with the Caldwell First Nation.
- Completed the purchase of the properties at 125 Talbot Street West as well as the development of the Request for Proposal for the development of the properties with a focus on increasing affordable and attainable housing within the Municipality.

Proposed 2023 Activities

In 2023, the Office of the CAO will work with Council and lead Administration in support of the newly confirmed 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 North East 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 relation 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 addition to the planned projects, including the organizational review, the Office of the CAO will lead the coordination of Leamington's 150th Anniversary Celebration.

2023 Operating Budget for Council

Department: 0900 - Office of the CAO

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
19000-Reserve Transfers	6,032	152,000	346,400	194,400	127.89%
Total Revenue	**6,032**	**152,000**	**346,400**	**194,400**	**127.89%**
					-
Expense:					
35000-Salaries & Benefits	340,535	352,802	553,069	200,267	56.76%
37010-Office Supplies	212	250	250	-	-
37020-Dues & Memberships	6,797	5,150	9,400	4,250	82.52%
37030-Travel & Mileage	1,433	2,000	2,000	-	-
37040-Training	1,280	1,500	3,600	2,100	140.00%
37050-Conferences	7,421	4,875	9,000	4,125	84.62%
37100-Corporate Initiatives	3,257	12,000	32,000	20,000	166.67%
37950-Professional Services	32,919	152,000	346,400	194,400	127.89%
37990-Other Operating Expenses	350	500	500	-	-
42450-Election Expenses	772	-	-	-	-
Total Expense	**394,977**	**531,077**	**956,219**	**425,142**	**80.05%**
Net Total	**(388,944)**	**(379,077)**	**(609,819)**	**(230,742)**	**60.87%**

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.

2022 Year Performance

The following are key projects/initiatives that were undertaken in 2022:

- 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 involvement.

- Enhanced contact-free service delivery through the successful launches of:
    - MyLeamington, a self-serve online portal for Leamington municipal services; and
    - Cloudpermit, a digital platform to manage the land development application and permit process more efficiently and effectively.

- Launched 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, we have launched 17 community engagement projects, gained 491 registered users and over 9,000 site visits.

- Developed and delivered a comprehensive communications plan for the municipal election that included the distribution of informational and creative materials for various communication channels.

- Developed and continue to deliver a communications strategy for the Municipality's transition from conventional transit to on-demand transit.

- Implemented the Corporate Visual Identity Guide and Visual Identity Standards Policy which included rebranded corporate documents and standards.

- Issued 145 media releases and public communications and 151 employee communications.

- Developed and issued 1,042 social media posts and moderated comments across the Municipality's seven social media sites.

- Provided ongoing website maintenance, content creation/approval and monitoring for accessibility compliance.

Proposed 2023 Activities

The following are some of the proposed 2023 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.

- Overhaul the Municipality's intranet to increase user adoption and enhance employee engagement in support of the IT Service Delivery Review.

- Develop and implement a policy that establishes parameters and guidelines around sponsorship to ensure the Municipality's corporate image, assets and interests are safeguarded.

- Review and revise the Municipality's social media policy.

- Continue to promote contact-free online municipal services to increase registrations and foster community engagement in municipal projects and initiatives.

- Work towards further building Leamington's community fabric as outlined in the strategic plan.

2023 Operating Budget for Council

Department: 0950 - Communications and Public Relations

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	237,574	214,869	246,605	31,736	14.77%
37010-Office Supplies	132	200	200	-	-
37020-Dues & Memberships	4,763	5,645	5,715	70	-
37030-Travel & Mileage	-	100	150	50	50.00%
37040-Training	407	1,000	1,100	100	10.00%
37050-Conferences	750	750	750	-	-
37130-Advertising & Promotion	1,212	5,000	5,000	-	-
37990-Other Operating Expenses	-	500	500	-	-
42450-Election Expenses	413	-	-	-	-
Total Expense	**245,252**	**228,064**	**260,020**	**31,956**	**14.01%**
Net Total	**(245,252)**	**(228,064)**	**(260,020)**	**(31,956)**	**14.01%**

2023 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 Waste Water (PCC) departments for which retiree costs are allocated directly to their particular budgets.

2022 Year Performance

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

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

Throughout 2022, many properties continue to be reclassified from the residential tax class, as provided by MPAC's 2020 assessment roll return file effective January 1, 2021, to the farm tax class. 2022 final property taxes are calculated based the information in the MPAC 2021 Assessment Roll Return, thus calculating several farm properties at the higher residential tax rate instead of the farm tax rate. Upon sale of a farm property, given the uncertainty of the eligibility of a reduced tax rate, the property class transfers the residential tax class. In order to return the property back to the farm tax class, property owners must submit the necessary paperwork to Agricorp. At that time, the Municipality incurs a significant loss of tax levies, recorded in Tax Adjustments. Due to the timing of farm property sales and the submission of paperwork to Agricorp, MPAC's 2021 Assessment Roll Return did not classify several Leamington farm properties properly. Therefore, in 2022 Tax Adjustment costs were recorded for these reclasses back to the farm tax class. There is great risk with these types of tax class changes as it directly impacts the total levy to support municipal services. Settled assessment appeals dating back several years are also accounted for in tax adjustments.

Included in the 2022 budget was a provision for the salary review including a review of job descriptions and job values; assessing the competitive pay market and the Municipality's pay policy. The outcome of Council's approved salary review is included in the department in which the staff member resides.

Professional Services and Property Maintenance include costs related to owning the vacant property at 125 Talbot Street West and at the Waterfront. These costs are funded through the contingency reserve.

Proposed 2023 Activities

The General Government budget includes taxation revenues and related tax adjustments. The final 2022 MPAC CVAs are included in this budget with adjustments anticipated throughout the year in property tax class reassessments, requests for reconsiderations, assessment review board hearings, as well as some anticipated growth.

The province has announced Ontario Municipal Partnership Funding for 2023. The Municipality's portion of this funding decreased a further $190,900 from prior years.

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

The 2023 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 2023 budget funded through the Contingency Reserve and therefore have no impact on taxation.

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 and defibrillators. Additionally, the lifecycle replacement of the roof top chiller and upgrade of the HVAC automation system are included. The 2023 budget also includes the carry-forward project of the installation of a generator for the Municipality's emergency center located at the Nature Fresh Farms Recreation Centre. This project will ensure that the emergency center is operational 24 hours a day.

2023 Operating Budget for Council

Department: 0520 - General Government

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	30,057,524	29,560,491	31,871,792	2,311,301	7.82%
11100-Payments in Lieu of Tax Levies	382,296	419,945	410,156	(9,789)	(2.33%)
11200-Supplemental Taxation Revenue	2,304,361	450,000	500,000	50,000	-
11320-Other Levies	130,000	130,000	136,500	6,500	5.00%
11330-Grants in Lieu of Tax Levies	6,675	6,675	6,675	-	-
12000-Grant Revenue	2,042,869	1,870,700	1,679,800	(190,900)	(10.20%)
13000-Fees and Service Revenue	3,914	2,400	3,500	1,100	45.83%
13870-Rental Revenue	6,885	5,532	5,659	127	2.30%
15400-Sponsorship Revenue	205,000	155,000	165,000	10,000	6.45%
18991-Dividend Income	453,282	450,000	450,000	-	-
18992-Interest Income	567,164	465,000	498,000	33,000	7.10%
18999-Miscellaneous Revenue	12,076	-	-	-	-
Sub-Total Operating Revenue	36,172,045	33,515,743	35,727,082	2,211,339	6.60%
19000-Reserve Transfers	120,996	360,568	281,761	(78,807)	(21.86%)
Sub-Total Non-Operating Revenue	120,996	360,568	281,761	(78,807)	(21.86%)
Total Revenue	**36,293,041**	**33,876,311**	**36,008,843**	**2,132,532**	**6.30%**
Expense:					
35000-Salaries & Benefits	280,555	265,998	267,919	1,921	0.72%
36300-Tax Adjustment	793,337	428,564	614,120	185,556	43.30%
36401-Levies to Other Organizations	384,147	375,561	399,002	23,441	6.24%
37010-Office Supplies	107	-	-	-	-
37020-Dues & Memberships	11,603	12,625	13,265	640	5.07%
37040-Training	-	1,250	1,250	-	-
37110-Telecommunications Usage	488	540	540	-	-
37140-Insurance Expense	177,656	186,979	208,826	21,847	11.68%
37832-Credit, Debit & Bank Charges	6,979	5,000	7,000	2,000	40.00%
37950-Professional Services	48,553	31,546	42,739	11,193	35.48%
37960-Dispatch Fees	15,684	16,000	16,000	-	-
37990-Other Operating Expenses	2,171	389,011	11,200	(377,811)	(97.12%)
47400-Building Maintenance	264,925	238,081	262,151	24,070	10.11%
47410-Equipment Maintenance	1,212	-	1,000	1,000	100.00%
47470-Property Maintenance	62,615	25,430	144,250	118,820	467.25%
48002-COVID-19 Expenses	33,078	10,000	-	(10,000)	(100.00%)
48545-Vehicle/Equipment Fuel	-	800	1,000	200	25.00%
Sub-Total Operating Expense	2,083,109	1,987,384	1,990,262	2,878	0.14%

2023 Operating Budget for Council

Department: 0520 - General Government

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
56000-Debt Charges	461,848	468,348	468,348	-	-
69000-Reserve Transfers	619,097	775,491	441,000	(334,491)	(43.13%)
69040-Capital Transfers	-	10,000	177,500	167,500	1,675.00%
Sub-Total Non-Operating Expense	1,080,945	1,253,839	1,086,848	(166,991)	(13.32%)
Total Expense	3,164,054	3,241,224	3,077,111	(164,113)	(5.06%)
Net Total	33,128,987	30,635,087	32,931,732	2,296,645	7.50%

2023 Capital Budget

Division: Finance and Business Services

Department: 0520 - General Government

Project #	Title	Description	2023 Budget	Net From Revenue
GEN-001	Office Furniture	Ergonomics, additional staff, general replacement.	30,000	10,000
GEN-004	Machinery & Equipment	Completion of 2022 Project - Generator for emergency center and evacuation location; Various AED replacements.	1,289,676	-
GEN-006	Tomato Revitalization	Refurbish or replace tomato.	20,000	-
GEN-009	Municipal Building Improvements	Office renovations at the Municipal Building for multiple areas of the first floor, as well as redesign and construction of washroom entryways, and water filling stations.	80,000	5,000
GEN-010	Chiller Unit Replacement	Replacement of roof top chiller unit at the Municipal Building.	300,000	150,000
GEN-011	HVAC Automation	Upgrade/replacement of HVAC automation system at the Municipal Building.	25,000	12,500
			1,744,676	177,500

5 Year Capital Forecast

Division: Finance and Business Services **Department: 0520 - General Government**

Project # Project Name	2023	2024	2025	2026	2027
GEN-001 - Office Furniture	30,000	10,000	10,000	10,000	10,000
GEN-004 - Machinery & Equipment	1,289,676	-	-	-	-
GEN-006 - Tomato Revitalization	20,000	-	-	-	-
GEN-009 - Municipal Building Improvements	80,000	-	-	-	-
GEN-010 - Chiller Unit Replacement	300,000	-	-	-	-
GEN-011 - HVAC Automation	25,000	-	-	-	-
	1,744,676	10,000	10,000	10,000	10,000

Municipality of Leamington live | play | work

2023 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 waste water billing, revenue billing and collection, treasury, debt and investment management, payroll, payables, accounting, reporting and analysis. Finance is also responsible for maintaining the Municipality's asset inventory and developing the asset management plan for the Corporation.

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

Staffing

Finance currently includes a Payroll Clerk, an Accounts Payable Clerk, a Property Tax Clerk, 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.

The 2023 budget includes 2 Utility Billing Clerks that are 100% allocated to Water and Waste Water (PCC) as well as 50% of the Supervisor of Accounting position. Different from last year's budget, these three positions have been directly allocated to Water and Waste Water (PCC).

2022 Year Performance

The following are key projects/initiatives that were undertaken in 2022:

- Completed the annual audit and year-end financial close with provincial submissions (Annual Financial Information Return) within the required times.
- Completed the updated asset management plan to support the Province's asset management planning regulation, which met the July 1, 2022 deadline.

- Continued the implementation of the Workforce Management System, including automating staff scheduling and modernizing time entry.
- Presented the development charges background study with Council approval in July 2022.
- Prepared several grant applications and reporting for additional funding sources for ongoing projects. (i.e. accessibility, modernization)
- Continued implementing process improvements that support departmental efficiencies and support Council's strategic plan including:
    - Increasing the number of electronic vendor payments with strong controls to mitigate risk and ensure its accuracy.
    - Requiring electronic submissions of all accounts payable invoices and payroll timesheets that also supports contact-free internal service delivery.
    - Processing payroll with improved tracking and reporting and enhanced bi-weekly analysis.
    - Participating in interdepartmental meetings to improve communication and streamline processes, such as cash receipting, pension reporting, onboarding and offboarding, capital grant reporting and development charges.
    - Updating the Municipality's website content to ensure accuracy and improve customer access.
    - Expanding the online payment option to include many municipal services including dog tags, seasonal marina contracts, and transit fares.
    - Improving the collection process, which has reduced the number and total value of water and waste water accounts outstanding by providing exceptional customer service and following collection efforts as supported by Council.
    - Working with MPAC and Building Services to confirm the accuracy of assessment values received.
    - Initiating collection efforts for property tax sale registrations in accordance with the Modernizing Ontario's Municipal Legislation Act, 2017 against properties that are two years in arrears (plus current year).
- Focused on onboarding new staff, training and adjusting responsibilities in order to cover vacant positions and ensure all expected service levels were maintained.

Proposed 2023 Activities

The 2023 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 will continue to look for ways to support contact-free service delivery and modernize processes to enhance internal and external services in support of Council's strategic plan.

Online functionality for property and financial information will also be expanded. A continued focus of the department will be the review and streamlining of processes to improve efficiencies and increase the level of support across the organization. This focus includes implementing the workforce management project and co-ordinating property tax and utility billing processes. Process improvement initiatives are also planned for the areas of payroll, procurement and payables, property tax, billing and collections, as well as financial analysis and variance reporting.

In 2023, Finance will complete an asset management program development project with Public Sector Digest Inc. that is partially funded by the Municipal Asset Management Program (MAMP) Grant. Reports on lifecycles, risks, and levels of service will be provided to Council upon the completion of the project.

Finance will also support the transition of the UWSS Joint Board of Management to the new corporation of UWSS Inc. This full transition is expected to be complete by Fall 2023.

Finance will implement the opportunities identified in the Service Delivery Review including quarterly variance analysis, promoting a culture of active budgeting and financial management and further policy development, such as an enterprise risk management policy, reserves policy and other policies that require updates.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0500 - Finance and Business Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	-	50,000	-	(50,000)	(100.00%)
13000-Fees and Service Revenue	74,615	74,000	76,500	2,500	3.38%
18990-Recoveries	113,420	335,820	113,420	(222,400)	-
18992-Interest Income	3,123,956	1,031,700	1,336,011	304,311	29.50%
18999-Miscellaneous Revenue	45,955	35,000	17,500	(17,500)	(50.00%)
Sub-Total Operating Revenue	3,357,946	1,526,520	1,543,431	16,911	1.11%
19000-Reserve Transfers	8,861	13,295	15,752	2,457	18.48%
Sub-Total Non-Operating Revenue	8,861	13,295	15,752	2,457	18.48%
Total Revenue	**3,366,807**	**1,539,815**	**1,559,183**	**19,368**	**1.26%**
Expense:					
35000-Salaries & Benefits	1,127,478	1,489,059	1,361,389	(127,671)	(8.57%)
37010-Office Supplies	36,915	43,000	45,000	2,000	4.65%
37020-Dues & Memberships	4,808	8,830	8,938	108	1.22%
37040-Training	1,541	8,950	11,000	2,050	22.91%
37050-Conferences	6,337	7,125	9,500	2,375	33.33%
37054-Recruitment Expenses	6,286	1,000	-	(1,000)	(100.00%)
37130-Advertising & Promotion	620	500	700	200	40.00%
37832-Credit, Debit & Bank Charges	25,185	13,000	13,000	-	-
37950-Professional Services	62,149	105,795	47,500	(58,295)	(55.10%)
37990-Other Operating Expenses	366	300	500	200	66.67%
42450-Election Expenses	2,543	-	-	-	-
44000-Ergonomics	218	-	500	500	100.00%
Total Expense	**1,274,445**	**1,677,559**	**1,498,027**	**(179,533)**	**(10.70%)**
Net Total	**2,092,362**	**(137,744)**	**61,156**	**198,901**	**(144.40%)**

2023 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, a part of IT Services, manages and supports the current mapping of the Municipality's infrastructure.

Staffing

IT Services currently includes the Manager of IT, an IT Systems Administrator, a GIS Technologist, an Application Administrator, and a Desktop Support Specialist (contract).

In support of the IT Service Delivery Review, the 2023 budget proposes the Desktop Support Specialist contract position to become a full-time, permanent position.

2022 Year Activities

In 2022, IT Services continued to enhance and expand the security measures for all IT infrastructure, including the implementation of new firewalls to aid in the mitigation of cyber security threats, and provide stronger protection to the network infrastructure. As well, all computer hardware including desktops, laptops and tablets across all facilities were upgraded. In addition, IT Services underwent a Service Delivery Review which provided detailed information and recommendations for IT best practices and future projects.

IT Services also provided additional enhancements to the Citizen's Portal, where residents have the ability to initiate and track tickets or service requests, to further integrate with Leamington Works (formerly Cityworks®) application. 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 to allow for this hybrid work model while maintaining a security focus for the new modern workplace. Staff commitment and dedication were required to meet many tight timelines again this year and the IT Services staff delivered in this regard.

Proposed 2023 Activities

In 2023, 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 outdoor wireless access points at Seacliff Park, the Promenade and the Marina. As well, IT Services will also undergo a project to replace the current LED sign at Seacliff Park.

In support of the IT Service Delivery Review, IT Services will develop 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.

In support of the organizational Service Delivery Review and Council's Strategic direction, IT Services will investigate a Human Resource Information System to standardize recruitment, onboarding and orientation procedures as this opportunity was identified. This initiative is funded from reserves as it was approved or planned in previous years. In addition, IT Services will investigate a licensing software solution to automate some of the business licensing processes and work.

2023 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.

2023 Operating Budget for Council

Department: 0510 - Information Technology Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
18999-Miscellaneous Revenue	210	-	-	-	-
Sub-Total Operating Revenue	210	-	-	-	-
19000-Reserve Transfers	65,647	228,800	110,000	(118,800)	-
Sub-Total Non-Operating Revenue	65,647	228,800	110,000	(118,800)	(51.92%)
Total Revenue	**65,857**	**228,800**	**110,000**	**(118,800)**	**(51.92%)**
Expense:					
35000-Salaries & Benefits	529,871	486,554	569,339	82,785	17.01%
37010-Office Supplies	3,294	2,500	2,500	-	-
37020-Dues & Memberships	894	1,600	1,600	-	-
37030-Travel & Mileage	203	1,000	1,000	-	-
37040-Training	108	5,500	6,000	500	9.09%
37050-Conferences	1,754	5,625	5,000	(625)	(11.11%)
37110-Telecommunications Usage	95,064	92,825	90,000	(2,825)	(3.04%)
37140-Insurance Expense	20,954	20,172	27,193	7,021	34.81%
37250-Tech Hardware Purchases	16,242	10,000	11,000	1,000	10.00%
37270-Software Purchases	83,458	233,800	166,000	(67,800)	(29.00%)
37280-Telecommunication Purchases	9,657	11,200	11,000	(200)	(1.79%)
37950-Professional Services	63,472	60,000	75,000	15,000	25.00%
37987-Telecom Maintenance & Support	21,031	19,700	18,750	(950)	(4.82%)
37990-Other Operating Expenses	1,625	3,750	3,250	(500)	(13.33%)
37992-Office Equipment Rental/Lease	8,439	12,400	12,400	-	-
37993-Office Equipment Maintenance	10,630	12,320	8,000	(4,320)	(35.06%)
37994-Tech Hardware Maintenance & Support	16,766	10,000	10,000	-	-
37995-Software Licensing & Support	293,349	278,000	351,900	73,900	26.58%
42450-Election Expenses	1,195	-	-	-	-
Sub-Total Operating Expense	1,178,004	1,266,946	1,369,932	102,986	8.13%
69000-Reserve Transfers	100,000	100,000	100,000	-	-
69040-Capital Transfers	-	47,500	80,000	32,500	68.42%
Sub-Total Non-Operating Expense	100,000	147,500	180,000	32,500	22.03%
Total Expense	**1,278,004**	**1,414,446**	**1,549,932**	**135,486**	**9.58%**
Net Total	**(1,212,147)**	**(1,185,646)**	**(1,439,932)**	**(254,286)**	**21.45%**

2023 Capital Budget

Municipality of Leamington

live | play | work

Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project #	Title	Description	2023 Budget	Net From Revenue
IT-001	Tech Equipment	Upgrades to Recreation Centre server room (carry forward); Security setup / DMZ for online modules (carry forward); Various new hardware (desktops, laptops, and monitors); Replacement of the LED sign at Seacliff Park.	85,000	40,000
IT-002	Network Equipment	Upgrades/replacement to switches and routers; Wireless access point replacement at Seacliff Park.	55,000	30,000
IT-003	Communications Equipment	Replace radio repeaters for Fire Department and upgrade EOC radio.	10,000	10,000
			150,000	80,000

5 Year Capital Forecast

Division: Finance and Business Services

Department: 0510 - Information Technology Services

Project # / Project Name	2023	2024	2025	2026	2027
IT-001 - Tech Equipment	85,000	100,000	100,000	100,000	100,000
IT-002 - Network Equipment	55,000	50,000	50,000	50,000	50,000
IT-003 - Communications Equipment	10,000	75,000	15,000	15,000	15,000
	150,000	225,000	165,000	165,000	165,000

Municipality of Leamington
live | play | work

2023 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.

2022 Year Performance

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

Proposed 2023 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 2023 OPP service contract is $5,798,537 (2022 - $5,944,308). 2023 Policing costs decreased by 3.27% over prior years' 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 small increase related to the utilities in the facility projected for 2023. The capital budget includes the replacement of the roof as well as an exhaust fan.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0530 - Police Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	(3,474)	40,000	53,483	13,483	33.71%
13000-Fees and Service Revenue	29,056	10,000	17,000	7,000	70.00%
13870-Rental Revenue	18,700	23,560	24,495	935	-
18999-Miscellaneous Revenue	24,200	-	-	-	-
Total Revenue	**68,482**	**73,560**	**94,978**	**21,418**	**29.12%**
Expense:					
35000-Salaries & Benefits	113,295	106,430	112,984	6,554	6.16%
37020-Dues & Memberships	1,480	1,550	1,550	-	-
37050-Conferences	356	750	1,000	250	33.33%
37140-Insurance Expense	18,556	18,898	21,733	2,835	15.00%
37915-Police Programs	-	13,000	14,483	1,483	11.41%
37950-Professional Services	22,387	-	-	-	-
37964-OPP Contract	5,944,308	5,994,303	5,798,537	(195,766)	(3.27%)
47400-Building Maintenance	113,950	120,900	121,507	607	0.50%
47470-Property Maintenance	3,619	2,063	1,897	(166)	(8.05%)
Sub-Total Operating Expense	6,217,951	6,257,894	6,073,691	(184,203)	(2.94%)
56000-Debt Charges	35,783	35,783	35,783	-	-
69040-Capital Transfers	-	50,000	54,000	4,000	8.00%
Sub-Total Non-Operating Expense	35,783	85,783	89,783	4,000	4.66%
Total Expense	**6,253,734**	**6,343,677**	**6,163,474**	**(180,203)**	**(2.84%)**
Net Total	**(6,185,252)**	**(6,270,117)**	**(6,068,495)**	**201,622**	**(3.22%)**

2023 Capital Budget

Division: Finance and Business Services

Department: 0530 - Police Services

Project #	Title	Description	2023 Budget	Net From Revenue
POLICE-001	Annual Facility Renovation	Facility upgrades as required to aging building and court house.	54,000	54,000
			54,000	54,000

5 Year Capital Forecast

Division: Finance and Business Services **Department: 0530 - Police Services**

Project # Project Name	2023	2024	2025	2026	2027
POLICE-001 - Annual Facility Renovation	54,000	50,000	50,000	50,000	50,000
	54,000	50,000	50,000	50,000	50,000

This page intentionally left blank.

2023 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.

2022 Year Performance

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

The following are other major activities that were undertaken as of December 31, 2022:

- Processed 163 property information requests, including 17 3-day rush requests.
- Attended at 9 sittings of the Property Standards Appeal Committee. Prepared for 29 matters, presented evidence and made submissions regarding 20 matters (2 adjourned to in-person sittings and 7 resolved with work being completed).
- Attended at 5 sittings of the Appeal Committee, presenting 5 matters, including 1 highly contentious matter.
- Commenced 1 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 including applications, affidavits, motion material and application records including:

    - A motion seeking intervener status before the Superior Court of Justice in Orangeville with respect to a challenge to the constitutionality of the Township of Wellington North's Zoning By-law. The Municipality obtained Party status and filed submissions in support of Wellington North. The matter was ultimately resolved favourably.
    - An application for an injunction was commenced to permanently restrain a property owner from parking transport trucks unlawfully in contravention of the Zoning By-law. Injunction was granted in favour of the Municipality and received an award of costs.
    - An application to obtain an injunction to permanently prevent a property owner from operating a Part II Cannabis Facility in contravention of the Cannabis By-law. Order received together with an award of costs.
    - An application to obtain an injunction to permanently restrain the operation of a business operating without a business license in contravention of the Business License By-law. Order obtained.
    - Responding to an application before the Divisional Court of Ontario to an application brought for Judicial Review of an Appeal Committee decision to deny a business a business license. Matter remitted back to the Appeal Committee for a further hearing. Within that, proceeding brought a motion to strike portions of an affidavit.
    - Responding successfully to an urgent motion before the Court of Appeal for Ontario to seeking to prohibit the Municipality from enforcing a previously obtained order of the Superior Court of Justice. Costs awarded in favour of the Municipality.

- Drafted, issued and submitted appropriate filings before numerous administrative tribunals, including:

    - Ontario Labour Relations Board, where the Municipality successfully opposed an appeal challenging a Ministry of Labour Inspector decision to uphold the Municipality's COVID-19 Vaccine Policy.
    - Ontario License Appeal Tribunal, where the Municipality objected to the issuance of a liquor sales license.
    - Municipal Property Assessment Corporation where the Municipality successfully argued against a downward tax adjust for a property, which sought a reduction solely because of proximity to a greenhouse.
    - Ontario Energy Board, where the Municipality is currently arguing against having a utility franchise agreement imposed upon it without proper consultation.
    - Additional appearances before the Office of the Fire Marshall and Assessment Review Board.

- 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 several Provincial Offences Act matters with respect to 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 Taxicab By-law. Other prosecutions on-going 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 and Development Services.
- Completed 21 site plan agreements.
- Reviewed and/or prepared numerous procurement documents and resulting contracts.
- Reviewed reorganization documents related to the Union Water Supply System.
- Prepared and presented new Property Standards By-law, which was approved by Council.
- Prepared and presented policies, which were adopted by Council related to existing boarding houses and farm worker housing.
- Coordinated transactions related to land acquisitions, land dispositions and easements.
- Drafted the Agreement of Purchase and Sale and managed the closing of the purchase of waterfront properties for the purpose of implementation of the Waterfront Destination Master Plan.
- Coordinated the Request for Proposal for development of the property at 125 Talbot St W.

Proposed 2023 Activities

To support Council's strategic direction, the following 2023 activities are proposed:

- Support initiatives to foster growth and a positive relationship with Caldwell First Nation including service agreement preparation as necessary.

- Manage on-going proceedings before the Normal Farm Practices and Protection Board with respect to greenhouse light emission matters and commence proceeding 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 a procurement by-law.
- Prepare and present documents, including by-laws or by-law amendments, to address Bill 23 and related legislative changes, as needed.
- Continue applications to Superior Court to prohibit Part II cannabis facilities, as needed.
- Commence applications to Superior Court to prohibit the operation of boarding houses, as needed.
- Dispose of surplus municipal lands.
- Manage the disposition of the property at 125 Talbot St W through a competitive process.
- Provide on-going legal services to the organization with continued support to Planning and Development Services.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0300 - Legal Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	46,500	31,500	46,500	15,000	47.62%
18990-Recoveries	10,000	10,000	10,000	-	-
18999-Miscellaneous Revenue	27,979	-	-	-	-
Sub-Total Operating Revenue	84,479	41,500	56,500	15,000	36.14%
19000-Reserve Transfers	3,621	10,000	267,000	257,000	2,570.00%
Sub-Total Non-Operating Revenue	3,621	10,000	267,000	257,000	2,570.00%
Total Revenue	**88,100**	**51,500**	**323,500**	**272,000**	**528.16%**
Expense:					
35000-Salaries & Benefits	600,039	581,976	645,477	63,501	10.91%
37010-Office Supplies	955	2,000	2,000	-	-
37020-Dues & Memberships	8,665	9,040	15,710	6,670	73.78%
37030-Travel & Mileage	-	100	100	-	-
37040-Training	4,918	5,000	2,000	(3,000)	(60.00%)
37050-Conferences	-	1,500	2,000	500	33.33%
37054-Recruitment Expenses	458	-	1,500	1,500	100.00%
37140-Insurance Expense	29,016	-	-	-	-
37950-Professional Services	337,866	100,000	330,000	230,000	230.00%
42450-Election Expenses	2,838	-	-	-	-
44000-Ergonomics	-	-	500	500	100.00%
48002-COVID-19 Expenses	636	-	-	-	-
Total Expense	**985,392**	**699,616**	**999,287**	**299,671**	**42.83%**
Net Total	**(897,291)**	**(648,116)**	**(675,787)**	**(27,671)**	**4.27%**

Municipality of Leamington
live | play | work

2023 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 Records and Information Coordinator, a Licensing Assistant, 2 Council Services Assistants, and 2 Customer Service Representatives. The 2022 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 new 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 2023 Budget proposes a Deputy Clerk/Records Manager that would be responsible for the oversight of Records Management Program including the implementation of the 74 recommendations set out in the recent Records and Information Management System (RIMS) Review; supervision of the Records and Information Coordinator; processing requests made under Municipal Freedom of Information and Protection of Privacy Act (MFIPPA); and oversight of the Customer Service Representatives. This position also assumes the official role of the Municipal Clerk fulfilling the statutory obligations and duties prescribed in the various legislation in the absence of the Clerk.

The 2023 Budget also 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.

2022 Year Performance

The following are the major projects that were undertaken:

- Continued providing assistance with electronic meetings, including Council, Statutory public meetings, Committee and Board meetings.
- Prepared agendas attended and prepared minutes for approximately 98 Council and Committee meetings.
- Reviewed approximately 470 business licence files including sending out renewal notices, reviewing applications, assisting business owners, and processing applications.
- Entered 5,515 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.
- Customer Service Representatives entered 1,955 new issues into Leamington Works (formerly Cityworks®) (note: this amount does not include adding additional information to existing issues).
- Customer Service Representatives responded to a monthly average of 6,000 telephone calls from residents (note: calls increased during the election period are not reflected in this total).
- Processed 17 requests for disclosure of information pursuant to the MFIPPA which equated to approximately 1,100 responsive records being reviewed.

Proposed 2023 Activities

The following 2023 activities are proposed:

- Prepare and present a Procedural By-law. Provide Council with training related to the new Procedural By-law and closed Meetings.
- Begin the implementation of the 74 recommendations set out in the Records and Information Management System Review Project – Recommendation Report.
- Conduct training for all 2022-2026 Committee Members.
- Continue to enter cemetery deeds, interments, transfers, ownership cards, etc. into Stone Orchard cemetery program for Lakeview, Albuna, and Bayview Cemeteries as well as the newly acquired Fairview Cemetery.
- Prepare a new Cemetery By-law and implement new procedures and processes related to the By-law and consistent with the Funeral, Burial and Cremation Services Act.
- Present a Fireworks By-law and implement processes related to the applications.

- Prepare a Customer Service Policy for the organization. In collaboration with the Human Resources Department, develop training for staff.
- In collaboration with the Manger of By-law Enforcement, prepare and present a comprehensive Animal Control By-law.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0302 - Legislative Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	23,622	15,120	19,470	4,350	28.77%
14010-Licence & Permit Revenue	123,844	35,975	97,004	61,029	169.64%
18999-Miscellaneous Revenue	716	200	500	300	-
Sub-Total Operating Revenue	148,181	51,295	116,974	65,679	128.04%
19000-Reserve Transfers	51,531	106,000	-	(106,000)	(100.00%)
Sub-Total Non-Operating Revenue	51,531	106,000	-	(106,000)	(100.00%)
Total Revenue	**199,713**	**157,295**	**116,974**	**(40,321)**	**(25.63%)**
Expense:					
35000-Salaries & Benefits	616,245	635,150	819,608	184,457	29.04%
37010-Office Supplies	29,657	2,500	2,500	-	-
37020-Dues & Memberships	1,031	1,835	1,850	15	0.82%
37040-Training	3,530	6,000	5,800	(200)	(3.33%)
37050-Conferences	50	1,250	3,500	2,250	180.00%
37054-Recruitment Expenses	2,726	500	500	-	-
37070-Uniforms & Clothing	64	-	-	-	-
37130-Advertising & Promotion	1,429	2,500	2,500	-	-
37950-Professional Services	24,728	3,500	15,000	11,500	328.57%
37990-Other Operating Expenses	12,036	5,300	6,500	1,200	22.64%
42450-Election Expenses	116,646	132,271	-	(132,271)	(100.00%)
42460-Records Management	273	2,000	3,000	1,000	50.00%
Sub-Total Operating Expense	808,415	792,806	860,758	67,951	8.57%
69000-Reserve Transfers	30,000	30,000	30,000	-	-
Sub-Total Non-Operating Expense	30,000	30,000	30,000	-	-
Total Expense	**838,415**	**822,806**	**890,758**	**67,951**	**8.26%**
Net Total	**(638,702)**	**(665,511)**	**(773,784)**	**(108,272)**	**16.27%**

Municipality of Leamington
live | play | work

2023 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.

2022 Year Performance

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

Recruitment Activities:

- Accounting Clerk (temporary contract position)
- Asset Management Specialist (replacement)
- Building Services Assistant (replacement-internal movement)
- By-Law Enforcement Officer (new position)
- Coordinator of Development Approvals (2) (replacement)
- Council Services Assistant (temporary maternity leave contract)
- Customer Service Assistant (2) (temporary maternity leave contract)
- Customer Service Representative (5) (2 permanent positions, 3 temporary contract positions)
- Desktop Support Specialist (2) (temporary contract positions)
- Elections Assistant (temporary contract position)
- Facility Attendant (replacement)
- Financial Analyst (replacement)
- Fire Inspector (new position)
- Human Resources Generalist/Health and Safety Specialist (replacement)
- Infrastructure Services Coordinator (replacement-internal movement)
- Legislative Administrative Assistant (2) (temporary contract position)
- Manager of Engineering Services (replacement)
- Payroll Administrator (replacement)

- Planning and Development Services Assistant (replacement-internal movement)
- Planning Services Technician (2) (replacement-internal movement)
- Public Works Labourer/Operator (3) (2 replacements, 1 new position)
- Records Coordinator (replacement)
- Special Events Coordinator (temporary contract)
- Supervisor of Accounting (new position)
- 17 part-time staff
- 26 seasonal staff
- 43 students
- 2 secondary co-operative students
- 6 post-secondary co-operative students

Employee Turnover/Movement:

- 5 voluntary terminations (full-time staff)

Policy/Protocols/Guidelines:

- H00-Disconnect from Work Policy created and implemented.
- H00-Electronic Monitoring of Employees Policy created and implemented.
- H09-Pay Policy revised.
- H09-Council, Local Board and Committee Compensation Policy revised.

Other Projects:

- Non-union salary review completed.
- Council compensation review completed.
- Collective bargaining and agreement completed with Leamington Firefighters Association.
- Collective bargaining and agreement completed with Teamsters Local 879.
- Participated in a regional effort to prepare a Request for Proposal for a provider for benefit consulting.

Proposed 2023 Activities

In addition to addressing daily human resource matters, the following 2023 activities are proposed:

- Implement new OMERS pension requirements for non-full-time employees.
- Continue to work towards the implementation of the workforce management system.
- Publish a Request for Proposal and review options for a learning management system as it relates to the Municipal Health and Safety Program.
- Update Workplace Harassment and Violence Policy and program as well as re-launch corporate-wide training.
- Continue to assist with the corporate and departmental implementation of recommendations from the recent service delivery reviews.

- Continue work on the development of the employee orientation and on-boarding program as identified in the service delivery review.
- Launch safety opportunities, including new reporting tool and training module.
- Participate in the WSIB Health and Safety Excellence Program.
- Continue corporate training initiatives.
- Review and update policies as they relate to human resources.

The initiatives and programs identified in the 2023 budget all support Council’s strategic direction of striving for organizational excellence.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0301 - Human Resources

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
18999-Miscellaneous Revenue	92	-	-	-	-
Sub-Total Operating Revenue	92	-	-	-	-
19000-Reserve Transfers	23,785	7,500	14,300	6,800	-
Sub-Total Non-Operating Revenue	23,785	7,500	14,300	6,800	90.67%
Total Revenue	**23,877**	**7,500**	**14,300**	**6,800**	**90.67%**
Expense:					
35000-Salaries & Benefits	363,992	363,855	417,542	53,686	14.75%
37010-Office Supplies	387	250	250	-	-
37020-Dues & Memberships	5,476	3,845	3,895	50	1.30%
37040-Training	5,658	20,000	24,300	4,300	21.50%
37050-Conferences	97	2,700	2,700	-	-
37054-Recruitment Expenses	1,250	100	200	100	100.00%
37070-Uniforms & Clothing	76	-	-	-	-
37100-Corporate Initiatives	2,405	9,000	9,000	-	-
37950-Professional Services	42,655	31,000	21,000	(10,000)	(32.26%)
37955-Service Contracts	15,925	17,000	17,000	-	-
37990-Other Operating Expenses	25	550	300	(250)	(45.45%)
42450-Election Expenses	1,201	-	-	-	-
Sub-Total Operating Expense	439,149	448,300	496,187	47,886	10.68%
69000-Reserve Transfers	6,800	-	30,000	30,000	100.00%
Sub-Total Non-Operating Expense	6,800	-	30,000	30,000	100.00%
Total Expense	**445,949**	**448,300**	**526,187**	**77,886**	**17.37%**
Net Total	**(422,072)**	**(440,800)**	**(511,887)**	**(71,086)**	**16.13%**

2023 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 2022, there was also 1 full-time, contract By-law Enforcement Officer.

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

The 2023 budget continues to allocate a portion of a By-Law Enforcement Officer's salary to Parking Enforcement. The 2023 budget also includes the continuation of the contract of 1 full-time By-law Enforcement Officer. Compensation has been included in the 2023 budget for 3 members of the Appeal Committee, as well as 3 members of the Property Standards Committee as approved by Council.

2022 Year Performance

All requests for by-law enforcement are processed through Leamington Works (formerly Cityworks®) software. When a resident calls with a request for by-law enforcement, input screens prompt the user to gather the necessary information from the caller. From that information, a 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. From January 1 to December 31, 2022, 1,470 service requests related to by-law enforcement were entered into the program. This is an increase of 30 service requests during the same period in 2021. 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.

The implementation of the citizen's portal to report a by-law infraction through the Municipality's website has now been launched. This solution automates incident reporting, reduces manual data entry, reduces duplicate entry, and standardizes by-law processes that create efficiencies and streamline processes. This solution was partially funded through the Province's Municipal Modernization Program (MMP2) funding.

In addition to investigating requests for by-law enforcement, By-law Enforcement Officers reviewed and issued 187 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 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 158 property standard/land maintenance orders issued and 482 parking tickets issued over 700 combined vehicle and foot patrol hours. During this initiative officers completed 118 educational outreaches with the community. This proactive approach is a result of the By-law Enforcement Service Delivery Review.

Proposed 2023 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 the 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 in the uptown area with the addition of a bicycle patrol.

2023 Operating Budget for Council

Department: 0330 - By-law Enforcement

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	22,150	10,000	15,000	5,000	50.00%
14010-Licence & Permit Revenue	11,401	13,000	13,000	-	-
Sub-Total Operating Revenue	33,551	23,000	28,000	5,000	-
19000-Reserve Transfers	59,840	5,000	-	(5,000)	(100.00%)
Sub-Total Non-Operating Revenue	59,840	5,000	-	(5,000)	(100.00%)
Total Revenue	**93,391**	**28,000**	**28,000**	**-**	**-**
Expense:					
35000-Salaries & Benefits	723,212	651,700	779,432	127,732	19.60%
37010-Office Supplies	4,845	2,900	4,000	1,100	37.93%
37020-Dues & Memberships	648	460	513	53	11.52%
37040-Training	5,139	6,600	4,350	(2,250)	(34.09%)
37050-Conferences	50	1,250	4,000	2,750	220.00%
37054-Recruitment Expenses	-	100	500	400	400.00%
37070-Uniforms & Clothing	3,862	5,000	5,500	500	10.00%
37140-Insurance Expense	3,973	3,929	4,569	640	16.28%
37950-Professional Services	2,317	5,000	5,000	-	-
37990-Other Operating Expenses	601	1,000	2,600	1,600	160.00%
42450-Election Expenses	2,505	-	-	-	-
47420-Vehicle Maintenance	4,235	1,779	1,921	142	8.01%
47470-Property Maintenance	1,247	-	-	-	-
48545-Vehicle/Equipment Fuel	12,671	4,000	16,500	12,500	312.50%
Sub-Total Operating Expense	765,303	683,718	828,885	145,167	21.23%
69000-Reserve Transfers	20,000	20,000	28,000	8,000	40.00%
Sub-Total Non-Operating Expense	20,000	20,000	28,000	8,000	40.00%
Total Expense	**785,303**	**703,718**	**856,885**	**153,167**	**21.77%**
Net Total	**(691,912)**	**(675,718)**	**(828,885)**	**(153,167)**	**22.67%**

2023 Capital Budget

Division: Legal and Legislative Services **Department: 0330 - By-law Enforcement**

Project #	Title	Description	2023 Budget	Net From Revenue
BYLAW-001	Replace #3L - Vehicle	Replacement of 2017 White Nissan Juke.	49,000	-
			49,000	-

5 Year Capital Forecast

Division: Legal and Legislative Services | **Department: 0330 - By-law Enforcement**

Project # Project Name	2023	2024	2025	2026	2027
BYLAW-001 - Replace #3L - Vehicle	49,000	-	-	-	-
BYLAW-003 - Replace #5L - Vehicle	-	-	49,000	-	-
	49,000	**-**	**49,000**	**-**	**-**

2023 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 (formerly Cityworks®) requests for enforcement.

The Municipality also has an agreement with Erie Shores HealthCare authorizing police officers to issue parking tickets on hospital property. The Municipality processes all tickets written and keeps all 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 2023 budget continues to allocate a portion (75%) of a By-law Enforcement Officer's salary to Parking Enforcement.

2022 Year Performance

The total number of tickets issued in 2022, including OPP issued parking tickets and parking tickets issued by hospital security, was 1,245.

165 parking related complaints were submitted through Leamington Works.

Provincial Court opened virtually in 2022. As a result, 13 parking related trials were held.

Proposed 2023 Activities

The 2023 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.

The 2023 Capital Budget for Parking includes the expansion of the Princess Street Parking Lot by relocating the Municipal Park to Dieppe Park.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0340 - Parking Enforcement

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	110,352	114,250	114,200	(50)	(0.04%)
18990-Recoveries	-	9,500	9,500	-	-
Sub-Total Operating Revenue	110,352	123,750	123,700	(50)	-
19000-Reserve Transfers	-	12,995	35,341	22,346	171.96%
Sub-Total Non-Operating Revenue	-	12,995	35,341	22,346	171.96%
Total Revenue	**110,352**	**136,745**	**159,041**	**22,296**	**16.30%**
Expense:					
35000-Salaries & Benefits	82,821	70,837	88,811	17,974	25.37%
37010-Office Supplies	1,780	2,700	2,700	-	-
37040-Training	-	300	300	-	-
37110-Telecommunications Usage	404	350	500	150	42.86%
37190-Internal Allocations	7,000	7,000	7,000	-	-
37280-Telecommunication Purchases	-	50	500	450	900.00%
37995-Software Licensing & Support	-	15,000	40,000	25,000	166.67%
47420-Vehicle Maintenance	1,361	-	-	-	-
48530-Winter Control	7,713	7,700	8,106	406	5.27%
48540-Parking Lot Maintenance	10,880	7,808	11,123	3,315	42.46%
Sub-Total Operating Expense	111,960	111,745	159,041	47,296	42.32%
69040-Capital Transfers	-	25,000	-	(25,000)	(100.00%)
Sub-Total Non-Operating Expense	-	25,000	-	(25,000)	(100.00%)
Total Expense	**111,960**	**136,745**	**159,041**	**22,296**	**16.30%**
Net Total	**(1,608)**	**-**	**-**	**-**	**-**

2023 Capital Budget

Division: Legal and Legislative Services

Department: 0340 - Parking Enforcement

Project #	Title	Description	2023 Budget	Net From Revenue
PARKING-004	Princess Street Parking Lot	Parking lot expansion.	75,000	-
			75,000	-

5 Year Capital Forecast

Municipality of Leamington
live | play | work

Division: Legal and Legislative Services **Department: 0340 - Parking Enforcement**

Project #	Project Name	2023	2024	2025	2026	2027
PARKING-004 - Princess Street Parking Lot		75,000	-	-	-	-
		75,000	-	-	-	-

Municipality of Leamington
live | play | work

2023 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 commenced its contracted service for animal control on January 1, 2018, for a three-year term and both municipal Councils approved a further three-year contract which commenced January 1, 2021 and expires at the end of this year.

Staffing

There are no staffing costs associated with this budget.

2022 Year Performance

In 2022, a total of 2,179 dogs were registered in the program.

The Commissionaires did engage in enforcement activities for one month of the year. As a result, 543 dog tags were sold during that period. 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. In 2022, 49 warnings were issued by Essex County K9 Services.

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

Proposed 2023 Activities

The 2023 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.

2023 Operating Budget for Council

Department: 0360 - Animal Control

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	52,690	40,355	55,610	15,255	37.80%
Total Revenue	**52,690**	**40,355**	**55,610**	**15,255**	**37.80%**
					-
Expense:					
37010-Office Supplies	1,425	3,000	3,000	-	-
37130-Advertising & Promotion	189	1,100	1,100	-	-
37950-Professional Services	22,381	21,140	21,994	854	4.04%
37990-Other Operating Expenses	7,888	3,020	4,350	1,330	44.04%
47907-Cat Control Expense	-	600	600	-	-
47990-Animal Control Officer	-	55,643	51,060	(4,583)	(8.24%)
47991-Spay & Neuter	3,737	6,000	6,000	-	-
Total Expense	**35,620**	**90,503**	**88,104**	**(2,399)**	**(2.65%)**
Net Total	**17,070**	**(50,148)**	**(32,494)**	**17,654**	**(35.20%)**

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 1000 - Joint Animal Control

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	37,095	92,738	85,100	(7,638)	(8.24%)
13000-Fees and Service Revenue	8,050	4,000	5,000	1,000	25.00%
Total Revenue	**45,145**	**96,738**	**90,100**	**(6,638)**	**-**
Expense:					
37110-Telecommunications Usage	58	60	60	-	-
37190-Internal Allocations	1,420	1,420	1,463	43	3.03%
37955-Service Contracts	-	1,000	1,000	-	-
37990-Other Operating Expenses	-	100	100	-	-
47400-Building Maintenance	2,794	12,750	4,950	(7,800)	(61.18%)
47990-Animal Control Officer	81,408	81,408	82,527	1,119	1.37%
Total Expense	**85,680**	**96,738**	**90,100**	**(6,638)**	**(6.86%)**
Net Total	**(40,535)**	**-**	**-**	**-**	**-**

This page intentionally left blank.

2023 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 etc.

Staffing

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

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

2022 Year Performance

2022 began in a provincial lockdown, which resulted in the Recreation Centre closing most of January. During that time, Administration worked along side the Windsor Essex County Health Unit and re-opened the Mass Vaccination Clinic (MVC). Following the closure of the MVC, progressively, the ice pads, pool, weight room and fitness studio began seeing things return to more normal levels. Summer Day Camp was once again offered and was very well attended. With fall programming and a new season of sports, attendance numbers continued to move to traditional norms.

Typically, the Recreation Centre part-time staffing complement consists of 15 Facility Attendants, 10 Charge/Desk Staff, 20 Lifeguards, approximately 30 Aquatic and Programming Instructors, 5 Child Minding Staff and 5 Youth Programming Staff. These staff are limited to 24 hours per week; however, due to the nature of certain positions, they are not guaranteed this limit.

Upon reopening as a Recreation Centre, a tremendous amount of thought and planning went into phasing-in the offerings for programming and activities, managing the attendance numbers, controlling traffic flows, reducing opportunities for contact and increasing cleaning protocols within the facility. From a membership perspective, the Recreation department is still recovering from the sales refunds processed due to the closure. In saying this, membership continues to grow as Administration continues to work towards reaching traditional membership numbers. Facility rentals as a whole are nearing historical demand.

In 2022, Administration completed the “Sherk” side HVAC system. This project affected activities within the weight room and gymnasium; however, adjustments were made to limit the impact on the user experience as much as possible. As the world moves towards green energy, Administration purchased an electric ice resurfacer (Zamboni). This is the first of its kind in the area and a very exciting accomplishment. Administration continued to work towards improving accessibility throughout the facility. With a phased in approach, it is anticipated to be accessibility compliant for 2025, in part with the addition of automatic door operators throughout the facility.

Proposed 2023 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. Further expansion to the weight room is in progress to provide members with expanded and modern training opportunities. It is planned to replace an aged boiler system on the “Sherk” side of the facility that feeds hot water to the heating system as well as an HVAC controls upgrades. The Recreation Centre staff continue to explore ways to remove barriers for affordable access to recreational programming. Financial support is coordinated through longstanding relationships with Essex Power and Pathways to Potential. Using this support, Administration has developed close relationships with the New Canadians Centre of Excellence, Maryvale, The Bridge, South Essex Community Council, the Migrant Worker Community Group and other support organizations.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0670 - Recreation Centre

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	4,200	-	-	-	-
13000-Fees and Service Revenue	25,591	20,000	30,000	10,000	50.00%
13861-Memberships Revenue	342,631	146,000	390,000	244,000	-
13865-KC Programming Revenue	261,598	157,500	264,000	106,500	67.62%
13870-Rental Revenue	506,726	360,000	594,700	234,700	65.19%
13934-Vending & Concession Revenue	116	500	6,500	6,000	1,200.00%
14400-Donations	17,188	21,400	31,400	10,000	46.73%
18002-COVID-19 Revenues	1,288	-	-	-	-
18999-Miscellaneous Revenue	7,413	7,500	16,000	8,500	113.33%
Sub-Total Operating Revenue	1,166,750	712,900	1,332,600	619,700	86.93%
19000-Reserve Transfers	117,775	678,775	117,775	(561,000)	(82.65%)
Sub-Total Non-Operating Revenue	117,775	678,775	117,775	(561,000)	(82.65%)
Total Revenue	**1,284,525**	**1,391,675**	**1,450,375**	**58,700**	**4.22%**
Expense:					
35000-Salaries & Benefits	2,293,697	2,190,362	2,297,410	107,048	4.89%
37010-Office Supplies	3,979	2,600	3,000	400	15.38%
37020-Dues & Memberships	3,175	6,000	8,500	2,500	41.67%
37030-Travel & Mileage	-	100	100	-	-
37040-Training	5,182	9,000	15,000	6,000	66.67%
37050-Conferences	40	6,750	12,000	5,250	77.78%
37054-Recruitment Expenses	598	500	500	-	-
37070-Uniforms & Clothing	9,545	12,000	15,000	3,000	25.00%
37110-Telecommunications Usage	17,862	17,875	18,200	325	1.82%
37130-Advertising & Promotion	150	11,000	5,000	(6,000)	(54.55%)
37140-Insurance Expense	185,009	195,817	230,625	34,808	17.78%
37250-Tech Hardware Purchases	2,476	1,500	1,000	(500)	(33.33%)
37280-Telecommunication Purchases	483	1,200	1,500	300	25.00%
37832-Credit, Debit & Bank Charges	39,243	22,500	35,000	12,500	55.56%
37950-Professional Services	-	10,000	10,000	-	-
37955-Service Contracts	-	100	-	(100)	(100.00%)
37987-Telecom Maintenance & Support	-	250	500	250	100.00%
37990-Other Operating Expenses	50,728	26,300	90,500	64,200	244.11%
37992-Office Equipment Rental/Lease	1,488	2,000	2,000	-	-
37993-Office Equipment Maintenance	914	2,000	1,000	(1,000)	(50.00%)
37995-Software Licensing & Support	588	4,750	15,700	10,950	230.53%

2023 Operating Budget for Council

Department: 0670 - Recreation Centre

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
42450-Election Expenses	146	-	-	-	-
43000-Program Expenses	26,605	19,500	27,000	7,500	38.46%
47400-Building Maintenance	776,257	756,904	793,000	36,096	4.77%
47410-Equipment Maintenance	18,310	35,998	41,013	5,015	13.93%
47420-Vehicle Maintenance	2,493	1,120	2,513	1,393	124.45%
47470-Property Maintenance	9,341	26,252	28,692	2,440	9.30%
48002-COVID-19 Expenses	1,807	1,000	-	(1,000)	(100.00%)
48530-Winter Control	38,860	40,100	42,312	2,212	5.52%
48545-Vehicle/Equipment Fuel	1,967	1,000	2,000	1,000	100.00%
48556-Health & Safety	-	3,000	1,500	(1,500)	(50.00%)
Sub-Total Operating Expense	3,490,944	3,407,477	3,700,565	293,087	8.60%
56000-Debt Charges	654,303	654,303	654,303	-	-
69000-Reserve Transfers	205,000	240,400	252,400	12,000	4.99%
69040-Capital Transfers	-	213,000	230,000	17,000	7.98%
Sub-Total Non-Operating Expense	859,303	1,107,703	1,136,703	29,000	2.62%
Total Expense	**4,350,247**	**4,515,180**	**4,837,267**	**322,087**	**7.13%**
Net Total	**(3,065,722)**	**(3,123,506)**	**(3,386,892)**	**(263,387)**	**8.43%**

2023 Capital Budget

Division: Community and Development Services **Department: 0670 - Recreation Centre**

Project #	Title	Description	2023 Budget	Net From Revenue
RECREA-008	Door Replacements	A combination of interior and exterior doors that have experienced significant wear over time.	25,000	25,000
RECREA-012	Machinery & Equipment	Various items along with potential unknown failures and installation of audio/video equipment in the arena boardroom.	60,000	60,000
RECREA-014	Fitness Equipment	Annual replacement of fitness equipment based on trends.	10,000	-
RECREA-024	Unico Dehumidifier	Supplemental dehumidification in Unico Rink to control humidity during transition months.	65,000	65,000
RECREA-026	Mechanical & Electrical Upgrades	Completion of 2022 project - upgrade the system controls.	150,000	-
RECREA-046	Swimming Pool Improvement	New diving board or replacement feature.	40,000	-
RECREA-054	Security Camera Upgrade	Additional cameras for increased coverage in public areas.	15,000	15,000
RECREA-055	Sherk Heat Loop Boilers	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.	600,000	-
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 the Accessibility for Ontarians with Disabilities Act. Project is planning to upgrade 5 doors each year from 2023 to 2025.	35,000	35,000
RECREA-058	People Counter	Upgrade and expand the system for tracking facility entry and use.	5,000	5,000
RECREA-059	Indoor Batting Cage	Retractable batting cage to entice winter gym use.	25,000	25,000
RECREA-060	Weight Room Expansion	Renovate the space which was formerly occupied.	50,000	-
			1,080,000	**230,000**

5 Year Capital Forecast

Division: Community and Development Services — Department: 0670 - Recreation Centre

Project #	Project Name	2023	2024	2025	2026	2027
RECREA-002	Facility Improvements	-	300,000	300,000	300,000	300,000
RECREA-008	Door Replacements	25,000	35,000	-	-	-
RECREA-012	Machinery & Equipment	60,000	50,000	65,000	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	150,000	-	-	-	-
RECREA-027	Highbury Canco Ceiling Deck Coating	-	400,000	-	-	-
RECREA-029	Refrigeration Plant Compressor Room Replacement	-	-	200,000	200,000	-
RECREA-030	Arena Area Roof Top AC Unit Replacement	-	130,000	-	-	-
RECREA-044	New Boilers for Arena Heat Loop	-	180,000	-	-	-
RECREA-046	Swimming Pool Improvement	40,000	-	-	-	-
RECREA-051	Sherk Side Roof Top Units	-	275,000	-	-	-
RECREA-052	Replace Unit #1 - Pickup Truck	-	55,000	-	-	-
RECREA-054	Security Camera Upgrade	15,000	-	-	-	-
RECREA-055	Sherk Heat Loop Boilers	600,000	-	-	-	-
RECREA-056	Accessible Door Replacements	35,000	35,000	35,000	-	-
RECREA-057	HVAC Automation Upgrades	-	25,000	25,000	-	-
RECREA-058	People Counter	5,000	-	-	-	-
RECREA-059	Indoor Batting Cage	25,000	-	-	-	-
RECREA-060	Weight Room Expansion	50,000	-	-	-	-
RECREA-061	Zamboni Replacement with Leveling System	-	-	150,000	-	-
RECREA-062	Gymnasium Roof Replacement	-	-	-	300,000	-
		1,080,000	1,495,000	785,000	860,000	360,000

2023 Budget

Marina - 0672

Description

The Lakeside Marina, Leamington's municipal marina, is part of the Community and Development Services area. It provides modern docking facilities complimented by a variety of services to ensure seasonal boaters and transient visitors enjoy their stay. The Marina attracts boaters and visitors from across Ontario and the United States (US) which supports creating Leamington as destination. These economic benefits come directly through dockage revenue and indirectly through local commercial and hospitality sectors that benefit from the increased visitors. The Marina prides itself in knowing that staff provide outstanding customer service and beautifully maintained facilities.

Staffing

Marina currently includes the Marina Supervisor, a Senior Lead Hand, 2 Junior Lead Hands, a Marina Maintenance Attendant, 7 part-time Dock Hand positions, and 2 Boat Ramp Attendants.

The 2023 budget proposes extended hours for the Ramp Attendants.

2022 Year Performance

The border restrictions continued to have a negative effect on the US transient market, although revenues in this category exceeded budget as seasonal dockage revenues surpassed expectations. Boat ramp revenues were slightly down despite the increase that was experienced in the previous season.

2022 included the replacement boat dock ramp to a floating structure instead of fixed structure. The replacement of an aged Gin pole was certified for use and will enhance the safety of the sail boating community from a previously used system.

Proposed 2023 Activities

The Marina continues to work towards a plan for the 2023 season anticipating an increase in the US transient market as the border is expected to remain open.

The 2023 budget includes adding additional safety dock ladders to all piers, 6 additional jet-ski docks and 2 jet-ski dock units for the fueling station. Administration will replace the watermain that services the main building due to an identified leak. Upgrades to the lounge and hallway flooring will also be completed.

A high-level design and project estimate was completed last year for the reconfiguration and resurfacing of the marina parking lot. Administration will work towards developing a more detailed budget and phased in plan for the improvements over the next few years prioritizing a new entrance at Cherry Lane, upgrades to the existing entrance and minor parking lot improvements to allow for proper boat staging.

Municipality of Leamington live | play | work

Department: 0672 - Marina

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	4,200	-	-	-	-
13882-Rental Revenue-Seasonal	379,284	375,000	385,000	10,000	2.67%
13883-Rental Revenue-Transient	51,378	11,300	68,000	56,700	-
13888-Ramp Services	36,739	49,000	46,500	(2,500)	(5.10%)
13893-Fuel, Oil & Pumpout Revenue	281,467	240,500	336,500	96,000	39.92%
13897-Rental Revenue-Other	5,220	-	7,350	7,350	100.00%
13934-Vending & Concession Revenue	5,745	3,000	6,350	3,350	111.67%
18002-COVID-19 Revenues	366	-	-	-	-
18999-Miscellaneous Revenue	1,003	1,000	1,200	200	20.00%
Sub-Total Operating Revenue	765,401	679,800	850,900	171,100	25.17%
19000-Reserve Transfers	-	6,500	-	(6,500)	(100.00%)
Sub-Total Non-Operating Revenue	-	6,500	-	(6,500)	(100.00%)
Total Revenue	**765,401**	**686,300**	**850,900**	**164,600**	**23.98%**
Expense:					
35000-Salaries & Benefits	300,341	289,662	312,889	23,226	8.02%
37010-Office Supplies	2,311	2,000	2,500	500	25.00%
37020-Dues & Memberships	1,281	1,850	1,850	-	-
37030-Travel & Mileage	729	500	500	-	-
37040-Training	1,171	1,500	2,000	500	33.33%
37050-Conferences	883	1,125	4,000	2,875	255.56%
37054-Recruitment Expenses	-	250	500	250	100.00%
37070-Uniforms & Clothing	2,409	2,400	2,400	-	-
37110-Telecommunications Usage	3,487	2,910	3,410	500	17.18%
37130-Advertising & Promotion	-	3,000	3,000	-	-
37140-Insurance Expense	17,715	19,269	22,143	2,874	14.91%
37250-Tech Hardware Purchases	1,247	2,000	2,000	-	-
37280-Telecommunication Purchases	701	500	500	-	-
37832-Credit, Debit & Bank Charges	10,836	18,500	15,000	(3,500)	(18.92%)
37987-Telecom Maintenance & Support	44	300	300	-	-
37990-Other Operating Expenses	13,110	16,750	22,250	5,500	32.84%
37993-Office Equipment Maintenance	497	500	400	(100)	(20.00%)
37995-Software Licensing & Support	3,000	3,000	3,500	500	16.67%
47400-Building Maintenance	144,333	129,812	145,167	15,356	11.83%
47410-Equipment Maintenance	3,281	3,000	5,500	2,500	83.33%
47420-Vehicle Maintenance	-	1,080	966	(114)	(10.52%)

2023 Operating Budget for Council

Department: 0672 - Marina

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
47470-Property Maintenance	38,445	51,617	45,204	(6,413)	(12.42%)
48002-COVID-19 Expenses	-	6,500	-	(6,500)	(100.00%)
48545-Vehicle/Equipment Fuel	242,145	195,000	273,000	78,000	40.00%
48821-Leamington Waterfront	309	-	-	-	-
Sub-Total Operating Expense	788,274	753,024	868,979	115,954	15.40%
69000-Reserve Transfers	100,000	100,000	100,000	-	-
69040-Capital Transfers	-	510,000	349,000	(161,000)	(31.57%)
Sub-Total Non-Operating Expense	100,000	610,000	449,000	(161,000)	(26.39%)
Total Expense	**888,274**	**1,363,024**	**1,317,979**	**(45,046)**	**(3.30%)**
Net Total	**(122,873)**	**(676,724)**	**(467,079)**	**209,646**	**(30.98%)**

2023 Capital Budget

Division: Community and Development Services

Department: 0672 - Marina

Project #	Title	Description	2023 Budget	Net From Revenue
MARINA-001	Jet-ski Docks	The jet-ski docks are in high demand at marina. This funding will allow for the purchase of 6 new jet-ski docks.	21,000	21,000
MARINA-004	Parking Lot	Completion of 2022 project - This allotment will be used to initiate the outcome of the 2022 study to review the foot print and redesign of the parking lot to create efficiencies.	500,000	50,000
MARINA-007	Admin Building	Lounge and hallway flooring replacement.	10,000	10,000
MARINA-025	Jet-ski Fuel Service Dock	Upgrades to meet TSSA requirements.	10,000	10,000
MARINA-026	Dock Ladders	Additional dock ladders on all 4 piers.	8,000	8,000
MARINA-029	Main Waterline Leak	Repair main waterline leak to the building.	250,000	250,000
			799,000	349,000

5 Year Capital Forecast

Division: Community and Development Services **Department: 0672 - Marina**

Project # Project Name	2023	2024	2025	2026	2027
MARINA-001 - Jet-ski Docks	21,000	-	-	-	-
MARINA-004 - Parking Lot	500,000	-	-	-	-
MARINA-007 - Admin Building	10,000	-	-	-	-
MARINA-008 - Machinery & Equipment	-	50,000	50,000	-	20,000
MARINA-013 - Boat Ramp Improvements	-	-	-	50,000	-
MARINA-021 - AB Dock Improvements	-	195,000	-	-	-
MARINA-022 - CD Dock Improvements	-	150,000	-	-	-
MARINA-025 - Jet-ski Fuel Service Dock	10,000	-	-	-	-
MARINA-026 - Dock Ladders	8,000	-	-	-	-
MARINA-027 - EF Dock Improvements	-	-	200,000	-	-
MARINA-028 - Pavilion Upgrades	-	75,000	-	-	-
MARINA-029 - Main Waterline Leak	250,000	-	-	-	-
	799,000	470,000	250,000	50,000	20,000

2023 Budget

Library and Cultural Services - 0685

Description

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

Staffing

There is no staffing cost associated with this budget.

2022 Year Performance

The Leamington Art Centre sign proposals were reviewed, the successful proponent contracted, and the installation of the sign was completed. Arts Association staff and Administration are currently scheduling the required training with the contractor to control the sign display. Administration has been using the Facility Condition Assessment Study to address immediate needs of the facility. With significant funds set aside, Administration has been working with a consultant that specializes in building envelope improvements. The building envelope was a significant item targeted as a priority within the study.

Proposed 2023 Activities

Administration is developing procurement documents for early 2023 that will seek to replace the roof and rooftop HVAC systems at the Art Centre. Brick pointing, is a very specialized field, which Administration continues to investigate and search for professionals in this area to manage this project through.

The Library will see the complete replacement of the original roof system. When the Library was added onto, the original roof was not replaced. On-going maintenance of the Library will continue as needed.

Reserve transfers have increased in this budget in support of Council's Strategic Plan.

2023 Operating Budget for Council

Department: 0685 - Library and Cultural Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
18999-Miscellaneous Revenue	10,496	-	-	-	-
Total Revenue	**10,496**	**-**	**-**	**-**	**-**
					-
Expense:					
35000-Salaries & Benefits	123	205	232	27	13.36%
37140-Insurance Expense	16,831	17,138	19,710	2,572	15.01%
37990-Other Operating Expenses	1,286	-	-	-	-
47400-Building Maintenance	40,302	32,000	43,000	11,000	34.38%
47470-Property Maintenance	1,043	930	1,007	77	8.24%
Sub-Total Operating Expense	59,585	50,273	63,949	13,676	27.20%
69000-Reserve Transfers	20,000	20,000	100,000	80,000	400.00%
69040-Capital Transfers	-	50,000	175,000	125,000	250.00%
Sub-Total Non-Operating Expense	20,000	70,000	275,000	205,000	292.86%
Total Expense	**79,585**	**120,273**	**338,949**	**218,676**	**181.82%**
Net Total	**(69,090)**	**(120,273)**	**(338,949)**	**(218,676)**	**181.82%**

2023 Capital Budget

Division: Community and Development Services

Department: 0685 - Library and Cultural Services

Project #	Title	Description	2023 Budget	Net From Revenue
CULTURE-001	Art Centre Facility Improvements	Various facility improvements at the Art Centre.	30,000	30,000
CULTURE-002	Library Facility Improvements	Various facility improvements at the Library.	20,000	20,000
CULTURE-010	Art Centre Lifecycle Replacement	Completion of 2022 project - Priorities based on the results of the condition assessment, renovations will be determined.	500,000	-
CULTURE-011	Library Roof Improvement	Replacement of the remaining two-thirds of the original roof that was not completed with the expansion in 2019.	125,000	125,000
			675,000	175,000

5 Year Capital Forecast

Division: Community and Development Services **Department: 0685 - Library and Cultural Services**

Project # Project Name	2023	2024	2025	2026	2027
CULTURE-001 - Art Centre Facility Improvements	30,000	30,000	30,000	30,000	30,000
CULTURE-002 - Library Facility Improvements	20,000	20,000	20,000	20,000	20,000
CULTURE-010 - Art Centre Lifecycle Replacement	500,000	-	-	-	-
CULTURE-011 - Library Roof Improvement	125,000	-	-	-	-
CULTURE-012 - Art Centre Accessibility Improvements	-	15,000	-	-	-
	675,000	65,000	50,000	50,000	50,000

2023 Budget

Community Development - 0930

Description

Community Development is part of the Community and Development Services area. Responsibilities include municipally sponsored events, special events coordination and support, as well as marketing and promotion.

Staffing

Community Development currently includes a vacant Special Events Coordinator.

In 2023, the Special Events Coordinator position is proposed as a 6-month contract. That position has the responsibility for organizing municipal special events, coordinating third-party events and managing the special events applications process.

2022 Year Performance

The 2022 budget included all municipally sponsored events including the Windsor Symphony Community Concert to take place at the Sunset® Amphitheatre and Canada Day Fireworks costs.

The 2022 budget included funding to support the 2022 Music Onthe42 Concert Series and the equivalent of financial support for two Mill Street Markets. As planned 2022, the Municipality partnered with the Sun Parlours Community Theatre (Bank Theatre) and the South Essex Art Association (SEAA) to deliver these municipally sponsored special events.

Proposed 2023 Activities

In support of Council's strategic plan, the 2023 budget includes funding the Windsor Symphony performance at the Sunset® Amphitheatre and Canada Day Fireworks costs.

The 2023 budget includes continued financial support the 2023 Music Onthe42 Concert Series. In late 2022, Council approved a first charge to the 2023 budget for the production of the 2023 Music Onthe42 Concert Series to secure the performing acts with the Bank Theatre. It is anticipated to run Concerts on Saturday evenings in June, Canada Day, late July and a final concert in August. The 2023 budget also anticipates leveraging the partnership with SEAA once again to organize and facilitate four Mill Street Markets.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0930 - Community Development

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Expense:					
35000-Salaries & Benefits	21,119	33,355	34,859	1,504	4.51%
37100-Corporate Initiatives	-	20,000	25,000	5,000	25.00%
37130-Advertising & Promotion	2,417	-	-	-	-
37990-Other Operating Expenses	29,087	52,000	34,000	(18,000)	(34.62%)
42905-Programming	141,873	126,000	161,000	35,000	27.78%
Total Expense	**194,496**	**231,354**	**254,859**	**23,504**	**10.16%**
Net Total	**(194,496)**	**(231,354)**	**(254,859)**	**(23,504)**	**10.16%**

2023 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.

2022 Year Performance

A total of 451 building permits, worth approximately $177.3 million in construction value, were issued in 2022. Residential permits are valued at $41.4 million creating 80 units; commercial permits are valued at $4.2 million; agricultural permits are valued at $112.6 million; industrial permits are valued at $15.8 million; and institutional permits are valued at $3.1 million. Total building permit fees and related revenues amounted to $1.3 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 2022 is slightly up from the previous year, mainly due to the increase in the industrial, institutional and residential permits. A slight decrease in the remaining categories over the previous year were observed in agricultural and commercial permits. Agricultural permits still 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	2018	2019	2020	2021	2022
Value of construction ($ millions)	$166.0	$193.0	$202.0	$175.4	$177.3
No. of units created	73	164	106	86	80
No. of permits issued	514	577	420	427	451

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 2022 have generated $18,500 in permit revenue retained by Leamington under the agreement, plus $2,000 for training.

In 2022, Building Services fully implemented Cloudpermit, the new building software for electronic permitting, to help streamline the permitting process and bring together all parties/agencies involved to improve communications. This software has helped track the stages of applications and provide a transparent path to final permits being issued. E-permitting has been a very important part of streamlining building applications, offering a more accessible virtual service and moving towards contact-free service delivery. Building Services received very positive feedback from the public and implementation went very smoothly.

Building Services also went fully digital with inspections and plan review. Bluebeam digital review software was implemented which allowed paperless plan review and mark up. All inspections out in the field can now be paperless and provide quick, easy reports after inspections are completed.

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 1,832 devices.

Proposed 2023 Activities

Construction activities in 2023 are expected to continue to rise with an increase in 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 2023. Construction activity will remain strong in the remaining sectors, in particular, agricultural, and it is projected that development will equal or exceed 2022 values.

The agreement with Pelee Island will expire on December 31, 2023, as approved by Leamington and Pelee Island Councils. Based on this agreement, in 2023 Pelee Island permits in the amount of $19,000 are guaranteed, plus $2,000 for training.

Building Services will continue to work with Cloudpermit on the new e-permitting software to make any improvements and provide valuable feedback to help with future updates as program keeps evolving.

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, By-Law, 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 new Boarding House and Farm Help Dwelling By-Law is still under appeal.

With the new introduction of Bill 23 (More Homes Built Faster Act), Building Services does not yet know what to expect for permit volume. Building Services will be reviewing new OBC requirements and working closely with Planning and Development Services as well as Engineering.

Building Services staff continue to stay current with any code amendments and code news. Additional new code amendments are expected, and a new building code is also expected in the near future. Building Services works together with other local municipal building departments through the local Building Official Chapter (Sun Parlour Chapter) to hold seminars, presentations and training courses to address any new changes.

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

- Energy Efficiency requirements.
- New Additional Dwelling Unit (ADU) requirements.
- Permitting process and requirements for Factory-Built/Pre-fab homes/Tiny Homes and other buildings.
- A new OBC and 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.

2023 Operating Budget for Council

Department: 0430 - Building Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	28,250	27,000	25,000	(2,000)	(7.41%)
14030-Building Permits	1,220,508	817,800	936,200	118,400	14.48%
14031-Pelee Building Permits	18,500	18,500	19,000	500	-
14034-Plumbing Permits	58,033	49,800	54,600	4,800	9.64%
14036-Septic Inspections	34,400	32,500	30,700	(1,800)	(5.54%)
18999-Miscellaneous Revenue	165	-	-	-	-
Sub-Total Operating Revenue	1,359,856	945,600	1,065,500	119,900	12.68%
19000-Reserve Transfers	-	92,773	67,759	(25,014)	(26.96%)
Sub-Total Non-Operating Revenue	-	92,773	67,759	(25,014)	(26.96%)
Total Revenue	**1,359,856**	**1,038,373**	**1,133,259**	**94,886**	**9.14%**
Expense:					
35000-Salaries & Benefits	830,814	874,439	931,815	57,376	6.56%
37010-Office Supplies	1,434	2,000	3,000	1,000	50.00%
37020-Dues & Memberships	3,713	3,905	6,368	2,463	63.06%
37030-Travel & Mileage	149	120	120	-	-
37040-Training	8,378	10,000	18,518	8,518	85.18%
37050-Conferences	2,012	6,750	8,000	1,250	18.52%
37054-Recruitment Expenses	256	-	2,000	2,000	100.00%
37070-Uniforms & Clothing	2,221	4,000	4,000	-	-
37110-Telecommunications Usage	3,831	5,500	4,400	(1,100)	(20.00%)
37140-Insurance Expense	7,944	7,856	9,136	1,280	16.29%
37190-Internal Allocations	45,000	45,000	45,000	-	-
37250-Tech Hardware Purchases	-	-	12,500	12,500	100.00%
37270-Software Purchases	833	7,300	500	(6,800)	(93.15%)
37280-Telecommunication Purchases	-	1,400	2,000	600	42.86%
37950-Professional Services	155	3,000	3,000	-	-
37990-Other Operating Expenses	-	100	100	-	-
37992-Office Equipment Rental/Lease	763	1,025	1,025	-	-
37995-Software Licensing & Support	36,469	36,500	42,150	5,650	15.48%
47420-Vehicle Maintenance	3,807	3,279	3,228	(51)	(1.54%)
48002-COVID-19 Expenses	-	200	-	(200)	(100.00%)
48545-Vehicle/Equipment Fuel	8,360	6,000	8,400	2,400	40.00%
Sub-Total Operating Expense	956,140	1,018,373	1,105,259	86,886	8.53%

2023 Operating Budget for Council

Department: 0430 - Building Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
69000-Reserve Transfers	20,000	20,000	28,000	8,000	40.00%
Sub-Total Non-Operating Expense	20,000	20,000	28,000	8,000	40.00%
Total Expense	**976,140**	**1,038,373**	**1,133,259**	**94,886**	**9.14%**
Net Total	**383,716**	**-**	**-**	**-**	**-**

5 Year Capital Forecast

Division: Community and Development Services

Department: 0430 - Building Services

Project # / Project Name	2023	2024	2025	2026	2027
BUILD-002 - Replace #1B - Pickup Truck	-	50,000	-	-	-
BUILD-005 - Replace #2B - Pickup Truck	-	-	-	50,000	-
	-	50,000	-	50,000	-

Municipality of Leamington live | play | work

2023 Budget

Planning and Development Services – 0400/0405

Description

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

In addition, the department is responsible for processing and review of those Planning Act applications involving development projects such as Site Plan Control, Plan of Subdivision and Condominium, Part Lot Control and Telecommunications Tower. Both Site Plan Control and Plan of Subdivision and Condominium are development control measures under Ontario's Planning Act, 1990. Upon approval of the plans for a development proposal, Planning and Development Services jointly with Legal and Legislative Services are responsible for creating a legal agreement that the owner and the Municipality enter into which contractually binds the owner to develop and maintain a site in accordance with the approved plans and the terms of the agreement.

Planning and Development Services also coordinates the review, analysis and processing of development proposals and the administration and coordination of the Development Support Committee which was recently resumed in person meeting with internal departments, applicants and consulting professionals.

Planning and Development 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 and Development Services through monthly meetings, each made up of Council and Council appointed members.

Staffing

Planning and Development Services currently includes the Director of Community and Development Services, Manager of Planning Services, Development Applications Supervisor, 2 Planners, 3 Planning Technicians, and a Planning and Development Services Assistant. The Manager of Development Services vacant position is funded however will be used for a contracted position to undergo a systematic review and modernization of existing planning policies and by-laws –starting with the Official Plan and Development Manual as identified in the Development Approvals Review Process.

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

A full-time, year-round Planning Student was included in the 2022 approved Planning Services budget. The position was not filled as the department focused on filling full-time vacancies resulting from staff movement between positions and to other employment opportunities. A full-time, year-round Planning Student has been included in the 2023 Planning Services budget. This position will be key to moving projects planned for 2023, as well as implementing changes resulting from amendments to the Planning Act and other legislation.

2022 Year Performance

The primary function of Planning and Development 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 2022, as well as the significant consultations underway at this time, it is expected the number of applications to be processed in 2023 will be in line with the numbers processed in 2022.

In 2022, 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.). Consultants were retained to ensure the applications were processed in a timely manner and in the best interest of the municipality and its residents.

The total number of proposals and applications received and processed by Planning and Development Services is as follows:

Type of Application	Applications Received	Comments
Minor Variance	23	Increase farm workers per acre
Consent	4	
2022 Pending Under Review	54	Increased from 2021
Combined Consent and ZBAs	10	
Zoning By-law Amendments	15	
2022 Pending Under Review	62	Increased from 2021
Combined Official Plan and Zoning By-law Amendments	2	
Official Plan Amendments	-	-
2022 Pending Under Review	6	Municipal and Owner
2022 CIP Approvals	10	8 Façade, 2 Renovation
2022 CIP Under Review	6	
Zoning Certifications	14	TSSA, OMVIC, LNC
Business Licencing Review	85	
Site Plan Consultation and Applications	54	
Site Plan Agreements	4	
Site Plan Amendments	11	
Site Plan Exemptions	21	
Preliminary Site Plan Inquiries	68	
Leamington Works Inquiries	372	
Plan of Subdivision	1	Golfwood Phase 3-5 Approved
Part Lot Control	0	
Telecommunication Towers	0	
OLT Hearings	2	7 Georgia – Farm Worker 4 Bruce – Multi-Unit

An Organization Review and Process Mapping Study was completed by StrategyCorp. for the Development Approvals Review Process (DARP) and with recommendations presented to Council in December 2022.

The 2022 budget included funding for $200,000 for CIP projects. Approximately $43,000 was approved in 2022 under the existing CIP Program.

Administratively, Cloudpermit for the submission and processing of all Planning Act applications was initiated in 2022 and went live in 2023. In order to assist with the consideration of development proposals received for housing projects in proximity to non-residential lands, a Land Use Compatibility Terms of Reference and Guideline was created and is now provided to developers to ensure potential issues are identified early in the consultation process.

A nominal increase to the 2023 Planning and Development Services user fees were prepared and approved by Council, including new fees for services authorized under the Planning Act and the requirement for applicants to pay costs associated with third party reviews on behalf of the Municipality (ex. Noise, Vibration, Odour). These increases were also recommended as part of the DARP.

Proposed 2023 Activities

The following projects have been budgeted for in the 2023 Planning and Development Services budget:

- Issuance of Request for Proposal (RFP) for the completion of Official Plan Update, including updates the implementing Zoning By-law 890-09 and Development Standards Manual (2001) and necessary supporting studies
- Parkland By-law Update, in accordance with Bill 23
- 2023 CIP Grant funding, in accordance with the 2020-2024 CIP Plan
- Continued implementation of the recommendations identified in the DARP

These projects all support Council’s strategic direction.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0400 & 0405 - Planning and Development Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	120,163	274,143	196,455	(77,687)	(28.34%)
18999-Miscellaneous Revenue	45,300	-	40,650	40,650	100.00%
Sub-Total Operating Revenue	165,463	274,143	237,105	(37,037)	(13.51%)
19000-Reserve Transfers	122,478	416,011	599,301	183,290	44.06%
Sub-Total Non-Operating Revenue	122,478	416,011	599,301	183,290	44.06%
Total Revenue	**287,940**	**690,153**	**836,406**	**146,253**	**21.19%**
Expense:					
35000-Salaries & Benefits	1,132,656	1,228,348	1,357,906	129,559	10.55%
37010-Office Supplies	4,894	6,500	8,138	1,638	25.20%
37020-Dues & Memberships	3,366	5,820	6,203	383	6.58%
37030-Travel & Mileage	44	300	100	(200)	(66.67%)
37040-Training	4,663	9,000	9,000	-	-
37050-Conferences	2,616	9,750	13,000	3,250	33.33%
37054-Recruitment Expenses	3,114	1,500	1,500	-	-
37070-Uniforms & Clothing	-	300	300	-	-
37130-Advertising & Promotion	1,712	3,000	4,500	1,500	50.00%
37928-Community Improvement Plan	99,830	542,561	599,301	56,740	10.46%
37950-Professional Services	112,864	135,000	105,000	(30,000)	(22.22%)
37990-Other Operating Expenses	36	300	300	-	-
42170-Heritage Committee	395	48,037	6,475	(41,562)	(86.52%)
42450-Election Expenses	260	-	-	-	-
Sub-Total Operating Expense	1,366,450	1,990,416	2,111,723	121,308	6.09%
69000-Reserve Transfers	200,000	-	-	-	-
Sub-Total Non-Operating Expense	200,000	-	-	-	-
Total Expense	**1,566,450**	**1,990,416**	**2,111,723**	**121,308**	**6.09%**
Net Total	**(1,278,510)**	**(1,300,263)**	**(1,275,317)**	**24,945**	**(1.92%)**

2023 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. The department is currently running at full strength. Beginning in September 2020, a day shift station crew was implemented as approved by Council. This program currently has 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.

2022 Year Performance

In 2022, the Fire Services has responded to 592 (563 for 2021) calls for service of various types of responses. This is a 5% increase in call volumes from 2021 levels.

In 2022, 50% of emergency response calls have been during the 0830-1630 time frame when the Day Shift Progam is at the Fire Hall. The Day Shift Progam has been successful in decreasing emergency response times during the day hours, which were lowered to 80 seconds for the first apparatus out the door with 4 firefighters, compared to previous response times ranging between 7-10 minutes. This program has also allowed for a significant increase in hours spent on individual and crew training, public education and equipment maintenance. Along with increased training, came increased accountability for everyone within the department.

In 2022, fire inspections resumed and have included request, complaint, routine and industry mandatory inspections. Last year, 786 inspections were conducted with 715 fire inspections completed and 71 inspections in the process of becoming compliant. In conjunction with the Health Unit, the number of on-farm housing inspections increased in 2022. In 2023, there is an expectation that there will be an increase in the demand for inspections; however, Fire Services will continue a proactive approach for the safety of the Municipality and its residents. In addition, the department is anticipating the volume of new inspections to grow again in 2023 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 inspections continue to focus on new businesses, vulnerable occupancies, agri-farm worker housing, complaint and compliance inspections, and routine inspections when available.

Public education activities were in full swing in 2022 with a successful 150 Celebration and Fire Prevention Week, Smoke Alarm Program, After the Fire Program, monthly open houses and weekly visits/displays at local businesses.

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

Proposed 2023 Activities

In 2023, Fire Services will continue to provide outstanding services to the citizens of Leamington.

In 2023, the continuous review of operations in conjunction with the Community Risk Assessment and Fire Services Master Plan will guide the Municipality in the delivery of fire protection services and allow for current and future planning for the fire department. Working to improve equipment, standard operating guidelines and future apparatus purchases will provide the department with a safer working environment which will better serve the community.

Fire Services is currently working on officer training and continuing education and training through various training initiatives and leveraging localized specific training. Department weekend training is to include Chainsaw, Book 7 (MTO), First Aid, CPR & AED Recertification and Annual Live Fire Training. Individual firefighters are to continue on a weekly basis to include: Communications, Extreme Cold Weather Overland Flooding Operations, Ropes & Knots, Annual Base Hospital EMS, Highrise Fire Attack Drills, Boat Ops with Guardian Coast Guard, Auto Extrication, Building Construction, Search & Rescue & Building Construction.

The 2023 budget includes various capital projects including the replacement of two Pick-Up Trucks. Several facility projects are planned with the complete rebuild of the front entrance for the Fire Hall and Courthouse as well as a roof replacement.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0410 - Fire Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	2,805	2,500	2,000	(500)	(20.00%)
13000-Fees and Service Revenue	34,517	10,800	54,050	43,250	400.46%
14010-Licence & Permit Revenue	49,768	10,900	14,800	3,900	-
14600-Sale of Assets	146	-	-	-	-
18002-COVID-19 Revenues	600	-	-	-	-
18999-Miscellaneous Revenue	4,452	-	-	-	-
Sub-Total Operating Revenue	92,289	24,200	70,850	46,650	192.77%
19000-Reserve Transfers	-	66,000	140,000	74,000	112.12%
Sub-Total Non-Operating Revenue	-	66,000	140,000	74,000	112.12%
Total Revenue	**92,289**	**90,200**	**210,850**	**120,650**	**133.76%**
Expense:					
35000-Salaries & Benefits	2,160,451	1,782,504	2,192,160	409,656	22.98%
37010-Office Supplies	1,740	2,600	2,600	-	-
37020-Dues & Memberships	1,636	1,740	1,675	(65)	(3.74%)
37030-Travel & Mileage	-	500	500	-	-
37040-Training	32,762	30,000	35,000	5,000	16.67%
37050-Conferences	3,271	5,625	7,000	1,375	24.44%
37054-Recruitment Expenses	583	500	600	100	20.00%
37070-Uniforms & Clothing	27,812	30,000	30,000	-	-
37130-Advertising & Promotion	192	1,500	750	(750)	(50.00%)
37140-Insurance Expense	43,687	44,319	50,983	6,664	15.04%
37832-Credit, Debit & Bank Charges	-	1,000	-	(1,000)	(100.00%)
37950-Professional Services	398	5,000	80,000	75,000	1,500.00%
37960-Dispatch Fees	69,316	72,350	75,000	2,650	3.66%
37970-Emergency Management	-	75,000	65,000	(10,000)	(13.33%)
37990-Other Operating Expenses	7,792	6,450	7,450	1,000	15.50%
42450-Election Expenses	358	-	-	-	-
47400-Building Maintenance	50,484	77,661	80,132	2,471	3.18%
47410-Equipment Maintenance	387	-	-	-	-
47420-Vehicle Maintenance	37,709	36,042	39,416	3,374	9.36%
47470-Property Maintenance	1,515	662	1,276	614	92.65%
47500-Firefighting Supplies & Equipment Maintenance	26,914	29,625	30,200	575	1.94%
48002-COVID-19 Expenses	-	1,000	-	(1,000)	(100.00%)
48060-Rescue Boat Maintenance	3,666	4,000	4,000	-	-

Department: 0410 - Fire Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
48545-Vehicle/Equipment Fuel	31,696	18,000	28,800	10,800	60.00%
48556-Health & Safety	-	500	500	-	-
Sub-Total Operating Expense	2,502,369	2,226,579	2,733,042	506,464	22.75%
56000-Debt Charges	62,262	62,262	62,262	-	-
69000-Reserve Transfers	396,000	396,000	499,000	103,000	26.01%
69040-Capital Transfers	-	310,000	192,000	(118,000)	(38.06%)
Sub-Total Non-Operating Expense	458,262	768,262	753,262	(15,000)	(1.95%)
Total Expense	**2,960,631**	**2,994,841**	**3,486,304**	**491,464**	**16.41%**
Net Total	**(2,868,341)**	**(2,904,641)**	**(3,275,454)**	**(370,814)**	**12.77%**

2023 Capital Budget

Division: Community and Development Services

Department: 0410 - Fire Services

Project #	Title	Description	2023 Budget	Net From Revenue
FIRE-002	Miscellaneous Equipment	Miscellaneous equipment replacement.	26,000	26,000
FIRE-003	Bunker (Turnout) Gear Replacement	Annual replacement program and completion of 2022 program.	52,000	26,000
FIRE-014	Replace Unit #3 - DC's Pickup Truck	Completion of 2022 project - Replacement of 2013 pickup.	75,000	-
FIRE-016	Replace Unit #2 - DC's Pickup Truck	Replacement of 2014 pickup.	75,000	-
FIRE-019	Office Renovations	Completion of 2022 project - new office and furniture for Fire Prevention Officers and Deputy Chief, carpet, paint, ceiling tiles.	28,000	-
FIRE-027	Accessibility Ramp for Court House	Completion of 2022 project - Complete rebuild of front entrance for Fire Hall and Court House.	300,000	-
FIRE-028	Roof Replacement	Complete replacement of the roof at the Fire Hall.	140,000	140,000
			696,000	192,000

5 Year Capital Forecast

Municipality of Leamington
live | play | work

Division: Community and Development Services

Department: 0410 - Fire Services

Project # Project Name	2023	2024	2025	2026	2027
FIRE-002 - Miscellaneous Equipment	26,000	26,000	20,000	20,000	20,000
FIRE-003 - Bunker (Turnout) Gear Replacement	52,000	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 - Radio/Pager Replacement	-	20,000	-	-	-
FIRE-010 - Replace Unit #146 - Tanker	-	700,000	-	-	-
FIRE-014 - Replace Unit #3 - DC's Pickup Truck	75,000	-	-	-	-
FIRE-015 - SCBA Equipment	-	80,000	-	-	-
FIRE-016 - Replace Unit #2 - DC's Pickup Truck	75,000	-	-	-	-
FIRE-019 - Office Renovations	28,000	-	-	-	-
FIRE-021 - Replace Unit #150 - Boat	-	75,000	-	-	-
FIRE-022 - Replace Unit #143 - Tower Truck	-	-	2,000,000	-	-
FIRE-025 - PPV Fan on Unit #145 - Snorkel	-	6,000	-	-	-
FIRE-027 - Accessibility Ramp for Court House	300,000	-	-	-	-
FIRE-028 - Roof Replacement	140,000	-	-	-	-
FIRE-030 - New Fire Hall	-	-	1,000,000	11,000,000	-
FIRE-032 - Other Mechanical, Electrical & HVAC Purchases	-	15,000	15,000	15,000	15,000
FIRE-033 - Rescue Trailer Replacement	-	-	-	-	10,000
	696,000	1,083,000	3,136,000	11,061,000	71,000

This page intentionally left blank.

2023 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 and Infrastructure Services salaried positions as follows: 45% of the Manager of Environmental Services, 100% for each of the Supervisor of Water Services and the Water Systems Analyst, 25% for each of the Director of Infrastructure Services, Infrastructure Services Assistant, and 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 includes salaries earned by Council for appointments to the Union Water Supply System Joint Board of Management.

The 2023 budgeted salary allocation remains the same, except that the allocation for the Supervisor of Accounting has been changed to 29%. The number of Operators remains the same as the prior year.

2022 Year Performance

For 2022, Leamington water consumption was 10.6 million cubic metres, an increase of approximately 5.5% from 2021. For 2022, Highbury Canco's consumption was 1.1 million cubic metres. This represents a decrease of approximately 7% from 2021 volumes, all of which occurred during the summer months suggesting Highbury was using more raw water for production operations.

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.

Proposed 2023 Activities

In 2023, Water Services plans to initiate an update to the water system master plan, finalize the watermain design projects initiated in 2022 and work on the watermain replacement project.

The watermain project focuses on portions of Wigle Street, Orange Street, Setterington 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 ICIP Green Stream Funding program and will allow the Municipality to upgrade watermains, hydrants, valves and services in this area.

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 2023 with ERCA and the Thames-Sydenham Region.

Department: 0690 - Water Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	523,893	73,079	75,661	2,582	3.53%
13111-Water Rate Revenue	13,870,324	14,362,681	14,090,578	(272,103)	(1.89%)
18992-Interest Income	36,224	35,000	35,000	-	-
18999-Miscellaneous Revenue	41,599	5,000	5,000	-	-
Total Revenue	**14,472,041**	**14,475,760**	**14,206,239**	**(269,521)**	**(1.86%)**
Expense:					
35000-Salaries & Benefits	1,128,159	809,386	1,534,089	724,703	89.54%
37010-Office Supplies	201,416	189,580	199,780	10,200	5.38%
37020-Dues & Memberships	2,415	2,400	2,600	200	8.33%
37030-Travel & Mileage	212	250	250	-	-
37040-Training	11,679	15,000	15,000	-	-
37050-Conferences	-	3,000	8,000	5,000	166.67%
37070-Uniforms & Clothing	14,851	15,000	15,000	-	-
37110-Telecommunications Usage	9,069	10,010	9,000	(1,010)	(10.09%)
37130-Advertising & Promotion	128	750	750	-	-
37140-Insurance Expense	32,469	32,491	37,611	5,120	15.76%
37190-Internal Allocations	35,000	161,927	37,275	(124,652)	(76.98%)
37250-Tech Hardware Purchases	-	500	500	-	-
37280-Telecommunication Purchases	64	1,000	3,000	2,000	200.00%
37832-Credit, Debit & Bank Charges	1,769	1,200	1,425	225	18.75%
37950-Professional Services	37,126	80,000	80,000	-	-
37986-Purchased Water from UWSS	8,181,404	7,644,140	8,242,645	598,505	7.83%
37990-Other Operating Expenses	1,245	1,500	1,700	200	13.33%
37992-Office Equipment Rental/Lease	998	1,350	1,350	-	-
37993-Office Equipment Maintenance	4,835	400	4,800	4,400	1,100.00%
37995-Software Licensing & Support	57,095	59,600	55,020	(4,580)	(7.68%)
42410-Source Water Protection	2,594	10,500	10,500	-	-
42450-Election Expenses	806	-	-	-	-
42600-Boil Water Advisory	-	8,441	5,000	(3,441)	(40.77%)
47400-Building Maintenance	38,282	51,923	51,190	(733)	(1.41%)
47410-Equipment Maintenance	5,019	8,031	6,430	(1,601)	(19.94%)
47420-Vehicle Maintenance	18,721	27,092	22,172	(4,920)	(18.16%)
47470-Property Maintenance	761	529	480	(49)	(9.30%)
48002-COVID-19 Expenses	460	1,000	1,000	-	-
48545-Vehicle/Equipment Fuel	41,916	36,000	40,500	4,500	12.50%
48547-Meter Maintenance	83,023	148,860	35,000	(113,860)	(76.49%)
48549-Hydrant Maintenance	39,282	98,811	30,000	(68,811)	(69.64%)

2023 Operating Budget for Council

Department: 0690 - Water Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
48556-Health & Safety	6,830	4,064	2,000	(2,064)	(50.79%)
48680-Watermains & Services	489,727	594,055	245,000	(349,055)	(58.76%)
Sub-Total Operating Expense	10,447,357	10,018,792	10,699,069	680,277	6.79%
69000-Reserve Transfers	636,480	3,386,968	2,632,085	(754,883)	(22.29%)
69040-Capital Transfers	-	1,070,000	875,085	(194,915)	(18.22%)
Sub-Total Non-Operating Expense	636,480	4,456,968	3,507,170	(949,798)	(21.31%)
Total Expense	**11,083,837**	**14,475,760**	**14,206,239**	**(269,521)**	**(1.86%)**
Net Total	**3,388,204**	**-**	**-**	**-**	**-**

Municipality of Leamington
live | play | work

Division: Infrastructure Services

Department: 0690 - Water Services

Project #	Title	Description	2023 Budget	Net From Revenue
WATER-006	Tools & Equipment - Small Capital	Various small tools and equipment. Included for 2023 is a new bottle filling station.	20,000	20,000
WATER-008	Wigle/Orange/Setterington/Mill	ICIP Green Stream Funding was secured to complete this project. Funding will allow for replacement of watermains on Wigle, Orange, Setterington, Mill, Marlborough East, Fair and Gerrard Streets	2,550,000	680,085
WATER-057	Water System Master Plan and Expansion Design	Completion of 2022 project - Initiate the water system master plan update.	500,000	-
WATER-062	Replace Unit #60 - Truck	Completion of 2022 project - Replace 2012 truck.	85,000	35,000
WATER-070	Hydro Vac Unit	Replacement of the existing hydro vac unit that was purchased in 2010.	140,000	140,000
			3,295,000	875,085

5 Year Capital Forecast

Municipality of Leamington
live | play | work

Division: Infrastructure Services

Department: 0690 - Water

Project # Project Name	2023	2024	2025	2026	2027
WATER-006 - Tools & Equipment - Small Capital	20,000	10,000	10,000	10,000	10,000
WATER-008 - Wigle/Orange/Setterington/Mill	2,550,000	-	-	-	-
WATER-015 - Audrey/Margaret/Jane/Claire	-	1,321,000	-	-	-
WATER-017 - Ontario/Victoria/Montgomery/Princess	-	449,000	-	-	-
WATER-038 - Grace Ave - Fuller to Kimball	-	50,000	-	-	-
WATER-043 - Bryon/Warren	-	-	-	-	230,000
WATER-044 - Maxon/Sherman/James	-	-	-	-	469,000
WATER-055 - Northeast Trunk Sewer	-	-	2,520,000	-	-
WATER-056 - Hodgins/Wilkinson/Smith	-	-	-	650,000	-
WATER-057 - Water System Master Plan and Expansion Design	500,000	-	-	-	-
WATER-060 - Streetscaping - Erie and Talbot	-	182,469	-	-	330,000
WATER-062 - Replace Unit #60 - Truck	85,000	-	-	-	-
WATER-065 - Watermain Design Projects	-	-	200,000	-	-
WATER-067 - Talbot St Improvements	-	-	-	734,000	-
WATER-068 - Fraser Rd Improvements	-	-	-	2,660,000	-
WATER-070 - Hydro Vac Unit	140,000	-	-	-	-
WATER-071 - Mersea Road 1 Watermain Upgrade	-	-	900,000	-	-
	3,295,000	2,012,469	3,630,000	4,054,000	1,039,000

Waste Water (PCC) - 0660

Description

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

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

Staffing

PCC currently includes allocations of PCC, 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, Infrastructure Services Assistant, and 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 2023 budgeted salary allocation remains the same, except that the allocation for the Supervisor of Accounting has been adjusted to 21%. The remaining positions remain the same as the prior year.

2022 Year Performance

PCC treats waste water from the sewered portion of the Municipality and Highbury Canco, as well as receives leachate from the Essex-Windsor Solid Waste Authority Landfill #2 and hauled sewage from customers on septic systems. For 2022, PCC treated 6.5 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. There were no overflow or bypass events reported to the Ministry of the Environment, Conservation and Parks (MECP) in 2022.

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 2022, the plant produced 8,410 tonnes of biosolids, an increase of approximately 13% from 2021.

Proposed 2023 Activities

In 2023, PCC will initiate the masterplan for the treatment plant and continue to work on the outfall sewer engineering assessment and biosolids deficiencies.

New projects for 2023 include upgrades to the lower pumping station, Cherry Lane Sanitary Pumping Station and purchase and installation of a third turbo blower.

Other capital works projects include centrifuge maintenance and PLC and programming upgrades at five pump stations.

Department: 0660 - Waste Water (PCC)

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	9,033,689	9,284,528	9,199,413	(85,115)	(0.92%)
18992-Interest Income	25,985	25,000	25,000	-	-
18999-Miscellaneous Revenue	2,500	-	2,400	2,400	-
Sub-Total Operating Revenue	9,062,174	9,309,528	9,226,813	(82,715)	(0.89%)
19000-Reserve Transfers	332,036	332,036	426,931	94,895	28.58%
Sub-Total Non-Operating Revenue	332,036	332,036	426,931	94,895	28.58%
Total Revenue	**9,394,210**	**9,641,564**	**9,653,744**	**12,180**	**0.13%**
Expense:					
35000-Salaries & Benefits	1,210,686	1,235,834	1,399,445	163,611	13.24%
37010-Office Supplies	732	1,000	1,000	-	-
37020-Dues & Memberships	1,322	1,625	1,200	(425)	(26.15%)
37030-Travel & Mileage	-	500	500	-	-
37040-Training	3,913	7,000	10,000	3,000	42.86%
37050-Conferences	-	4,875	6,000	1,125	23.08%
37054-Recruitment Expenses	-	-	500	500	100.00%
37070-Uniforms & Clothing	22,085	25,000	25,000	-	-
37110-Telecommunications Usage	9,461	9,350	9,250	(100)	(1.07%)
37140-Insurance Expense	278,931	286,683	328,270	41,587	14.51%
37190-Internal Allocations	35,000	134,773	37,275	(97,498)	(72.34%)
37280-Telecommunication Purchases	255	1,500	3,000	1,500	100.00%
37832-Credit, Debit & Bank Charges	1,021	920	920	-	-
37950-Professional Services	19,636	40,000	47,500	7,500	18.75%
37990-Other Operating Expenses	6,617	6,250	6,600	350	5.60%
37992-Office Equipment Rental/Lease	946	1,250	1,300	50	4.00%
37993-Office Equipment Maintenance	188	300	300	-	-
37995-Software Licensing & Support	24,085	26,000	26,000	-	-
42450-Election Expenses	401	-	-	-	-
44000-Ergonomics	290	-	-	-	-
47400-Building Maintenance	271,280	265,070	274,556	9,486	3.58%
47410-Equipment Maintenance	292,828	260,000	260,000	-	-
47420-Vehicle Maintenance	5,806	9,885	8,961	(923)	(9.34%)
47430-Wastewater - Operating Costs	1,534,820	1,582,500	1,684,430	101,930	6.44%
47440-Pumping Stations	52,561	69,000	65,000	(4,000)	(5.80%)
47470-Property Maintenance	23,186	38,437	28,297	(10,140)	(26.38%)
48002-COVID-19 Expenses	7,311	10,000	10,000	-	-

Department: 0660 - Waste Water (PCC)

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
48545-Vehicle/Equipment Fuel	25,971	25,000	28,000	3,000	12.00%
Sub-Total Operating Expense	3,829,333	4,042,752	4,263,304	220,552	5.46%
56000-Debt Charges	1,085,439	1,085,439	1,085,439	-	-
69000-Reserve Transfers	-	1,358,373	-	(1,358,373)	(100.00%)
69040-Capital Transfers	-	3,155,000	4,305,000	1,150,000	36.45%
Sub-Total Non-Operating Expense	1,085,439	5,598,812	5,390,439	(208,373)	(3.72%)
Total Expense	**4,914,773**	**9,641,564**	**9,653,744**	**12,179**	**0.13%**
Net Total	**4,479,438**	**-**	**-**	**-**	**-**

2023 Capital Budget

Division: Infrastructure Services | **Department: 0660 - Waste Water (PCC)**

Project #	Title	Description	2023 Budget	Net From Revenue
PCC-005	Biosolids Upgrades	Carry forward from 2022 to complete the required upgrades on the biosolids stabilization equipment. Carry-over funding is required to correct deficiencies and conduct final equipment commissioning and testing. Includes new work to modify bypass conveyor hatches and biofilter material replacement.	1,000,000	400,000
PCC-006	Various Machinery & Equipment	Purchase of a new mag meter for influent flow monitoring, DO probes and diffuser cleaning as well as other mechanical and electrical purchases. SCADA offsite server for backup and disaster recovery purposes.	225,000	225,000
PCC-008	Waste Water Pump Stations Small Capital	Upgrade of five pump station PLC programs and associated material. In addition, this budget allows for other small capital to cover pump repairs/replacements.	130,000	130,000
PCC-030	Headworks Upgrades	Replacement of three lower screw pumps and rehabilitation of one lower screw pump as per the mechanical/structural assessment completed in 2022.	1,800,000	1,800,000
PCC-036	Blower Upgrades	Design, purchase and installation of a third turbo blower to provide redundancy to the existing two turbo blowers and decommission the remaining centrifugal blowers.	700,000	700,000
PCC-038	Outfall Sewer Lining	Review of the outfall sewer performance with recommendations for upgrades (replacement, twinning, booster pump station) including detailed design of the preferred option.	400,000	400,000
PCC-042	Waste Water System Master Plan	Initiate a new waste water master plan to identify upgrades and expansions required at the LPCC to accommodate growth over the next 20 year period.	500,000	250,000
PCC-043	Centrifuge #1	Complete required preventative maintenance on Centrifuge #1. Centrifuge #2 was completed in 2022.	100,000	100,000

Division: Infrastructure Services **Department: 0660 - Waste Water (PCC)**

Project #	Title	Description	2023 Budget	Net From Revenue
PCC-044	Cherry Lane Pump Station Upgrades	Carry froward from 2022 - Funding will permit the replacement of the existing Cherry Lane pump station #200 (all equipment and controls).	1,000,000	300,000
			5,855,000	4,305,000

5 Year Capital Forecast

Division: Infrastructure Services **Department: 0660 - Waste Water (PCC)**

Project # Project Name	2023	2024	2025	2026	2027
PCC-005 - Biosolids Upgrades	1,000,000	-	-	-	-
PCC-006 - Various Machinery & Equipment	225,000	510,000	510,000	510,000	510,000
PCC-008 - Waste Water Pump Stations Small Capital	130,000	100,000	100,000	60,000	60,000
PCC-016 - Painting Clarifier Mechanisms	-	400,000	-	-	-
PCC-030 - Headworks Upgrades	1,800,000	1,000,000	-	-	-
PCC-031 - UV Upgrades	-	-	500,000	-	-
PCC-036 - Blower Upgrades	700,000	-	-	-	-
PCC-038 - Outfall Sewer Lining	400,000	1,500,000	-	-	-
PCC-042 - Waste Water System Master Plan	500,000	-	-	-	-
PCC-043 - Centrifuge #1	100,000	-	-	-	-
PCC-044 - Cherry Lane Pump Station Upgrades	1,000,000	-	-	-	-
	5,855,000	**3,510,000**	**1,110,000**	**570,000**	**570,000**

Sanitation - 0640

Description

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

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

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

Sanitation also includes Landfill #2 post-closure costs, which were previously funded by the general and urban tax rates. In 2020, a slow transition away from this former model began so that the post-closure costs would instead be funded entirely from the garbage levy. The 2023 budget provides full funding through the garbage levy with additional support from the Sanitation Reserve which achieves a rate funded model similar to sewers, water, and waste water.

Staffing

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

The 2023 budgeted salary allocation remains the same.

2022 Year Performance

For 2022, Leamington disposed of 6,911 tonnes of refuse and 1,250 tonnes of yard waste, which represents a decrease of approximately 3% for refuse and 11% for yard waste over 2021 actual tonnage values. In 2022, a total of 201 “white goods” were collected which is down from 265 articles in 2021.

Proposed 2023 Activities

The 2023 EWSWA tipping fees are proposed to increase by $1/tonne, approximately 2.5%, for both garbage and yard waste. Collection contract costs will increase by 6.3% which represents the 2022 Consumer Price Index (All Items Ontario) resulting in an approximate annual cost of $703,815.

The 2023 garbage levies were approved by Council as part of the 2023 fee schedule at $185.00 and $210.00 for rural and urban collection, respectively.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0640 - Sanitation

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
11320-Other Levies	1,697,701	1,700,640	1,938,055	237,415	13.96%
Sub-Total Operating Revenue	1,697,701	1,700,640	1,938,055	237,415	13.96%
19000-Reserve Transfers	-	151,461	92,758	(58,703)	-
Sub-Total Non-Operating Revenue	-	151,461	92,758	(58,703)	(38.76%)
Total Revenue	**1,697,701**	**1,852,101**	**2,030,813**	**178,712**	**9.65%**
Expense:					
35000-Salaries & Benefits	28,672	27,693	29,533	1,840	6.64%
37130-Advertising & Promotion	2,406	2,475	2,500	25	1.01%
37190-Internal Allocations	-	430	455	25	5.81%
42450-Election Expenses	56	-	-	-	-
47972-Disposal Costs	1,148,098	1,140,211	1,282,906	142,695	12.51%
47978-Residential Garbage Collection	563,240	560,357	588,687	28,330	5.06%
47980-Yard Waste Garbage Collection	117,977	115,936	121,733	5,797	5.00%
47982-White Goods Garbage	4,704	5,000	5,000	-	-
Sub-Total Operating Expense	1,865,154	1,852,101	2,030,813	178,712	9.65%
Total Expense	**1,865,154**	**1,852,101**	**2,030,813**	**178,712**	**9.65%**
Net Total	**(167,453)**	**-**	**-**	**-**	**-**

Municipality of Leamington live | play | work

2023 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 526 lane km of surfaced roads and related shoulders, 32 lane km of gravel roads, catch basins and manholes, trees, boulevards, 7.6 km of alleys, parking lots, weed control, winter control, roadway signage, special events, 82 km of sidewalks and paths, leaf collection, 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, 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 26 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 2023 budgeted allocation for salaried positions has been changed for the Infrastructure Services Inspectors, allocating 80% to sewers and keeping 20% within the Public Works budget. In addition, the 2023 budget is proposing a season extension of approximately 3 weeks to some of the seasonal part-time positions.

2022 Year Performance

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

Most operational accounts were on target which is projected to result in being on budget for 2022.

Proposed 2023 Activities

In general, service levels are expected to stay consistent with prior year allocations across the various areas of Public Works responsibilities. Fuel costs have been very unstable over the last few years. As a result, the fuel budgets have increased to account for some of this uncertainty in pricing.

The 2023 capital budget includes the replacement of various pieces of aging equipment and vehicles including one pickup truck and two 2012 two-ton dump and plow trucks. Approximately 60% of the funding for these replacement vehicles is from Fleet and Equipment reserve.

2023 Operating Budget for Council

Municipality of Leamington live | play | work

Department: 0630 - Public Works

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
12000-Grant Revenue	4,200	-	-	-	-
13000-Fees and Service Revenue	37,919	47,883	30,866	(17,017)	(35.54%)
13870-Rental Revenue	250	-	-	-	-
14400-Donations	1,000	500	500	-	-
14600-Sale of Assets	1,743	-	-	-	-
18990-Recoveries	8,100	8,000	8,000	-	-
18999-Miscellaneous Revenue	88,975	43,000	43,000	-	-
Sub-Total Operating Revenue	142,187	99,383	82,366	(17,017)	(17.12%)
19000-Reserve Transfers	5,688	187,000	128,045	(58,955)	(31.53%)
Sub-Total Non-Operating Revenue	5,688	187,000	128,045	(58,955)	(31.53%)
Total Revenue	**147,875**	**286,383**	**210,411**	**(75,972)**	**(26.53%)**
Expense:					
35000-Salaries & Benefits	1,412,463	1,282,022	1,275,512	(6,510)	(0.51%)
37010-Office Supplies	3,448	2,500	2,500	-	-
37020-Dues & Memberships	2,007	2,115	2,425	310	14.66%
37030-Travel & Mileage	290	500	2,000	1,500	300.00%
37040-Training	21,004	20,000	30,400	10,400	52.00%
37050-Conferences	2,804	1,500	3,000	1,500	100.00%
37054-Recruitment Expenses	419	1,500	1,000	(500)	(33.33%)
37070-Uniforms & Clothing	31,655	25,000	35,000	10,000	40.00%
37110-Telecommunications Usage	(109)	-	-	-	-
37130-Advertising & Promotion	354	1,000	3,000	2,000	200.00%
37140-Insurance Expense	56,785	56,773	65,666	8,893	15.66%
37190-Internal Allocations	-	602	637	35	5.81%
37950-Professional Services	100	20,000	20,000	-	-
37990-Other Operating Expenses	12,961	9,000	9,000	-	-
47400-Building Maintenance	1,884	-	800	800	100.00%
47410-Equipment Maintenance	73,276	94,735	83,505	(11,230)	(11.85%)
47420-Vehicle Maintenance	128,116	133,799	139,733	5,934	4.44%
47470-Property Maintenance	9,798	20,000	15,000	(5,000)	(25.00%)
47480-Spills Expense	8,555	20,500	20,000	(500)	(2.44%)
48001-Flooding	-	1,500	-	(1,500)	(100.00%)
48002-COVID-19 Expenses	11,699	56,452	11,869	(44,584)	(78.98%)
48514-Tree Maintenance	199,024	175,691	175,789	98	0.06%
48520-Roads & ROW	714,384	699,802	771,640	71,838	10.27%

2023 Operating Budget for Council

Department: 0630 - Public Works

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
48524-Roadway Signage & Safety Devices	84,044	117,783	123,738	5,955	5.06%
48530-Winter Control	499,251	494,282	536,792	42,510	8.60%
48534-Sidewalk Maintenance	184,354	127,488	190,388	62,900	49.34%
48545-Vehicle/Equipment Fuel	234,826	140,300	195,000	54,700	38.99%
48548-Miscellaneous Roadside Drains	263,192	342,142	365,267	23,125	6.76%
48550-Special Events	44,427	39,267	30,318	(8,949)	(22.79%)
48556-Health & Safety	39,662	17,854	42,119	24,265	135.90%
48558-PW Facilities	118,881	130,783	123,036	(7,747)	(5.92%)
48560-PW Fleet Inventory	22	2,000	2,000	-	-
Sub-Total Operating Expense	4,159,576	4,036,888	4,277,132	240,244	5.95%
69000-Reserve Transfers	518,000	528,000	578,000	50,000	9.47%
69040-Capital Transfers	-	336,000	363,000	27,000	8.04%
Sub-Total Non-Operating Expense	518,000	864,000	941,000	77,000	8.91%
Total Expense	**4,677,576**	**4,900,888**	**5,218,132**	**317,244**	**6.47%**
Net Total	**(4,529,701)**	**(4,614,505)**	**(5,007,721)**	**(393,216)**	**8.52%**

2023 Capital Budget

Division: Infrastructure Services

Department: 0630 - Public Works

Project #	Title	Description	2023 Budget	Net From Revenue
PW-001	Small Machinery & Equipment	Replacement and purchase of small equipment.	15,000	15,000
PW-032	Replace Unit #103 - Wood Chipper	Completion of 2022 project - Replace 2010 Vermeer wood chipper.	115,000	15,000
PW-038	Replace Unit #60C - Rear Boom Flail Mower	Replace 2010 rear flail mower.	73,000	63,000
PW-039	Replace Unit #11 - Pickup Truck	Replace 2011 pickup truck	55,000	20,000
PW-045	Replace Unit #23 - 1 1/2 Ton Dump/Plow/Salter	Replace 2012 1 1/2 ton dump/plow/salter	150,000	73,000
PW-047	Replace Unit #119 - Top Dresser	Replace 2001 Bannerman top dresser.	35,000	15,000
PW-050	Replace Unit #35 - Tandem Dump/Plow/Salter	Completion of 2022 project - Replace 2012 tandem dump/plow/salter truck.	327,000	-
PW-051	Replace Unit #24 - 1 1/2 Ton Dump/Plow/Salter	Replace 2012 1 1/2 ton dump/plow/salter.	150,000	73,000
PW-072	Replace Unit #130 - Trailer	Completion of 2022 project - Replace 2011 construction trailer.	15,000	3,000
PW-074	Road Work Safety Equipment	Purchase of crash attenuator trailer.	40,000	40,000
PW-082	Auto-Greaser for Unit #50 - Backhoe	Install auto-greasing system on existing backhoe.	8,000	8,000
PW-083	Replace #121 - Scarifier	Replace 2002 scarifier for grinding concrete (sidewalks, etc.).	25,000	17,000
PW-084	New Roadside Shoulder Reclaimer	Disc style attachment to reclaim granular shoulder.	21,000	21,000
			1,029,000	363,000

5 Year Capital Forecast

Division: Infrastructure Services **Department: 0630 - Public Works**

Project # Project Name	2023	2024	2025	2026	2027
PW-001 - Small Machinery & Equipment	15,000	23,000	15,000	15,000	15,000
PW-002 - Replace Unit #100 - Roller	-	-	-	75,000	-
PW-004 - Replace Unit #13 - Pickup Truck	-	-	50,000	-	-
PW-011 - Replace Unit #10 - Pickup Truck	-	-	-	50,000	-
PW-014 - Replace Unit #29 - Tandem Salter/Plow	-	-	-	-	150,000
PW-019 - Replace Unit #22 - Refuse Packer	-	220,000	-	-	-
PW-023 - Replace Unit #33 - 3 Ton Dump with Chipper Box	-	-	130,000	-	-
PW-032 - Replace Unit #103 - Wood Chipper	115,000	-	-	-	-
PW-034 - Replace Unit #86 - Portable Air Compressor	-	10,000	-	-	-
PW-038 - Replace Unit #60C - Rear Boom Flail Mower	73,000	-	-	-	-
PW-039 - Replace Unit #11 - Pickup Truck	55,000	-	-	-	-
PW-045 - Replace Unit #23 - 1 1/2 Ton Dump/Plow/Salter	150,000	-	-	-	-
PW-047 - Replace Unit #119 - Top Dresser	35,000	-	-	-	-
PW-050 - Replace Unit #35 - Tandem Dump/Plow/Salter	327,000	-	-	-	-
PW-051 - Replace Unit #24 - 1 1/2 Ton Dump/Plow/Salter	150,000	-	-	-	-
PW-065 - Replace Unit #115 - Spreader	-	-	100,000	-	-
PW-066 - Replace Unit #64 - Utility Tractor	-	15,000	-	-	-
PW-067 - Replace Unit #102 - Trailer	-	10,000	-	-	-
PW-070 - Replace Unit #17 - Pickup Truck	-	-	50,000	-	-
PW-071 - Replace Unit #52 - Loader	-	-	250,000	-	-
PW-072 - Replace Unit #130 - Trailer	15,000	-	-	-	-
PW-074 - Road Work Safety Equipment	40,000	-	-	-	-
PW-076 - Replace Unit #77 - 5' Rotary Mower	-	-	-	5,000	-
PW-077 - Replace Unit #88 - Portable Line Painter	-	-	-	33,000	-
PW-078 - Replace Unit #92 - Hot Water Pressure Washer	-	-	-	5,000	-
PW-082 - Auto-Greaser for Unit #50 - Backhoe	8,000	-	-	-	-
PW-083 - Replace #121 - Scarifier	25,000	-	-	-	-
PW-084 - New Roadside Shoulder Reclaimer	21,000	-	-	-	-
PW-085 - Replace Unit #21 - Sign Truck	-	-	-	-	150,000
PW-086 - Replace Unit #30 - Tandem Dump/Plow/Salter	-	-	-	-	315,000
	1,029,000	**278,000**	**595,000**	**183,000**	**630,000**

Municipality of Leamington
live | play | work

2023 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 Lakeside Marina, Rick Atkin Park, Robson Road Corridor and Erie Promenade.

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

Staffing

Parks currently includes allocations of Public Works and Infrastructure Services salaried positions as follows: 40% of the Manager of Public Works, 40% of the Infrastructure Services Coordinator and 6% of the Director of Infrastructure. Parks also includes wage costs for direct time spent on Parks work for the following positions: 22 full-time Operators and 26 seasonal part-time positions including 2 Horticulturalists, a Waterfront Labourer, an Uptown Labourer, Parks Attendant, seasonal General Labourers, 2 Seasonal Labourers that are dedicated to the opening, closing, and cleaning public washroom facilities located at municipal parks and Students.

The 2023 budgeted salary allocation for salaried positions remains the same.

2022 Year Performance

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

2022 saw the return of more special events including Mill Street Markets, concerts and tournaments. As a result, revenues were up again compared to previous years. Overall, most operational accounts remained on target.

Most 2022 capital projects were completed including the final phase of paving the Kinsmen Baseball Complex parking lot, asphalting the pedestrian paths at the Pure Flavour® Soccer Complex to improve accessibility, the expansion of the Seacliff Concession patio, and improvements to five neighbourhood parks with new playground and sports equipment. Mersea Park Renewal is ongoing and planned for a 2023 completion.

Proposed 2023 Activities

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

Capital projects for 2023 include the development of Bayview Park, improvements to the facilities and accessibility in Rick Atkin Park, construction of a new building near the Sunset® Amphitheatre for performers and storage as well as two basketball courts at Seacliff Park.

2023 Operating Budget for Council

Municipality of **Leamington** live | play | work

Department: 0650 - Parks

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13870-Rental Revenue	35,440	25,000	28,000	3,000	12.00%
14400-Donations	3,687	3,000	2,500	(500)	(16.67%)
Sub-Total Operating Revenue	39,126	28,000	30,500	2,500	-
19000-Reserve Transfers	1,593	32,000	75,000	43,000	134.38%
Sub-Total Non-Operating Revenue	1,593	32,000	75,000	43,000	134.38%
Total Revenue	**40,719**	**60,000**	**105,500**	**45,500**	**75.83%**
Expense:					
35000-Salaries & Benefits	260,224	244,553	273,537	28,984	11.85%
37130-Advertising & Promotion	1,526	-	-	-	-
37140-Insurance Expense	32,597	30,987	38,549	7,562	24.40%
37190-Internal Allocations	-	516	546	30	5.81%
37832-Credit, Debit & Bank Charges	769	500	500	-	-
37950-Professional Services	-	-	100,000	100,000	100.00%
47410-Equipment Maintenance	36,136	43,063	45,865	2,802	6.51%
47420-Vehicle Maintenance	8,102	8,519	9,280	760	8.92%
48002-COVID-19 Expenses	93,458	33,484	4,831	(28,653)	(85.57%)
48545-Vehicle/Equipment Fuel	34,736	18,000	27,000	9,000	50.00%
48811-Seacliff Park	188,401	184,749	208,417	23,668	12.81%
48813-Municipal Trails	47,295	97,998	98,996	998	1.02%
48815-Kinsmen Ball Diamond	102,154	104,923	118,069	13,146	12.53%
48816-Other Parks	210,280	191,221	199,877	8,656	4.53%
48818-Bayview Park	13,832	17,287	19,720	2,432	14.07%
48820-Mersea Park	25,170	36,932	55,465	18,533	50.18%
48821-Leamington Waterfront	143,581	156,617	172,436	15,819	10.10%
48823-Soccer Field	89,370	83,029	92,518	9,489	11.43%
Sub-Total Operating Expense	1,287,632	1,252,379	1,465,605	213,226	17.03%
69000-Reserve Transfers	202,500	200,000	200,000	-	-
69040-Capital Transfers	-	1,111,000	1,170,000	59,000	5.31%
Sub-Total Non-Operating Expense	202,500	1,311,000	1,370,000	59,000	4.50%
Total Expense	**1,490,132**	**2,563,379**	**2,835,605**	**272,226**	**10.62%**
Net Total	**(1,449,413)**	**(2,503,379)**	**(2,730,105)**	**(226,726)**	**9.06%**

2023 Capital Budget

Division: Infrastructure Services

Department: 0650 - Parks

Project #	Title	Description	2023 Budget	Net From Revenue
PARKS-009	Bench Program - Memorial Donations	Bench Donation Program.	5,000	-
PARKS-022	Mersea Park Renewal	New splash pad, play structure and park improvements.	1,100,000	400,000
PARKS-037	Small Capital Improvements	General in-year capital improvements.	25,000	25,000
PARKS-049	Amphitheatre Facilities	Construction of performance room and 3-bay storage building.	750,000	250,000
PARKS-053	Mill Street Park Renewal	Relocation to Dieppe Park.	125,000	125,000
PARKS-055	Bayview Park Development	Create green park space ready for final development. Include small dog area within existing leash free dog park.	400,000	-
PARKS-057	Rick Atkin Park Renewal	Replacement of existing structures - new accessible washrooms, storage, play structure.	1,500,000	-
PARKS-063	Seacliff Park Basketball Courts	2 new basketball courts at Seacliff Park	250,000	150,000
PARKS-064	Seacliff Park Improvements	Upper washroom interior, splash pad/playground rubber base, painting.	180,000	180,000
PARKS-065	Boardwalk Extension	Boardwalk extension along Waterfront Park.	40,000	40,000
			4,375,000	1,170,000

5 Year Capital Forecast

Division: Infrastructure Services **Department: 0650 - Parks**

Project # Project Name	2023	2024	2025	2026	2027
PARKS-009 - Bench Program - Memorial Donations	5,000	5,000	5,000	5,000	5,000
PARKS-022 - Mersea Park Renewal	1,100,000	-	-	-	-
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-049 - Amphitheatre Facilities	750,000	-	-	-	-
PARKS-053 - Mill Street Park Renewal	125,000	-	-	-	-
PARKS-055 - Bayview Park Development	400,000	1,000,000	-	-	-
PARKS-057 - Rick Atkin Park Renewal	1,500,000	-	-	-	-
PARKS-058 - Improvements from Waterfront Master Plan	-	400,000	715,000	700,000	1,200,000
PARKS-060 - Soccer Complex Parking Lot	-	-	500,000	-	-
PARKS-061 - Kinsmen Baseball Diamond Improvements	-	-	-	500,000	-
PARKS-063 - Seacliff Park Basketball Courts	250,000	-	-	-	-
PARKS-064 - Seacliff Park Improvements	180,000	-	-	-	-
PARKS-065 - Boardwalk Extension	40,000	-	-	-	-
	4,375,000	1,590,000	1,245,000	1,230,000	1,230,000

2023 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 the recently acquired 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, Roach (a small inactive rural cemetery) and the remainder of Bayview are maintained by a contractor under the Turf Maintenance contract. Remaining relatives or adjacent property owners maintain the smaller inactive cemeteries, most of which were once private family cemeteries.

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

Staffing

Cemeteries currently includes allocations of Public Works salaried positions as follows: 10% of the Manager of Public Works. Cemeteries also includes wage costs for direct time spent on Cemetery work for the following positions: 22 full-time Operators and 26 seasonal General Labourers. Public Works is responsible for all necessary cemetery maintenance, and scheduling interments and on-site requests for sales and genealogical research.

The 2023 budget proposes a seasonal cemetery labourer to primarily work at the recently acquired Fairview Cemetery to assist in locating, identifying and documenting the actual plots in order to organize and update the records. This role will also complete various maintenance tasks at this location and work with Legislative Services to assist in updating the records.

2022 Year Performance

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

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

Proposed 2023 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, internments and staff time to investigate and take inventory of current and vacant plots.

The 2023 capital budget includes the cost for reconstructing the existing asphalt driveway at Lakeview Cemetery.

2023 Operating Budget for Council

Department: 0632 - Cemeteries

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	8,495	7,895	10,075	2,180	27.61%
18999-Miscellaneous Revenue	7,270	3,600	3,600	-	-
Total Revenue	**15,765**	**11,495**	**13,675**	**2,180**	**-**
Expense:					
35000-Salaries & Benefits	22,020	21,226	38,734	17,508	82.49%
37990-Other Operating Expenses	135	300	300	-	-
47400-Building Maintenance	886	700	800	100	14.29%
48711-Lakeview Cemetery Burials	7,276	8,685	8,374	(311)	(3.58%)
48712-Lakeview Cemetery	38,919	33,300	33,933	634	1.90%
48713-Bayview Cemetery Burials	469	399	460	61	15.33%
48714-Bayview Cemetery Maintenance	6,658	8,193	7,260	(933)	(11.39%)
48715-Other Cemeteries	2,781	1,800	1,600	(200)	(11.11%)
48716-Albuna Cemetery Burials	225	3,665	6,767	3,102	84.63%
48717-Albuna Cemetery Maintenance	10,818	12,514	15,649	3,135	25.05%
48718-Fairview Cemetery Burials	-	-	6,000	6,000	100.00%
48719-Fairview Cemetery Maintenance	4,946	-	18,135	18,135	100.00%
Sub-Total Operating Expense	95,132	90,782	138,013	47,231	52.03%
69040-Capital Transfers	-	22,000	55,000	33,000	150.00%
Sub-Total Non-Operating Expense	-	22,000	55,000	33,000	150.00%
Total Expense	**95,132**	**112,782**	**193,013**	**80,231**	**71.14%**
Net Total	**(79,367)**	**(101,287)**	**(179,338)**	**(78,051)**	**77.06%**

2023 Capital Budget

Division: Infrastructure Services **Department: 0632 - Cemeteries**

Project #	Title	Description	2023 Budget	Net From Revenue
CEME-001	Lakeview Cemetery Asphalt Driveways	Reconstruction of existing asphalt driveways.	165,000	55,000
			165,000	55,000

5 Year Capital Forecast

Division: Infrastructure Services **Department: 0632 - Cemeteries**

Project #	Project Name	2023	2024	2025	2026	2027
CEME-001 - Lakeview Cemetery Asphalt Driveways		165,000	-	-	-	-
		165,000	-	-	-	-

2023 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. The Drainage Superintendents oversee Roadside Drainage (Public Works budget), Urban Drains (Sewer budget) and manage the former railway property in Leamington and Lakeshore for drain related issues and projects (Parks budget).

Staffing

Drainage Services currently includes 2 Drainage Superintendents, the Drainage 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.

2022 Year Performance

Capital Budget

Approximately 50 capital projects were undertaken in 2022, at a total estimated value of $7.8 million. In 2022, increased drainage activity is due to the exponential growth in the greenhouse sector and other development pressures as well as other landowner requests. These works include upgrades under an Engineer’s report (capital project), new petition drains, extending legal outlets, dyke repairs, maintenance schedules, culverts repairs, replacements, and relocations.

Maintenance Budget

Over 40 drains required some type of maintenance in 2022 including entire drain cleanout, partial drain cleanout, tile repairs, bank repairs, brushing, flushing, dam removals, drainage scheme engine replacement and pumping expenses, etc.

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

The phragmites program continued along all municipal roads. In 2022, Drainage Services initiated spraying of scrub brush on drains that were maintained.

Proposed 2023 Activities

Capital Budget

The 2023 budget includes the completion of Municipal drain capital projects that were approved by Council under an Engineer's Report dated in 2022 or previous years, including several projects under Section 65(3) of the Drainage Act for the greenhouse industry. These Section 65(3) requests from the greenhouse industry are required for a change of use from vacant farmland to greenhouse development, adding water from one watershed (drain) to another or directing additional water to an existing drain.

The 2023 budget also includes capital projects on Municipal drains anticipated to be upgraded under an Engineer's report.

The 2023 budget for Drainage capital projects is $5.2 million with the Road (Municipal) portion of this budget estimated to be $489,000 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 2023 budget for drain maintenance is $1.1 million, with the Road portion of the budget estimated to be $160,667 (14%), funded through the Public Works operating budget.

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

The phragmites program that began in 2016 will continue in 2023.

2023 Operating Budget for Council

Department: 0680 - Drainage Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
11302-Drainage Levies	16,538	898,377	647,104	(251,273)	(27.97%)
12000-Grant Revenue	-	593,500	468,744	(124,756)	(21.02%)
18990-Recoveries	80,537	164,129	194,254	30,125	-
18999-Miscellaneous Revenue	16,985	2,000	5,000	3,000	150.00%
Total Revenue	**114,060**	**1,658,006**	**1,315,102**	**(342,904)**	**(20.68%)**
Expense:					
35000-Salaries & Benefits	348,025	341,018	368,397	27,379	8.03%
37010-Office Supplies	601	500	500	-	-
37020-Dues & Memberships	992	775	1,205	430	55.48%
37030-Travel & Mileage	103	200	200	-	-
37040-Training	6,675	4,833	7,850	3,017	62.42%
37050-Conferences	1,884	2,500	3,075	575	23.00%
37070-Uniforms & Clothing	834	1,000	1,000	-	-
37140-Insurance Expense	2,648	2,618	3,045	427	16.30%
37950-Professional Services	-	3,000	-	(3,000)	(100.00%)
37990-Other Operating Expenses	4,570	500	435	(65)	(13.00%)
42450-Election Expenses	282	-	-	-	-
46680-Drainage Maintenance	624,041	1,477,043	1,098,534	(378,509)	(25.63%)
47420-Vehicle Maintenance	745	1,772	1,921	149	8.38%
48545-Vehicle/Equipment Fuel	3,560	3,000	3,000	-	-
Sub-Total Operating Expense	994,958	1,838,759	1,489,162	(349,598)	(19.01%)
56000-Debt Charges	13,587	13,587	13,586	-	-
69000-Reserve Transfers	12,000	12,000	14,000	2,000	16.67%
69040-Capital Transfers	-	602,440	488,886	(113,554)	(18.85%)
Sub-Total Non-Operating Expense	25,587	628,027	516,472	(111,554)	(17.76%)
Total Expense	**1,020,545**	**2,466,786**	**2,005,634**	**(461,152)**	**(18.69%)**
Net Total	**(906,485)**	**(808,780)**	**(690,532)**	**118,248**	**(14.62%)**

2023 Capital Budget

Municipality of Leamington
live | play | work

Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2023 Budget	Net From Revenue
DRAIN-003	Pelee Creek Drain - Section 78	Improvements to entire drain	333,690	32,126	-
DRAIN-007	E.J. Stockwell Drain - Section 78	Improvements to drain and support combination sewer - flooding	148,000	50,251	18,000
DRAIN-013	Jacob Fox Drain - Section 78	Drain relocation and new assessment schedule	600,000	508,454	-
DRAIN-041	Lebo Creek - Section 78 Sufficient Outlet	Legalizing the natural watercourse and creating working corridors	1,913,900	1,686,180	-
DRAIN-067	East Marsh - Petition for Drainage	Petition to install a new drainage system along East Beach Road	158,830	64,566	-
DRAIN-069	Culvert Needs Study - Section 78	Review of all municipal drain culverts to complete a fair assessment schedule	30,000	28,123	12,821
DRAIN-075	Silver Creek - Section 78	Drain relocation between Mersea Road 11 & County Road 8	58,000	50,000	-
DRAIN-093	County Road 33 - Petition - Guyitt Drain	County petition to convert ditch to municipal drain	54,000	13,000	6,000
DRAIN-094	County Road 33 - Petition - B & C Pump	County petition to convert ditch to municipal drain	161,000	129,780	13,990
DRAIN-095	County Road 33 - Petition - West Marsh	County petition to convert ditch to municipal drain	193,000	161,620	27,080
DRAIN-124	Lebo Creek Drain - Section 78	New access	82,000	77,000	-
DRAIN-130	Silver Creek Drain - 10th Concession - Section 78	New access	195,900	155,108	-
DRAIN-132	5th Concession Road Drain - Section 78	Relocate drain	140,000	110,000	-
DRAIN-134	B&C Concession Drain West	New report and schedule for cost sharing of bridges	157,200	94,200	16,995
DRAIN-141	Lundy Drain - Section 78	New access	126,000	126,000	-

2023 Capital Budget

Division: Infrastructure Services

Department: 0680 - Drainage Services

Project #	Title	Description	Project Costs	2023 Budget	Net From Revenue
DRAIN-144	Robert Anderson Drain	Relocate a portion of the drain	514,820	481,696	-
DRAIN-149	Dresser Drain - CWATS - Section 78	Improve and/or relocate portion of drain for new trail.	36,000	18,786	-
DRAIN-150	4th Concession Road Drain - CWATS - Sec 78	Improve and/or relocate portion of drain for new trail.	36,000	34,315	6,120
DRAIN-151	Atkinson Lockery Drain - Section 4 Petition	Creation of new drainage works	456,000	408,113	218,880
DRAIN-152	Lorne Jackson Drain - Section 78	Realignment	490,000	486,754	-
DRAIN-153	9th Concession Road Drain - Section 78	New Access	8,000	-	-
DRAIN-156	Gorrell Drain - Section 78	Improvements to existing drain.	170,000	135,000	-
DRAIN-158	Derbyshire Drain - Wahl Drain	New assessment schedule	180,000	160,000	9,000
DRAIN-159	Bevel Line Drain - Section 76	Update assessment schedule	10,000	10,000	10,000
DRAIN-160	Coulson Drain - Section 78	New Culvert	66,000	52,000	-
DRAIN-161	West Marsh Drain	Bank Stabilization	135,000	130,000	135,000
DRAIN-162	Cotterie Park Berm	Legalize Berm	15,000	15,000	15,000
			6,468,340	5,218,072	488,886

2023 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 Union Gas, prior to any construction projects and approve the utility alignments.

Staffing

Engineering Services currently includes allocations of Engineering Services and Infrastructure Services salaries as follows: 70% for each of the Manager of Engineering, 3 Project Managers, and a Co-op Student for 1 semester; 25% of the Infrastructure Services Assistant; an Engineering Technologist; 60% of another Engineering Technologist; and 15% of the Director of Infrastructure Services.

The 2023 budget proposes increasing the allocation for the Engineering Technologist from 60% to 70%.

2022 Year Performance

In 2022, Engineering Services carried out the annual road resurfacing and crack sealing programs on various rural and urban roads through the Municipality.

Engineering Services continued the sewer separation program with design assignments in the Audrey, Margaret, Jane, Claire and Sherk Street drainage area, and the Queens, John, Albert, Baird, and Elliott South drainage area.

Engineering Services oversaw a number of studies in 2022 including, but not necessarily limited to, the following:

- The Lebo Creek Master Drainage Study
- The Waterfront Destination Master Plan
- North-East Trunk Sewer Functional Design Study

- Erie Street South Traffic Study
- Erie Street, Clark to Marlborough, Streetscape design
- Talbot Street, Albert to Victoria, Streetscape Design
- Crossing Guard Warrant Study
- County Road 33 / Point Pelee Drive Active Transportation Feasibility Design Study
- Various speed, parking, and traffic warrant studies throughout the municipality
- Urban area sewer modelling work
- Traffic calming policy update

Engineering Services facilitated the completion of the reconstruction of Bridge 53 on Mersea Road C over 18 & 19 Sideroad Drain, along with the reconstruction of Bridge 21 on Mersea Road 7 over the Hooker Drain. Moreover, Engineering Services oversaw the redesign of Bridge 37 on Deer Run Road, over the Coulson Drain, with the design being nearly complete in 2022.

Engineering Services oversaw the construction of new traffic signals at the intersections of Seacliff Drive and Cherry Lane and Sherk Street and Ellison Avenue, along with the construction of a new pedestrian crossover on Ellison Avenue. Construction of these signals was nearly complete in 2022 and will be fully complete in 2023.

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. This project was nearly complete in 2022 and will be fully complete in 2023.

Proposed 2023 Activities

In 2023, Engineering Services will continue to carry out the annual road resurfacing and crack sealing programs on various rural and urban roads through the Municipality.

Engineering Services will continue the sewer separation program by carrying on with various design assignments. Moreover, Engineering Services will oversee the design of sewer separation work proposed for the Clark West, Baird, Queens and Selkirk drainage area as noted in the Sewers budget.

In 2023, Engineering Services intends to oversee a number of studies, some of which are ongoing) and designs including:

- Urban area sewer modelling work
- Traffic Calming Policy update
- Traffic Master Plan
- Biennial Bridge Assessments
- Design of Seacliff Reconstruction Phases 2 - 4 and Phase 1 of the North East Trunk Sewer (see Sewers budget)

- Design County Road 33 / Point Pelee Drive Active Transportation (CWATS Leam-17)
- Design of repairs and bank stabilization along Mersea Road D.
- Design of sidewalk extension and traffic calming along Robson Road

In 2023, Engineering Services plans to oversee construction of pedestrian crossovers at the intersection of Talbot and Cedar and on Erie Street South at the docks.

Engineering Services plans to oversee the reconstruction of Bridge 37 on Deer Run Road, over the Coulson Drain, in accordance with the design work nearly completed in 2022.

Engineering Services intends to oversee the construction of the LED Streetlight conversion project, as approved in 2022 calendar year.

The 2023 budget and the attached 5-year plan, as it may be noted, includes items associated with facilitating long term planning initiatives, such as the Sewer Separation Program (2006) and the Waterfront Destination Master Plan (2022). However, short-term infrastructure planning projects have been reprioritized in order to focus more closely on works that would serve to facilitate further development in the community. These works predominantly target increasing serviced areas in the Municipality in support of Council's Strategic Plan for Growing Leamington.

2023 Operating Budget for Council

Municipality of Leamington
live | play | work

Department: 0620 - Engineering Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13000-Fees and Service Revenue	51,754	100,000	100,000	-	-
18999-Miscellaneous Revenue	5,000	-	-	-	-
Sub-Total Operating Revenue	56,754	100,000	100,000	-	-
19000-Reserve Transfers	-	464,858	417,500	(47,358)	(10.19%)
Sub-Total Non-Operating Revenue	-	464,858	417,500	(47,358)	(10.19%)
Total Revenue	**56,754**	**564,858**	**517,500**	**(47,358)**	**(8.38%)**
Expense:					
35000-Salaries & Benefits	657,196	597,975	678,037	80,062	13.39%
37010-Office Supplies	1,167	1,500	1,500	-	-
37020-Dues & Memberships	2,219	3,135	4,035	900	28.71%
37040-Training	7,088	10,000	13,000	3,000	30.00%
37050-Conferences	1,862	1,875	2,000	125	6.67%
37054-Recruitment Expenses	2,403	1,000	1,200	200	20.00%
37070-Uniforms & Clothing	948	600	1,000	400	66.67%
37140-Insurance Expense	5,963	5,310	6,857	1,547	29.13%
37190-Internal Allocations	-	1,290	1,365	75	5.81%
37950-Professional Services	384,331	738,358	697,500	(40,858)	(5.53%)
37990-Other Operating Expenses	1,184	2,000	2,500	500	25.00%
42450-Election Expenses	93	-	-	-	-
47420-Vehicle Maintenance	2,210	1,779	1,728	(51)	(2.85%)
48322-Traffic Signal Maintenance	202,367	110,000	140,000	30,000	27.27%
48324-Crack Sealing	75,058	75,000	75,000	-	-
48330-Streetlight Maintenance	260,221	265,000	300,000	35,000	13.21%
48545-Vehicle/Equipment Fuel	3,752	2,500	4,000	1,500	60.00%
Sub-Total Operating Expense	1,608,061	1,817,322	1,929,722	112,400	6.18%
69000-Reserve Transfers	76,754	125,000	128,000	3,000	2.40%
69040-Capital Transfers	-	1,425,000	1,463,000	38,000	2.67%
Sub-Total Non-Operating Expense	76,754	1,550,000	1,591,000	41,000	2.65%
Total Expense	**1,684,815**	**3,367,322**	**3,520,722**	**153,400**	**4.56%**
Net Total	**(1,628,061)**	**(2,802,464)**	**(3,003,222)**	**(200,758)**	**7.16%**

Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2023 Budget	Net From Revenue
ENG-004	Road Resurfacing	The annual Road Resurfacing contract includes improvements to our road system through the application of a new tar and chip surface, a new slurry seal surface, or a new asphalt surface.	1,780,000	-
ENG-010A	Street Lighting	Street lighting installation and improvement/upgrades to existing urban and rural area lighting.	35,000	35,000
ENG-015	Sidewalks	Sidewalk is added annually at various locations throughout the Municipality's urban area.	100,000	100,000
ENG-016	LED Streetlight Conversion	Completion of 2022 Project - Funding to implement the planned LED upgrades/retrofit to existing decorative street lighting.	270,000	-
ENG-027	Traffic Signage	Installation of new traffic signs and replacement of deteriorated signs as required.	30,000	30,000
ENG-037	Seacliff - Cherry Lane to Regatta	Completion of 2022 Project - Roads portion of this sewer separation project to improve sewage collection from Cherry Lane to Regatta, and will include new asphalt pavement, curbing, sidewalks and upgraded streetlighting. This is a joint project with Sewers.	250,000	-
ENG-069	Erie St - Clark to Marlborough Streetscape	Completion of 2022 Project - Completion of design assignment, in preparation for future construction, and apply the Plan in the vicinity of Erie Street, between Clark Street and Malborough Street.	140,000	-
ENG-070	Traffic Signal - Sherk and Ellison	Completion of 2022 Project - Construction of a new traffic signal system.	50,000	-
ENG-078	Bridge 37	Construction of Bridge 37 located on Mersea Rd 3.	535,000	-
ENG-083	Mural Projects	Completion of 2022 Project - Funding for multiple mural projects for Uptown Beautification.	50,000	-

Municipality of Leamington
live | play | work

2023 Capital Budget

Division: Infrastructure Services

Department: 0620 - Engineering Services

Project #	Title	Description	2023 Budget	Net From Revenue
ENG-087	Courtesy Crossing PXO - Erie South at Dock	Completion of 2022 Project - Installation of improved PXO crossing at the Leamington dock.	195,000	100,000
ENG-088	Bridge Rehabilitation - Bridge 71 and 77	Completion of 2022 Project - Design for the rehabilitation of Bridge 71 and 77 to be completed in future years.	55,000	-
ENG-089	CWATS Program - Leam-17	Design of County Road 33/Point Pelee Drive CWATS facility (Leam-17), between the bridge over Sturgeon Creek and the intersection of Mersea Road 12.	100,000	100,000
ENG-094	Replace Vehicle #3E - Pickup Truck	Replace 2008 pickup truck.	48,000	48,000
ENG-096	Courtesy Crossing PXO - Talbot and Cedar	Design and construction work for the installation of a pedestrian crossover at the intersection of Talbot Street East and Cedar Drive, in accordance with the "Leamington PXO Crossing Assessment - Future Recommendations" report published in 2017.	200,000	-
ENG-097	Robson Road	Design for sidewalk extension and traffic calming.	40,000	-
ENG-098	Seacliff Reconstruction - Phase 2-4	Engineering design and construction administration services for the portion of the North East Trunk sanitary sewer along Seacliff Drive, from Peter Street to County Road 33, and for Phases 2 through 4 of the scope of work proposed in the 2013 Municipality of Leamington Seacliff Drive East Widening and Roadway Improvements Environmental Assessment.	1,050,000	1,050,000
ENG-101	Mersea Road D	Design of road repairs and drain bank stabilization needed to address the deteriorated condition of Mersea Road D.	200,000	-
			5,128,000	1,463,000

5 Year Capital Forecast

Municipality of Leamington
live | play | work

Division: Infrastructure Services **Department: 0620 - Engineering**

Project # Project Name	2023	2024	2025	2026	2027
ENG-004 - Road Resurfacing	1,780,000	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-027 - Traffic Signage	30,000	30,000	30,000	30,000	30,000
ENG-037 - Seacliff - Cherry Lane to Regatta	250,000	-	-	-	-
ENG-047B - Waterfront Revitalization	-	-	610,000	2,170,000	-
ENG-051 - Audrey/Margaret/Jane/Claire	-	2,659,800	-	-	-
ENG-052 - Queens/John/Albert/Baird/Elliott South	-	-	1,740,000	-	-
ENG-069 - Erie St - Clark to Marlborough Streetscape	140,000	5,200,000	-	-	-
ENG-070 - Traffic Signal - Sherk and Ellison	50,000	-	-	-	-
ENG-078 - Bridge 37	535,000	-	-	-	-
ENG-079 - Bridge 48	-	55,000	600,000	-	-
ENG-083 - Mural Projects	50,000	-	-	-	-
ENG-084 - Talbot - Albert to Victoria Streetscape	-	-	-	-	4,000,000
ENG-086 - Bridge 45	-	-	-	60,000	750,000
ENG-087 - Courtesy Crossing PXO - Erie South at Dock	195,000	-	-	-	-
ENG-088 - Bridge Rehabilitation - Bridge 71 and 77	55,000	225,000	-	-	-
ENG-089 - CWATS Program - Leam-17	100,000	-	-	-	-
ENG-091 - Bridge 41	-	-	-	30,000	350,000
ENG-094 - Replace Vehicle #3E - Pickup Truck	48,000	-	-	-	-
ENG-096 - Courtesy Crossing PXO - Talbot and Cedar	200,000	-	-	-	-
ENG-097 - Robson Road	40,000	250,000	-	-	-
ENG-098 - Seacliff Reconstruction - Phase 2-4	1,050,000	6,000,000	-	-	-
ENG-101 - Mersea Road D	200,000	-	-	-	-
	5,128,000	16,054,800	4,615,000	3,925,000	6,765,000

Municipality of Leamington
live | play | work

2023 Budget

Sewers - 0610

Description

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

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

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

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

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

This department is funded from the sewer levy, which is levied against properties that 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; and 15% of the Director of Infrastructure Services. Sewers also includes Public Works Operator salaries for their work on sewer operations.

The 2023 budgeted salary allocations have been adjusted to include 80% of the 2 Infrastructure Inspectors.

2022 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 sewer system. This work was completed by the contractor within budget and to the satisfaction of the Municipality. Part of the flushing budget allowed for camera inspection and evaluation of a sample portion of the combined sewers. This information will be used to update and improve the Asset Management Plan.

In 2022, Administration oversaw multiple capital construction projects, to their respective completion, funded through the Sewers department. These projects included the Seacliff Drive East Reconstruction, Cherry Lane to Regatta Drive, and the repair of a large stormwater manhole (STMH-424-50) on Seacliff Drive East, Southwest of the Kinsmen Ball Diamonds. The Seacliff Drive East Reconstruction project constituted Phase 2 of a two-part construction project, which included the reconstruction of Seacliff Drive from Cherry Lane to Regatta complete with active transportation facilities extending to Bevel Line, improved lighting, and storm drainage.

In 2022, Administration oversaw multiple capital design projects funded through the Sewers department. These ongoing projects included the sewer separation designs for the Audrey, Margaret, Jane, Claire, and Sherk Street drainage area and the Queens, John, Albert, Baird, and Elliott South drainage area. Administration anticipates completion of these design projects in 2023.

Administration continued to support the consultant, awarded in 2021, in works associated with modelling the urban sewer system and anticipates delivery of the completed model in 2023.

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

Proposed 2023 Activities

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

In order to support the Asset Management Plan, sewer work will continue to 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.

Administration will continue the sewer separation program by carrying on with various design projects. Moreover, in 2023, Administration intends to facilitate design work for further sewer separation works in the Clark West, Baird, Queens, and Selkirk drainage area.

In 2023, Administration intends to acquire the lands necessary to facilitate the construction of a stormwater outlet, regional stormwater management facility, and access way to Seacliff Drive West in order to facilitate residential development in southwest Leamington (lands west of Sherk Street and North of Seacliff Drive West). It is the intention to construct the stormwater systems in 2023, contingent upon the procurement of the necessary land. Moreover, Administration intends to retain a consultant for design and construction services associated with extending the existing sanitary trunk sewer on Seacliff Drive West to the intersection of Seacliff and the proposed access way intended to serve a currently proposed southwest Leamington residential development.

In 2023, Administration has planned several design and construction assignments associated with addressing the poor conditions of the existing sewerage located on, or nearby, Johnson Avenue, Seacliff Drive, Oak Street, and Iroquois Road.

Sanitary Pump Station #200, along Robson Road and west of Bruce Avenue, is intended to be replaced in 2023 and is included in the Pollution Control Centre Budget for the upcoming year. The existing pumping station cannot handle anticipated flows from future development lands, and further to review, Administration identified a number of deficiencies. The deficiencies include operational safety concerns, structural integrity of the wet well, and internal piping.

In 2023, Administration intends to obtain designs for the extension of the sanitary trunk sewer on Seacliff Drive East from Peter Avenue to County Road 33, to facilitate development east of County Road 33 and north of Seacliff Drive East/Mersea Road 1. This work has been accounted for in the 2023 budget for Engineering Services.

The 2023 budget and the attached 5-year plan, as it may be noted, includes items associated with facilitating long term planning initiatives, such as the Sewer Separation

Program (2006) and the Waterfront Destination Master Plan (2022). However, short-term infrastructure planning projects have been reprioritized in order to focus more closely on works that would serve to facilitate further development in the community. In support of Council's strategic plan, these works predominantly target increasing serviced areas in the Municipality.

2023 Operating Budget for Council

Department: 0610 - Sewers

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
11000-Property Tax Levies	3,367,390	3,391,350	3,584,697	193,347	5.70%
11100-Payments in Lieu of Tax Levies	32,438	-	32,438	32,438	100.00%
11200-Supplemental Taxation Revenue	100,172	-	40,000	40,000	-
11320-Other Levies	167,672	162,650	148,032	(14,618)	(8.99%)
Sub-Total Operating Revenue	3,667,672	3,554,000	3,805,167	251,167	7.07%
19000-Reserve Transfers	147,634	226,071	293,188	67,117	29.69%
Sub-Total Non-Operating Revenue	147,634	226,071	293,188	67,117	29.69%
Total Revenue	**3,815,306**	**3,780,071**	**4,098,355**	**318,284**	**8.42%**
Expense:					
35000-Salaries & Benefits	166,496	240,172	458,215	218,043	90.79%
36300-Tax Adjustment	74,857	37,775	38,400	625	1.65%
37140-Insurance Expense	12,411	12,122	14,893	2,771	22.86%
37190-Internal Allocations	-	1,290	1,365	75	5.81%
37950-Professional Services	181,825	4,000	2,500	(1,500)	(37.50%)
42450-Election Expenses	93	-	-	-	-
48610-Sanitary & Combination Repairs	61,252	56,000	65,200	9,200	16.43%
48612-Sani/Comb Flushing &	57,870	61,500	60,200	(1,300)	(2.11%)
48614-Sani/Comb Service Connection Repairs	56,105	52,500	52,200	(300)	(0.57%)
48620-Storm Sewer Maintenance	83,871	155,500	203,700	48,200	31.00%
48622-Storm Sewer Flushing &	3,229	4,000	3,000	(1,000)	(25.00%)
48624-Storm Sewer Service Connection Repair	1,093	1,500	1,500	-	-
Sub-Total Operating Expense	699,099	626,359	901,173	274,814	43.87%
56000-Debt Charges	341,711	341,711	341,711	-	-
69000-Reserve Transfers	1,609	-	-	-	-
69040-Capital Transfers	-	2,812,000	2,855,470	43,470	1.55%
Sub-Total Non-Operating Expense	343,321	3,153,711	3,197,181	43,470	1.38%
Total Expense	**1,042,420**	**3,780,071**	**4,098,355**	**318,284**	**8.42%**
Net Total	**2,772,886**	**-**	**-**	**-**	**(28.26%)**

2023 Capital Budget

Division: Infrastructure Services

Department: 0610 - Sewers

Project #	Title	Description	2023 Budget	Net From Revenue
SEWER-013	Southwest Leamington Storm Water Management (SWM) Pond	Completion of 2022 Project - Construction of stormwater management facility as designed in 2021. Existing and developed lands north of Seacliff Drive, west of Sherk Street, the southern portion of Sherk Street, and the west half of Coronation Avenue will not have a dedicated storm sewer outlet once sewer separation occurs in the area. The proposed storm water management facility will address this issue.	6,659,562	890,430
SEWER-021	Queens/John/Albert/Baird/Elliott South	Completion of 2022 Project - Engineering and approvals portion of this sewer separation project to improve sewage collection on Queens Avenue, John Street, Albert Street , Baird Avenue and the southern portion of Elliott Street. This is a joint Engineering, Sewers and Water project.	380,000	380,000
SEWER-022	Clark W/Baird/Queens/Selkirk	Engineering and approvals portion of this sewer separation project that will be a joint Engineering, Sewer and Water project.	320,000	320,000
SEWER-034	General Capital Repairs	Various in-year demands.	200,000	200,000
SEWER-035	Rear Yard Sewer - Johnson Ave	Completion of 2022 project - A small diameter combined sewer exists along the property line between the Erie Shores Family Health Team and rear yards of Johnson Ave north of Pearl. This funding will be used to replace/rehabilitate the sewer subject to investigation.	50,000	-
SEWER-036	Relining Storm Sewer - Seacliff Dr	Completion of 2022 project - The existing corrugated steel pipe storm sewer between Erie Street and the trail has failed in portions and the roof of a manhole has failed. This funding will be used to install a sewer liner and make necessary repairs to the manhole.	100,000	-
SEWER-043	Seacliff West Trunk Sewer Extension	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.	1,047,699	774,040

2023 Capital Budget

Division: Infrastructure Services **Department: 0610 - Sewers**

Project #	Title	Description	2023 Budget	Net From Revenue
SEWER-044	Oak Street Sewer Relining	Relining of the 750mm-900mm combination sewer that runs under the westbound lane on Oak Street West from Erie Street South to Westmoreland Street.	1,600,000	291,000
SEWER-045	Land Acquisition for Street E & Sewer Outlet	Land acquisition for the construction of Street E and the sewer outlets required to support residential development in southwest Leamington.	1,400,000	-
SEWER-046	Iroquois Sewer Outlet	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.	200,000	-
			11,957,261	2,855,470

5 Year Capital Forecast

Division: Infrastructure Services

Department: 0610 - Sewers

Project # Project Name	2023	2024	2025	2026	2027
SEWER-007 - Erie South Storm Outfall	-	-	-	1,400,000	-
SEWER-013 - Southwest Leamington Storm Water Management (SWM) Pond	6,659,562	-	-	-	-
SEWER-019 - Audrey/Margaret/Jane/Claire	-	2,850,400	-	-	-
SEWER-021 - Queens/John/Albert/Baird/Elliott South	380,000	-	1,215,000	-	-
SEWER-022 - Clark W/Baird/Queens/Selkirk	320,000	-	-	-	-
SEWER-023 - Hodgins/Wilkinson/Smith	-	200,000	-	-	-
SEWER-034 - General Capital Repairs	200,000	200,000	200,000	200,000	200,000
SEWER-035 - Rear Yard Sewer - Johnson Ave	50,000	-	-	-	-
SEWER-036 - Relining Storm Sewer - Seacliff Dr	100,000	-	-	-	-
SEWER-040 - Erie St - Clark to Marlborough Streetscape/Sewer	-	575,000	-	-	-
SEWER-041 - Talbot - Albert to Victoria Streetscape	-	-	-	-	1,000,000
SEWER-043 - Seacliff West Trunk Sewer Extension	1,047,699	-	-	-	-
SEWER-044 - Oak Street Sewer Relining	1,600,000	-	-	-	-
SEWER-045 - Land Acquisition for Street E & Sewer Outlet	1,400,000	-	-	-	-
SEWER-046 - Iroquois Sewer Outlet	200,000	-	-	-	-
SEWER-047 - Seacliff East Sewer - Peter to ESAR	-	2,300,000	-	-	-
SEWER-048 - Mersea Road 1 Sewer	-	-	5,000,000	-	-
	11,957,261	6,125,400	6,415,000	1,600,000	1,200,000

2023 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 allocations of Engineering Services and Infrastructure Services salaries as follows: 10% of an Engineering Technologist and 2% of the Director of Infrastructure Services. Transit also includes Public Works wages for bus shelter maintenance.

The 2023 budgeted proposes removal of the allocation related to the Engineering Technologist and the addition of a Transit Coordinator (contract). The Transit Coordinator will coordinate the service delivery of the transit contractors (Switzer-Carty, Transit Windsor, Blaise Transit and South Essex Community Council (Erie Shore Community Transit). The Transit Coordinator will also address user complaints and lead efforts aimed at expanding the scope of transit services in the community.

2022 Year Performance

In 2022, the LTGO provided service from 6:00am-9:30pm Monday through Friday and 7:00am-9:30pm on weekends and holidays. From May 23rd (Victoria Day) to September 5th (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 2023 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. Therefore, Administration will be undertaking a procurement process in 2023 to identify the most appropriate equipment and coordinate the purchase.

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 position in 2023, Administration intends 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 and 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 conventional and specialized transit in the Leamington and Kingsville programs. The Ontario Transit Gas Tax funds are restricted and are held in a specific deferred revenue account.

The 2023 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.

2023 Operating Budget for Council

Department: 0622 - Transit

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
13900-Advertising Revenue	-	2,640	-	(2,640)	(100.00%)
15400-Sponsorship Revenue	45,000	-	45,000	45,000	100.00%
15880-Transit-LTGO	6,921	120,384	42,000	(78,384)	-
15890-Transit-LTW Route 42	100,216	239,628	181,910	(57,718)	(24.09%)
Sub-Total Operating Revenue	152,137	362,652	268,910	(93,742)	(25.85%)
19000-Reserve Transfers	55,528	343,394	331,587	(11,807)	(3.44%)
Sub-Total Non-Operating Revenue	55,528	343,394	331,587	(11,807)	(3.44%)
Total Revenue	**207,665**	**706,046**	**600,497**	**(105,549)**	**(14.95%)**
Expense:					
35000-Salaries & Benefits	19,463	18,224	106,895	88,671	486.56%
36400-Grants to Non-Profits	29,500	-	-	-	-
37020-Dues & Memberships	1,845	2,088	2,100	12	0.57%
37110-Telecommunications Usage	938	1,200	3,000	1,800	150.00%
37130-Advertising & Promotion	3,392	27,700	10,000	(17,700)	(63.90%)
37140-Insurance Expense	415	443	498	55	12.44%
37190-Internal Allocations	-	172	182	10	5.81%
37832-Credit, Debit & Bank Charges	232	-	-	-	-
37950-Professional Services	5,669	-	-	-	-
37968-Transit Expense	512,863	609,195	761,670	152,475	25.03%
37970-Accessible Transit System	21,224	24,000	24,000	-	-
37990-Other Operating Expenses	87	-	-	-	-
42890-Transit-LTW Route 42	301,411	274,216	295,799	21,583	7.87%
48538-Bus Shelter Maintenance	7,213	19,799	11,658	(8,141)	(41.12%)
Sub-Total Operating Expense	904,253	977,037	1,215,802	238,765	24.44%
69000-Reserve Transfers	7,500	7,980	7,500	(480)	(6.02%)
Sub-Total Non-Operating Expense	7,500	7,980	7,500	(480)	(6.02%)
Total Expense	**911,753**	**985,017**	**1,223,302**	**238,285**	**24.19%**
Net Total	**(704,088)**	**(278,971)**	**(622,805)**	**(343,834)**	**123.25%**

2023 Capital Budget

Division: Infrastructure Services

Department: 0622 - Transit

Project #	Title	Description	2023 Budget	Net From Revenue
TRAN-004	Bus Stop Improvements	Construction and/or removal of existing pads to satisfy AODA requirements.	80,000	-
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	New Transit Bus #3.	667,000	-
			762,000	-

5 Year Capital Forecast

Division: Infrastructure Services **Department: 0622 - Transit**

Project # Project Name	2023	2024	2025	2026	2027
TRAN-004 - Bus Stop Improvements	80,000	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	-	-	-	-
	762,000	35,000	35,000	35,000	35,000

Municipality of Leamington
live | play | work

2023 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.

2022 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 2023 Activities

2023 allocations are expected to be the same as 2022 budget year.

2023 Operating Budget for Council

Department: 0600 - Infrastructure Services

	2022 Actuals	2022 Budget	2023 Budget	Budget Variance ($)	Budget Variance (%)
Revenue:					
18990-Recoveries	-	8,600	9,100	500	5.81%
Total Revenue	**-**	**8,600**	**9,100**	**500**	**5.81%**
					-
Expense:					
35000-Salaries & Benefits	-	100	100	-	-
37010-Office Supplies	-	300	300	-	-
37020-Dues & Memberships	824	500	1,000	500	100.00%
37030-Travel & Mileage	34	1,500	1,500	-	-
37040-Training	560	5,000	5,000	-	-
37050-Conferences	657	1,000	1,000	-	-
37990-Other Operating Expenses	244	200	200	-	-
Total Expense	**2,319**	**8,600**	**9,100**	**500**	**5.81%**
Net Total	**(2,319)**	**-**	**-**	**-**	**-**

This page intentionally left blank.

Municipality of Leamington
live | play | work

2023 Budget

Business Improvement Area

This page intentionally left blank.

2023 Budget Overview

In order to develop the 2023 programs and services projected by the Leamington BIA, the following budget lines were updated.

Revenue

Municipality of Leamington Levy: 5% increase to mitigate the effects of inflation
Digital Transformation Grant: grant program administered by the BIA to assist small business to increase their digital presence.

Expenditures

Payroll Expenses: Due to the contracting out of some duties, the Coordinator's renumeration has been decreased.

General Advertising: Newspaper and Radio Advertising and Promotional Giveaway lines have been increased to promote new and revived programs.

Local Events Support: This section has been increased to reflect the ramping up of events in the uptown. The new and increased events include more Mill Street Markets, the Rotary Walk, Wine and Dine and a line for new events not yet announced.

Christmas Expense: Minor increases for the storage unit and on-line advertising.

Beautification: The pot maintenance, sound system and post signage projects were completed in 2022. The new wreath project will be forwarded to January 2024 after the lightposts have been installed and to accommodate January sales on Christmas items. A small reserve will be created to help mitigate the wreath costs in 2024. More funding has been added to security camera grant program as there has been more interest.

Operating Expenses: In order to provide more visibility for the BIA in the community for businesses, residents and tourists, a small office will be established. Rent and furnishings costs have been added. Fees for the annual OBIAA conference have been reestablished.

Respectfully submitted,

	2022 Budget	2023 Proposed Budget	Variance $	Variance %
REVENUE				
Municipality of Leamington Levy	130,000	136,500	6,500	5%
Digital Grant Transformation	-	14,000	14,000	100%
TOTAL REVENUE	130,000	150,500	20,500	16%
EXPENSE				
Payroll Expenses				
Wages & Salaries	25,000	20,000	(5,000)	-20%
EI & CPP	1,000	900	(100)	-10%
	26,000	20,900	(5,100)	-20%
General Advertising				
Advertising - Newspaper/Radio	-	1,000	1,000	100%
Internet & Facebook Advertising	500	1,000	500	100%
Small Business Week	1,000	1,000	-	0%
Promotional Giveaways	2,000	2,500	500	25%
Promo - bus tokens, etc.	250	250	-	0%
General Advertising	3,750	5,750	2,000	53%
Local Events Support				
Business Excellance	600	600	-	0%
BIA Bucks - SpringTime	8,100	8,100	-	0%
Corks & Canvas	250	250	-	0%
Walk, Wine, Dine	-	1,500	1,500	100%
Mill Street Markets	-	17,500	17,500	100%
Digistal Main Street	-	14,000	14,000	100%
New Events	-	3,000	3,000	100%
Local Events Support Total	8,950	44,950	36,000	402%
Christmas Expense				
Christmas - Newspaper	500	500	-	0%
Christmas - Online, Facebook	500	1,000	500	100%
Christmas - Open House	3,000	3,000	-	0%
Christmas - Santa Mailbox, postage	500	500	-	0%
Christmas - Storage Unit Rental	3,000	3,200	200	7%
Christmas - Parade	1,000	1,000	-	0%
Christmas - BIA Bucks	12,215	12,215	-	0%
Christmas - Winter Pots	12,000	12,000	-	0%
Total Christmas Expenses	32,715	33,415	700	2%

	2022 Budget	2023 Proposed Budget	Variance $	Variance %
Beautification				
Beatification - Pot Maintenance	42,000	-	(42,000)	-100%
Beautification - Post Signage	10,000	-	(10,000)	100%
Christmas - Wreaths/New Decor	-	500	500	100%
Christmas - Wreaths/New Décor Reserve	-	8,100	8,100	100%
Beautification - Uplift Grant	2,000	3,000	1,000	50%
Beautification - Security Grant	2,500	5,000	2,500	100%
Total Beautification	56,500	16,600	(39,900)	-71%
Operating Expenses				
Marketing & Branding	5,000	5,000	-	0%
OBIAA Conference - London	-	2,000	2,000	0%
Insurance-Directors and Officers	2,000	2,000	-	0%
Office Rent		7,000	7,000	100%
Office Furnishings		3,000	3,000	100%
Memberships	250	250	-	0%
Office Supplies & Telephone	500	1,035	535	107%
Website & Wireless Cellular	1,500	1,500	-	0%
Meeting Exp and Workshops	250	250	-	0%
Gifts	250	250	-	0%
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	-	0%
Total Operating Expenses	16,350	28,885	12,535	77%
TOTAL EXPENSE	144,265	150,500	6,235	4%
NET INCOME	(14,265)	-	(14,265)	100%
Estimated Bank Balance CF	14,500			
HST Refund Estimate - July-Dec 2021	1,200			
Balance at Year End	1,435	-		