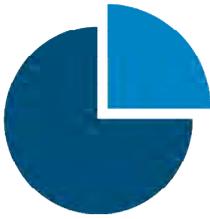


BUDGET 2023



Inspiring
Chatham-Kent



Photo courtesy of the Dresden Night Market taken by Andrew Tompsett.

2023 Approved Budget



Acknowledgement

We acknowledge that we are on the lands of the Anishnaabeg Nation. This spot where we gather is the traditional land of the Three Fires Confederacy: the Odawa, Potawatami and Ojibwe. We also recognize that this land is now home to the Delaware Nation. This land was settled through the McKee Purchase Treaty of 1790 and we, as beneficiaries of the treaty, must recognize our responsibilities including our collective responsibilities to the land and water.

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Chatham-Kent at a Glance

Located in Southwestern Ontario between the banks of Lake Erie and Lake St. Clair, Chatham-Kent is home to over 23 unique communities with a total population of over 104,000.

Chatham-Kent covers a large geographic area of 2,500 square kilometers and offers access to both a rural lifestyle and urban amenities. Beaches, fishing, bird-watching, hiking trails and conservation areas make destinations like Erieanu and Mitchell's Bay popular vacation spots in the region.



Chatham-Kent is a location of choice for people to live and do business, and promotes a high quality of life and work-life balance. We are situated along the Highway 401 corridor providing only an hour commute to the USA border, Windsor and London and 2.5 hours to Toronto.



Property Values

The average household assessment value used to calculate property taxes sits at **\$173,079**.



Workforce

The working age group (15-64) represents over **60%** of Chatham-Kent's population.



Diversity

Chatham-Kent's population has been steadily increasing and diversifying, with **55 languages** spoken within the community.



Rich Cultural History

Chatham-Kent was home to some of the most successful Black settlements in Canadian History. Today, **three sites** contribute to the Chatham-Kent Underground Railroad story.

The Municipality of Chatham-Kent is governed by a Mayor and seventeen elected officials representing six wards. Together, they are responsible for developing a vision for the community, which is identified within the CK Plan 2035 and Council Term Priorities. Council supports the Municipality by establishing policies that affect the overall operation of the community while ensuring the public and the Municipality's well-being and interests are maintained. To ensure these policies are adhered to and the entire Municipality receives equitable service, Council appoints a Chief Administrative Officer who is directly responsible for the Municipality's administration.





CKPLAN2035



Vision: A welcoming, healthy, prosperous community that is culturally rich and naturally innovative.

CK Plan 2035 is Chatham-Kent's community strategic plan. It identifies the top priorities for the community and outlines the objectives and actions necessary to reach those goals.

Where the community strategic plan leaves off, is where the business planning begins at the business unit level.

This, in turn, drives the budget process and provides critical insight and information into how achievable the recommended objectives are, what resources are required to act on them and how they will be accomplished. The seamless integration of business unit business plans provides a tangible way of effectively implementing the community strategic plan.

CKPLAN2035

Areas of Strategic Focus



Guiding Principles



This community strategic plan (“the plan”) is focused on four key strategic areas: Economic Prosperity, A Healthy and Safe Community, People and Culture, and Environmental Sustainability. In addition, the Municipality of Chatham-Kent has committed to three critical success factors: Financial Sustainability, Open, Transparent and Effective Governance and Resiliency.

In order to ensure the plan is successful, everyone in the community – from current residents and businesses to corporate partners and community leaders – is working together to make CK Plan 2035 a reality.

CK Plan 2035 is the community’s guide for long-term growth and sustainability in our region. It is, therefore, imperative that we align decision-making, business planning and budgeting processes to the plan and to the implementation of the priorities of Council and citizens.



Economic Prosperity

Within one generation, our community will be a leader in educational opportunities and be recognized as a destination of choice in Ontario for investment.



People & Culture

Within one generation, our community will be recognized as the best place to live in Ontario and a destination of choice to experience arts and culture.



Healthy & Safe Community

Within one generation, our community will be a leader in healthy public policies and one of the healthiest and safest in Ontario.



Environmental Sustainability

Within one generation, Chatham-Kent will be recognized as a provincial leader in the management of natural and built resources and energy conservation.



Financial Sustainability

The Corporation of Chatham-Kent is financially responsible and sustainable.



Open & Transparent Government

The Corporation of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership.



Resiliency

Resiliency is the foundation of each area of strategic focus, responding to emerging strategic priorities, adapting to change and recovery, and taking advantage of new opportunities.



Growth

Our population and economy is growing.

- Grow our population to support economic and labour force needs
- Expand infrastructure for growth to support local economic development
- Expand infrastructure related to recreational facilities
- Improve transportation, public transit and active transportation options
- Rationalize current inventory of bridges, roads, parks and buildings in support of new infrastructure investment

Environmental Sustainability

Acting today for a better tomorrow.

- Develop a climate change strategy to deal with flooding and erosion issues
- Promote growth while protecting the environment
- Implement strategies to help everyone become stewards and adapt to a changing climate
- Reduce cost and environmental impact of energy use

Community Wellness

Everyone is safe and able to thrive.

- Support an increase in access to mental health and addiction services
- Advance a health and equity in all policies approach to prevent and reduce the impacts of poverty
- Ensure there is a variety of affordable housing options to meet needs

2018-2022 Council Term Priorities

- Ensure that everyone has access to social infrastructure that enables them to participate fully in their community
- Expand trails and active transportation to promote physical activity and a healthy lifestyle

Community Engagement

The voice of the community is reflected in municipal decision-making.

- Develop and implement an engagement strategy for the corporation that includes methods to reach vulnerable and/or isolated groups
- Build collaborative partnerships to advance the vision of Chatham-Kent
- Provide exceptional customer service while fulfilling daily operations



Chatham-Kent Administrative Structure

The Executive Management Team (EMT), led by the Chief Administrative Officer, exercise general oversight and management of municipal affairs for the purpose of ensuring efficient and effective operation of the municipality.

The Executive Management Team recommends organizational plans and policies for Council consideration and approval in order to meet strategic goals and objectives.

Mayor & Council



Michael Duben
Chief Administrative Officer

Chief Administrative Office
Corporate Initiatives
Legal Services



Bruce McAllister
General Manager

Community Development
Building Development Services
Economic Development Services
Community Attraction & Promotion
Planning Services



April Rietdyk
General Manager
CEO Public Health

Community Human Services
Arts & Culture Services
CK Public Library
Childcare, Early Years & Community Recreation
Employment & Social Services
Housing Services
Public Health
Seniors Services



Gord Quinton
General Manager
Chief Financial Officer / Treasurer

Finance, Budget, Information Technology & Transformation
Budget & Performance Services
Financial Services
Information Technology & Transformation



Cathy Hoffman
General Manager
Chief Human Resource Officer

Corporate Services
Customer Services
Human Resource & Organizational Development
Municipal Governance



Edward Soldo
General Manager

Infrastructure & Engineering Services
Drainage, Asset & Waste Management
Engineering
Parks, Recreation & Cemeteries
Public Works



Chris Case
Fire Chief

Fire & Emergency Services
Operations
Logistics
Prevention
Training & Safety
Medical Advisor
EMS (Medavie)

Message from the Chief Administrative Officer

A budget isn't just a financial document. It is a guide to help move our community in the right direction.

Our 2023 municipal budget represents the reality of where Chatham-Kent is now and a vision of what our residents want our community to be.

Through discussions with elected Council and residents, it is clear that we want to build a community that reflects the ideals of those people who call Chatham-Kent home.

We are increasing our emphasis on “people first” with plans to develop a mindset to celebrate our ever-increasingly diverse culture while also commemorating our heritage.

We are emerging from the pandemic with new skill sets, attitudes, and abilities driven by an increasing number of ways to obtain public information, feedback, and interaction.

This year's budget presents several challenges.

As with anyone running a household, our expenses have increased, often in dramatic fashion.

This has focused us to make choices about our priorities and how we achieve them.

All of our employees are constantly on the lookout for innovative ways to do things more efficiently. That effort and attitude are as important as anything else we do.

Much like households have “must pay” expenses such as rent, mortgages, and utilities, the Municipality has legislated responsibilities we must fulfill.

The Municipality also has to deal with the same economic factors that affect households, including higher interest rates and price increases due to inflation.

We still face significant infrastructure and asset management issues related to our geographical size (nearly 2,500 square kilometers and population density less than 50 persons per square kilometer).

Message from the Chief Administrative Officer



We continue to work with our partners in the provincial government to see opportunities to mitigate these challenges.

Despite the dual battles of high-interest rates and inflationary pressures, we continue to enjoy a robust economic climate with more than 1,300 building permits valued at approximately \$340 million, both figures among the highest in our history.

We will utilize our community's economic and human capital to develop budgets that allow us to reach our potential.

Michael Duben
Chief Administrative Officer

Message from the Chief Financial Officer

The 2023 budget balances the need for continued funding towards Chatham-Kent's infrastructure, Provincial funding reductions and investment in programs and services that Chatham-Kent residents deem important. As our residents continue to deal with inflation levels not seen in 40 years, Municipal services are also facing those same pressures, with even higher inflation on infrastructure related expenses. In May 2022, Council set budget direction with a target no higher than inflation plus an additional 1.5% capital levy. I am pleased to say the 2023 budget was approved at a rate lower than the current rate of inflation.

Council passed an approved budget with an increase of 5.64%. This increase includes significant investments in Chatham-Kent's infrastructure, with an approved tax increase of 2.88% directed towards our Asset Management Plan. This 2.88% increase is comprised of the 1.5% capital levy, inflation on our infrastructure

budgets, and offset by some assistance from the Federal government with increased Canada



Community Building Fund revenues. In late 2022, it was announced we would be receiving a reduction in our Ontario Municipal Partnership Funding, which added an additional 0.51% to the 2023 budget. Municipal departments were able to find efficiencies to partially offset increases in operational inflation and staffing costs, resulting in a budget increase of 0.61%. The remaining 1.63% approved increase pertains to business cases related to staffing and service level changes for Council's consideration.

It is my opinion as Chief Financial Officer that the Federal and Provincial governments should take more responsibility in funding our Asset Management Plan,

Message from the Chief Financial Officer

particularly in areas of mutual interest such as housing and climate change. Our housing stock is aging and storm water infrastructure are significantly underfunded for Chatham-Kent and will take decades to correct. I continue to lobby for municipalities to have a share of the HST rather than these costs falling only on property tax levies.

The Municipality's annual budget survey and public consultation were some of the ways staff and Council learned more about the community's priorities. The 2023 budget survey garnered 223 responses. This, coupled with the budget public consultations on January 18th and 19th, 2023, have assisted Council in determining the public's wants and needs. There were close to 1,000 views of the public consultations leading up to Budget Committee deliberations that occurred from January 25th through February 1st, 2023.

The budget documentation provided to both Council and the public has been significantly improved, providing

organization Full Time Equivalents (FTEs), base budgets, past actuals and forecasted tax rate impacts. All of these changes have been made to ensure Chatham-Kent continues to be open and transparent with our taxpayers.

We have presented the 2023 budget in alignment with the 2018–2022 Council Term Priorities to clearly demonstrate our goals as a municipality. As adopted by the new Council, the budget will establish the direction for all municipal programs and services for the coming year. Our final budget represents resident input, Council direction and staff recommendations on how to best accomplish Chatham-Kent's priorities.

Finally, I would like to thank residents who have contributed to the process and our staff who have worked countless hours to provide the draft budget for debate.

Gord Quinton
Chief Financial Officer



Chatham-Kent's annual budget survey is an informative way for staff and Council to learn about the community's priorities for spending and which services they identify as most important. Staff and Council carefully consider the thoughts and opinions expressed through both the budget survey and the draft budget consultations, and use them to inform the 2023 budget decisions.

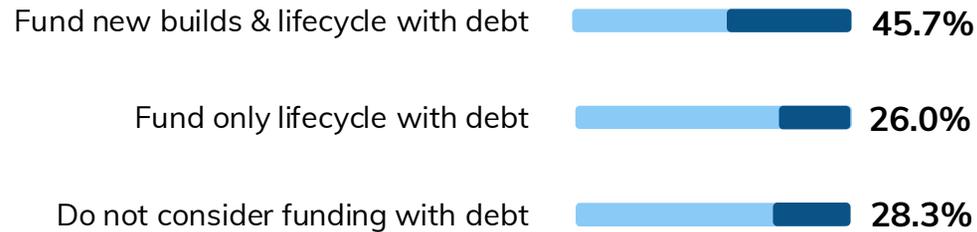
The 2023 budget survey was available from October 7 through October 31, 2022 on the [Let's Talk Chatham-Kent Budget 2023](#) page.

A total of 223 responses were received from residents who participated in the online survey, and [full survey results](#) are available for review.

Highlights of the Budget Survey

Long Term Debt

71.7% of respondents agree with the use of long term debt to fund projects in some degree.

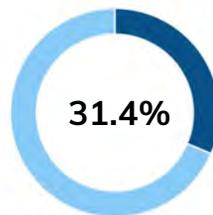


Community Feedback

The following topics were asked about in the public survey and **did not** receive support from the majority of respondents.

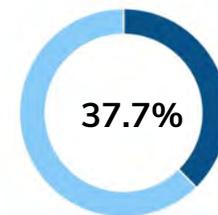
Free Municipal Arena Wi-Fi

Only 31.4% of respondents were in favour of having free wireless internet at Municipal arenas.



Publicly Funded Art

Only 37.7% of respondents were comfortable with an increase in taxes to support publicly funded art.

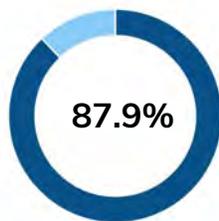


Community Support

The following topics were asked about in the public survey and **did** receive support from the majority of respondents.

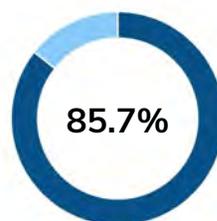
Affordable Housing

87.9% of respondents believe that affordable housing is at least somewhat important for the CK community.



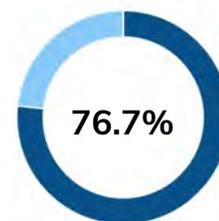
Transfer Station Disposal Bins

85.7% of respondents believe that it is at least somewhat important for transfer station disposal bins to be easy to use (e.g., accessible).



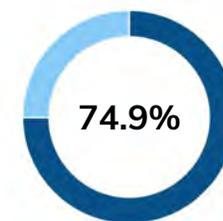
Waste & Climate Change Staffing

76.7% of respondents believe that having sufficient waste and climate change staff is at least somewhat important.



Family Physician Recruitment

74.9% of respondents support Council continuing to allocate \$100,000 annually to assist physician recruitment.



According to the Bank of Canada's Monetary Policy Report from October 2022, the Canadian economy continues to operate with significant excess demand. Businesses are facing widespread labour shortages and continuing to fight labour markets. The pace of economic growth in Canada is slowing and is expected to moderate further. Growth is projected to stall in late 2022 and through the first half of 2023. Reducing demand growth in the economy allows supply to catch up, bringing down inflation.

In Canada, Gross Domestic Product (GDP) growth is projected to decline from about 3.25% in 2022 to just under 1% in 2023. It is then projected to modestly increase, reaching 2% in 2024. In Ontario's Fall Economic Update, the Province is projecting GDP at 2.6% in 2022, 0.5% in 2023 and rising to 1.6% in 2024.

Though it is still very high, inflation in Canada has declined from its peak, largely due to lower gasoline prices, but underlying inflationary pressures remain

elevated. Inflation is projected to ease as the economy responds to higher interest rates and as the effects of elevated commodity prices and supply disruptions fade. The Bank of Canada expects inflation to decline to around 3% in late 2023 and return to 2% by the end of 2024. The Province of Ontario forecasted the Consumer Price Index (CPI) at 6.9% in 2022, dropping to 3.4% in 2023 and 2.3% in 2024 in its Fall Economic Update issued on November 14, 2022.

Monetary policy is beginning to help rebalance supply and demand in the economy. Financial conditions have become more restrictive following a series of interest rate hikes. Firms' investment and hiring plans are softening. Higher mortgage rates led to significant declines in housing activity. Household spending on goods is slowing, and as the effects of higher interest rates continue to work through the economy, spending on services is also expected to moderate.

Budget at a Glance

The 2023 budget has been prepared based on Council direction through the 2023 Budget Directions Report to Council in May 2022. The budget is broken down into four categories: capital, maintain existing services, provincial funding reductions and business cases.

The capital budget covers expenses related to the Municipality's infrastructure needs such as bridge rehabilitation, road resurfacing, storm sewer replacements, etc. Maintain existing services



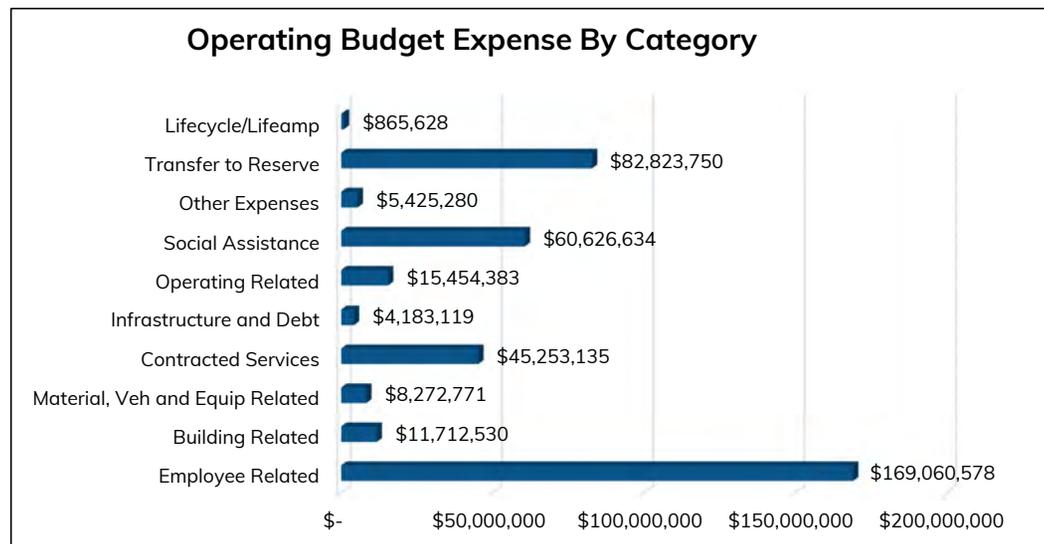
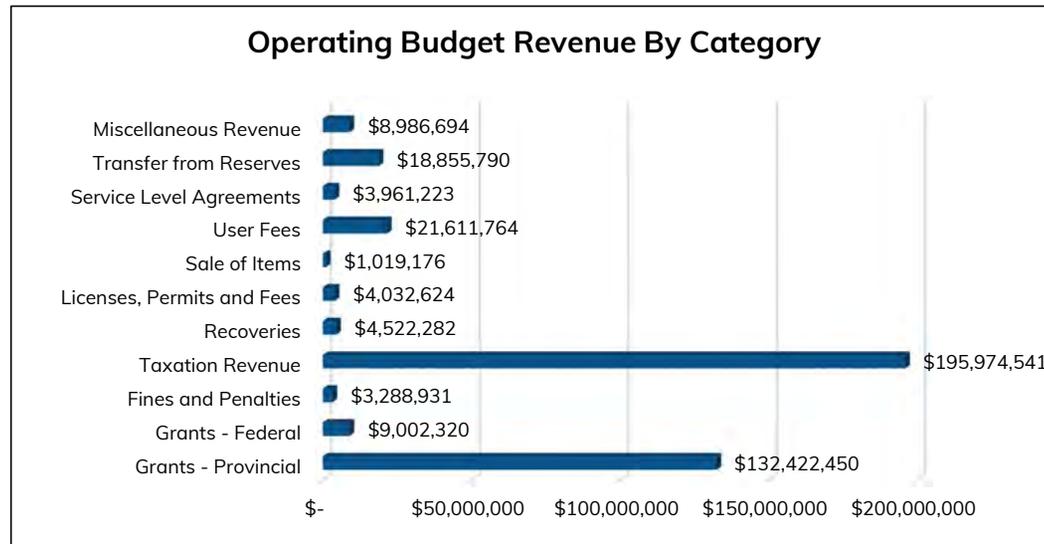
encompasses items such as inflation on operating materials and supplies, salaries, utilities, etc. In late 2022, Chatham-Kent was notified that it would be receiving a reduction in its 2023 Ontario Municipal Partnership Funding from the Province. Finally, the fourth category relates to business cases for either enhanced services, staffing, or service level changes which are being presented to Council for its consideration. The business cases all work towards addressing the 2018–2022 Council Term Priorities.

The tax-supported operating budget covers the daily costs of running municipal services, excluding water and sewer services. The 2023 operating budget includes total gross expenditures of \$403.7 million an increase of \$17.7 million over 2022, and a proposed tax rate increase of 5.64%. This equates to an annual increase of \$178 for the average household with an assessment value of \$173,100 or \$103 per \$100,000 of residential assessment value.

Budget at a Glance

The 2023 budget operating expenses includes a total gross expenditure of \$403.7 million.

Under the Municipal Act, 2001, the Municipality is required to prepare a balanced budget where revenues equal expenses.





Capital Budget

The 2023 capital budget includes \$56.6 million of capital investment towards the maintenance, renewal, and replacement of existing infrastructure, as well as new and upgraded assets that address community needs to meet infrastructure and environmental challenges, or to meet strategic priorities of the Municipality. These investments span the services the Municipality provides and have been informed by many sources, including the community strategic plan, Asset Management Plan, regulation requirements, and Storm Water Master Plan.

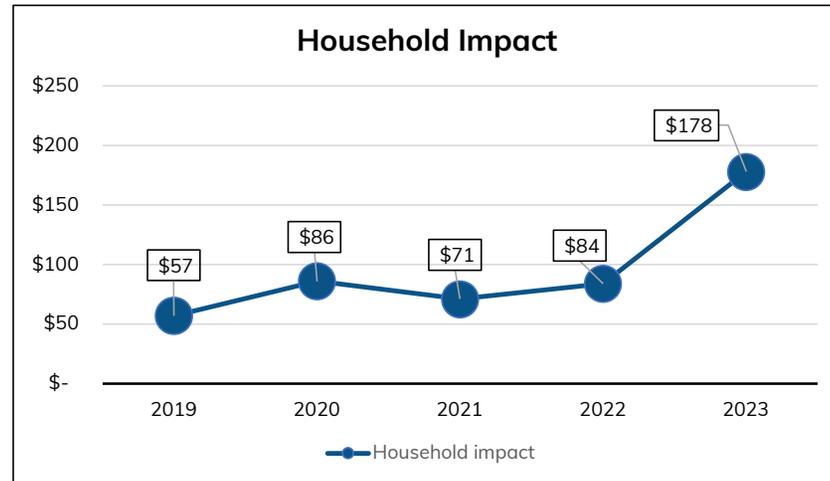
Capital Investment	Millions
Bridges & Culverts	\$6.7
Buildings & Facilities	\$5.6
Environmental Infrastructure	\$4.8
Land Improvements	\$2.3
Machinery & Equipment	\$1.5
Road Network	\$26.0
Storm Networks	\$5.2
Vehicles, Machinery & Equipment	\$4.6

Total Household Impact

The Municipality’s 2023 budget has an annual impact for the average household of \$178, based on an average assessment value of \$173,100.

The overall operating budget increase for the Municipality of Chatham-Kent has traditionally been in line with the Bank of Canada rate of inflation (CPI), plus the capital levy to fund the Municipality’s infrastructure gap. In the 2019 to 2022 budgets, there was also an additional capital levy introduced by Council to assist in funding storm water infrastructure to address the significant pressures with aging and undersized systems.

In previous years, the capital levy on the Municipality’s infrastructure was presented as a 1% levy, plus an additional amount for both inflation on the infrastructure budgets, and Council motions to increase the capital levy beyond 1%. In the 2023 budget, funding on the Municipality’s infrastructure accounts for 2.88% of the total 5.64% recommended increase.



	Rate Impact %	Average Household Impact
Maintain Existing Services	0.61%	\$19
Provincial Funding Reduction	0.51%	\$16
Capital - Asset Management Plan	2.88%	\$91
Business Cases Approved by Council	1.64%	\$52
2023 Budget	5.64%	\$178

Budget at a Glance

The average property taxes and water utility bills remain competitive within Southwestern Ontario and the Province, as shown in the table below. The chart compares similar types of property across the list of standardized comparators, as calculated by BMA Management Consulting Inc. in their 2022 Municipal Study.

While water utility rates are not included in Chatham-Kent’s operating budget, they are included in the table below to highlight the overall burden faced by both the ratepayers and taxpayers. Chatham-Kent’s average residential taxes are below most of our comparators and significantly below the average of all Ontario municipalities who participate in the BMA Study.

Municipality	2022 Est. Avg. Household Income	2022 Average Residential Taxes	2022 Property Taxes As A % Of Household Income	2022 Average Residential Water Bill (200M3)	2022 Water Bill As A % Of Household Income
Chatham-Kent	\$81,651	\$3,253	4.0%	\$1,216	1.5%
Windsor	\$78,125	\$3,198	4.1%	\$1,334	1.7%
Sarnia	\$103,263	\$3,468	3.4%	\$1,065	1.0%
London	\$92,922	\$3,442	3.7%	\$967	1.0%
Sault Ste. Marie	\$90,180	\$3,479	3.9%	\$957	1.1%
Sudbury	\$105,587	\$4,257	4.0%	\$1,470	1.4%
Brantford	\$87,781	\$3,661	4.2%	\$981	1.1%
Average of all Ontario Municipalities	\$110,000	\$4,190	3.8%	\$1,223	1.1%
Median of all Ontario Municipalities	\$103,889	\$4,031	3.9%	\$1,150	1.1%

Source: BMA Management Consulting Inc. 2022 Municipal Study.

How Are Property Taxes Used

Property taxes are used to support local municipal services provided by Chatham-Kent. In 2022, the average residential property was assessed at \$173,100 based on the last Municipal Property Assessment Corporation (MPAC) assessment completed in 2016. This average property paid \$3,152 in municipal taxes, allowing the Municipality to provide services that our community needs. In 2022, 38% of the Municipality's expenses were funded from both the Federal and Provincial governments, leaving 62% to be funded through a mixture of taxes, user fees and miscellaneous revenues. Below is a graph highlighting where your taxes go on an average residential property.



Budget Process

Chatham-Kent’s budget takes into consideration Council’s term priorities and community feedback. The 2023 budget process began in May 2022 when Council provided direction to present the budget with a base budget tax increase in line with inflation, plus an additional Asset Management Plan Capital levy of 1.5%. At that time, The Bank of Canada was forecasting 2022 inflation to be 5.3% in its April 2022 Monetary Policy Report. They increased the projection to 6.9% in its October 2022 Monetary Policy Report. Inflation ended at 6.8% for 2022.



May 2022	June–July 2022	October 2022	October–November 2022	January 2023	January 2023	January–February 2023
Direction	Preparation	Survey	Internal Staff Review	Draft Budget Presentation	Public Consultation	Budget Committee Deliberations
Budget direction is received from Council.	The budget is prepared taking into consideration Council's direction and term priorities.	The budget survey is made available online to gather public opinion on the services that matter most to the residents of Chatham-Kent.	The budget is reviewed by the executive management team ensuring the budget aligns with Council's priorities.	The draft budget is presented to Council and the public and is published on Chatham-Kent's website.	Administration consults with the public to ensure residents have an opportunity to ask questions and provide feedback on the draft budget.	After taking into consideration feedback gathered through the budget survey and public consultation, the draft budget is debated at Budget Committee deliberations and alterations are made where necessary.

The property taxes for a particular property are determined by the following five factors, of which only the first two are controlled by the Municipality:

1. Council-approved tax levy
2. Council-approved tax policy
3. Education tax policy (Provincial)
4. Change in assessed value of the property (determined by MPAC – an independent not-for-profit corporation), and
5. Provincial legislation

Council-Approved Tax Levy

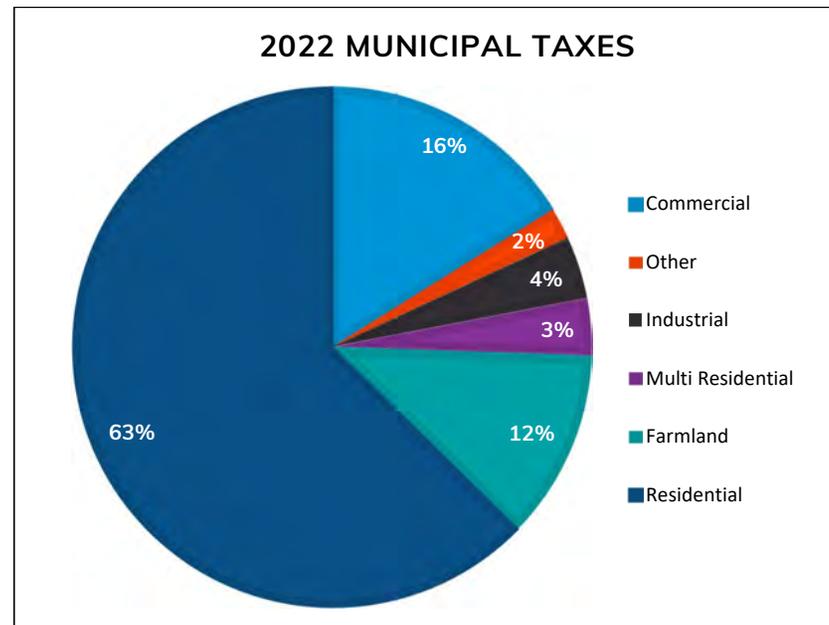
The Council-approved budget identifies the amount of revenue to be raised from municipal property taxes, the tax levy. The change in tax levy is the first factor affecting property tax changes. The tax levy is what is necessary to support the overall approved budget required by the entire corporation. The tax increases for the previous four years were as follows:

	2019	2020	2021	2022	2023
Overall Tax Levy Increase (as determined by Budget)	1.99%	2.97%	2.40%	2.79%	5.64%

Using an analogy, the Council approved tax levy can be thought of as determining “how big the pie will be.”

Tax Policy

The overall tax levy is supported by all property classes (residential, industrial, commercial, farm, etc.). The level of support from each property class is best represented by the pie chart below reflecting the distribution for 2022.



The percentage of the “pie” that is supported by each property class is determined by **tax policy** and the relative size of the property class based on market value. In other words, tax policy affects “how the pie is sliced.” Tax policy is approved annually by Council separately after the budget is approved, typically in April of each year.

Change In Assessed Value

Tax rates are applied to the current value assessment of each property as determined by the Municipal Property Assessment Corporation (MPAC), which is an independent body formed by the Provincial government and funded by municipalities. The municipality does **not** receive any additional tax revenue when the existing properties in the municipality experience an increase in assessed value as highlighted in the “Myths” below:

Common Myths and Misconceptions (#1)	Common Myths and Misconceptions (#2)
<p>✗ Myth</p> <p>Reassessment generates higher revenue for municipalities.</p>	<p>✗ Myth</p> <p>An increase in a property's value will result in an increase in that property's taxes.</p>
<p>✓ Fact</p> <p>The overall tax revenue within a municipality does not change as a result of a reassessment.</p> <p>Municipalities are required to reset their tax rates to offset the average change in property values as a result of reassessment.</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p>Reassessment Increases</p>  </div> <div style="text-align: center; margin-left: 10px;"> <p>Tax Rate Decreases</p>  </div> </div>	<p>✓ Fact</p> <p>An increase in an individual property's assessed value does not necessarily result in higher taxes for that property.</p> <p>The most important factor determining a property's tax change due to reassessment is how much the property's assessed value changed relative to the average change of the class in the community.</p> <div style="display: flex; justify-content: center; gap: 20px;">    </div>
<p>Ontario </p>	<p>Ontario </p>

On an individual level, the impact on the amount of property tax after a change in assessed value of the property is relative to how much the property's assessed value changed compared to average change in assessed value of all other properties in the municipality.

Most residential property owners will experience a tax change either above or below the average municipal property tax increase. The following general rules can be used:

- If the increase in assessed value of your property is greater than the average increase in assessed value of all other properties in your property class, then you will likely experience an increase in your property taxes greater than the average municipal property tax change in your property tax class.
- If the increase in assessed value of your property is relatively close to the average increase in the assessed value of all other properties in your property class, then the increase in your property tax will be relatively close to the average municipal property tax change in your property class.

Provincial Legislation

Tax policy will also be affected by changes in Provincial legislation. For example, requirements for capping of tax increases, introduction of new classes (e.g. new multi-residential classes, farm commercial class), claw back rules, and restrictions in setting tax ratios.

What is Assessment Growth?

Property development results in assessment growth. As the Municipality prospers with new homes and businesses, the potential for an increase in property tax revenue base occurs. Assessment growth generally refers to the net increase in assessment attributable to new construction. These new homes and businesses expect to receive the same municipal services that existing taxpayers receive. Assessment growth funds the additional volume of municipal services such as police, fire, ambulance, garbage collection, snow removal, roads, bridges, transit, parks, recreation facilities and programs, libraries, and many others, resulting primarily from the new homes and businesses. The current value assessment of each property within a municipality is determined by the Municipal Property Assessment Corporation (MPAC).



Allocation of Assessment Growth Tax Revenue

Revenue from assessment growth is applied to the budget using Chatham-Kent's Assessment Growth Policy. The policy outlines the guiding principals for allocating assessment growth funding as follows:

1. Business Cases

- Municipal departments that incur costs to provide existing core services to new growth areas are required to submit business cases to the Treasurer or designate.
- The first available assessment growth funds, in the amount of 0.8% of total assessment, are applied to the operating budget in the year following the growth.
- The next available assessment growth funds, if any, are applied to the business cases approved by the Treasurer or designate and the Executive Management Team.

2. Excess Funding

If assessment growth funding exceeds the growth costs in any one budget year, the balance will be applied in that year as follows:

- 100% to the Capital Infrastructure Reserve Fund on a permanent basis to mitigate growth in the infrastructure gap.

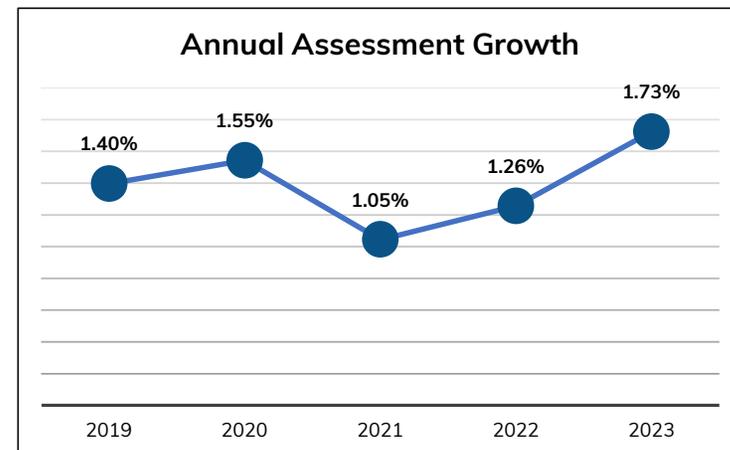
3. Excess Growth Costs

If growth costs exceed available assessment growth funding then approved business cases will be allocated funding according to the following priority order:

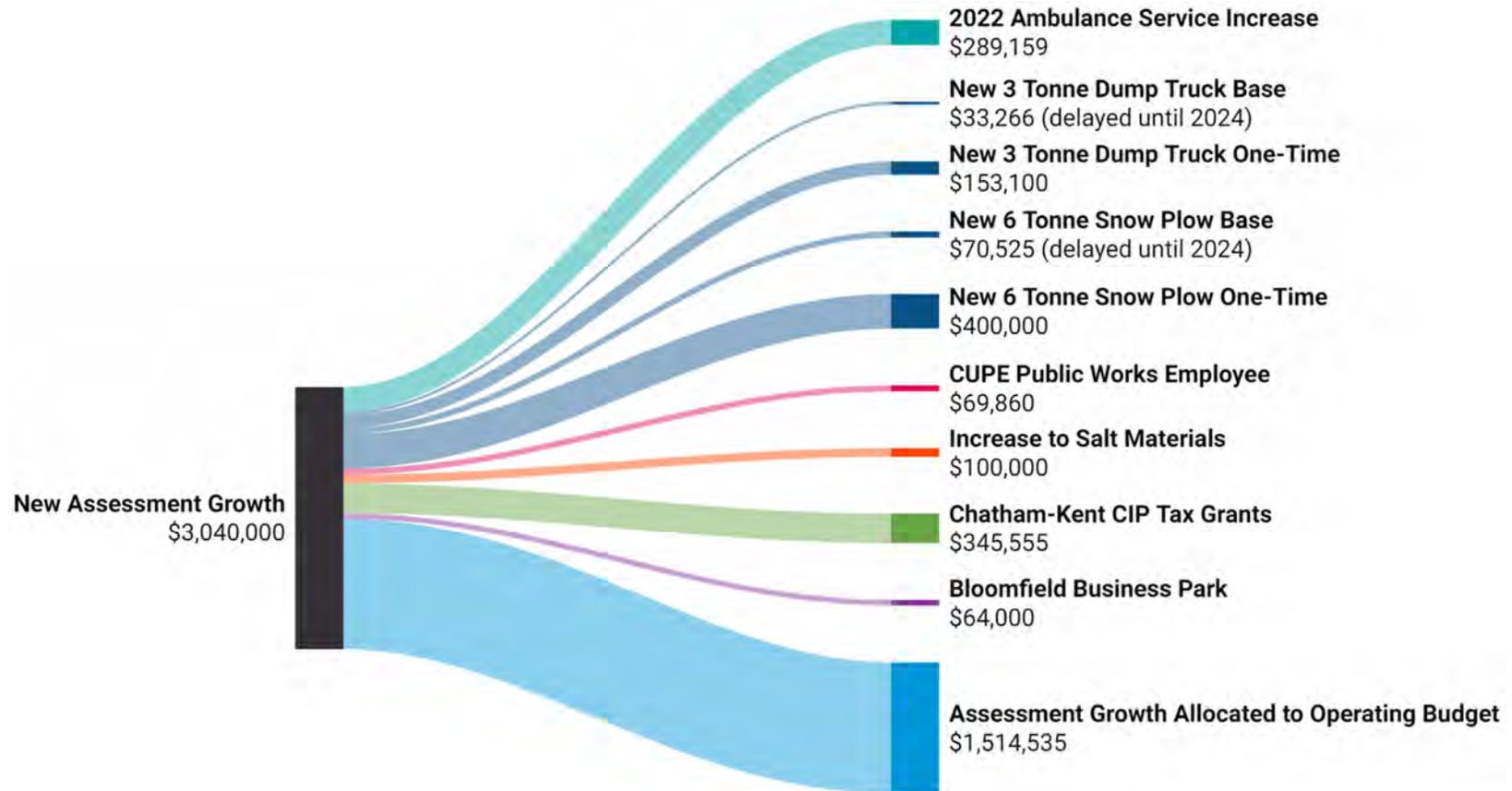
- Unfunded business cases approved from assessment growth in the prior year where full funding was not available.
- Business cases will be evaluated as to whether the service and/or funding could be deferred to the following year and whether significant service disruptions would occur if the service did not receive the current year growth funding.

Unfunded business cases will be resubmitted for consideration in the following year.

In the 2023 budget, there were a number of growth business cases that were submitted during the budget process. The Executive Management Team discussed each business case and below are the items that are recommended to be funded from assessment growth. The total assessment growth in 2022 that is allocated to the 2023 budget amounted to \$3,040,000. All of the business cases highlighted below are included within each department's 2023 budget request with a detailed description of each item.



Assessment Growth



Consumer Price Index

An important measure within the Canadian economy is the Consumer Price Index (CPI). The CPI measure is used to determine the annual percentage increase or decrease (inflation/deflation) in the prices of goods and services used by average Canadian consumers. Increasing inflation means that every unit of currency buys a smaller amount of goods and services over a period of time. In other words, a reduction in purchasing power. In the Bank of Canada's October Monetary Report, it was forecasted that 2022 inflation would be 6.9%, drop to 4.1% in 2023 and near its long-term 2.0% target in 2024 with inflation projected to be 2.2%. Inflation ended at 6.8% in 2022.

While CPI is the most commonly used measure of inflation, its use within municipal budgeting must be tempered as it does not capture inflationary impacts that municipal governments face. To illustrate this fact, the following diagram compares the "basket of goods" used to calculate the CPI, versus the "basket of goods" that is required to provide services at the Municipality of Chatham-Kent (also known as a Municipal Price Index [MPI]). Although the CPI is a valuable measure, it must not be the only consideration when evaluating inflation for Chatham-Kent's purposes.



Goods and Services within the CPI: Food, Shelter, Transportation, Machinery and Equipment, Clothing and Footwear, Health and Personal Care, Household Operations and Furnishings, Recreation Education and Reading, Alcoholic Beverages and Tobacco, Chemicals and Chemical Products



Goods and Services within the MPI: Labour, Contracted Services, Social Assistance Costs and Transfers, Building Maintenance and Rent, Equipment Purchases and Leases and Maintenance, Financial Costs (write-offs, debt, interest and carrying costs), Specialized Supplies (salt, asphalt, chemicals), Construction Services

Operating Budget Summary

The tax-supported operating budget covers the daily costs of running municipal services, excluding water and sewer services. In May 2022, Council directed staff to prepare the 2023 operating budget and capital budget with a target base budget increase no greater than the Consumer Price Index inflation rate, and an additional 1.5% capital levy per the Municipality's approved Asset Management Plan (AMP).

The 2023 operating budget includes a tax rate increase of 5.64%. This equates to approximately \$178 for the average household with an assessment value of \$173,100.

	Rate Impact %	Average Household Impact
Maintain Existing Services	0.61%	\$19
Provincial Funding Reduction	0.51%	\$16
Capital - Asset Management Plan	2.88%	\$191
Business Cases Approved by Council	1.64%	\$52
2023 Budget	5.64%	\$178

The budget includes the costs of maintaining existing services, providing for continued funding towards the Municipality's infrastructure, incorporates business cases which invest towards the Municipality's Council Term Priorities and incorporates Ontario Municipal Partnership Funding reductions.

Operating Budget Summary

When building the 2023 budget, municipal staff identify what is needed to maintain existing services, commonly referred to as the base budget, and separately identify any enhancements or additions to existing services and programs, referred to as business cases.

Organizing the tax-supported operating and capital budgets into these categories clarifies what makes up the tax rate increase as shown on the above table. A more detailed breakdown by department is included below, and further details by division can be found in the budget by division/manager section which also includes a summary table of each business case requesting funding along with the detailed business case highlighting such items as the description, risk of not proceeding and link to strategic focus.

	2021 Actuals	2022 Budget	2023 Budget	% Over/(Under) 2022
Expenses				
Mayor and Council	\$1,178,542	\$1,290,839	\$1,956,485	51.57%
Chief Administrative Office	\$3,638,822	\$3,523,076	\$4,212,802	19.58%
Community Development	\$9,995,891	\$7,391,942	\$7,956,617	7.64%
Community Human Services	\$147,309,032	\$144,144,433	\$145,478,641	0.93%
Corporate Services	\$11,200,060	\$13,219,068	\$11,506,143	(12.96%)
Finance, Budget, Information Technology and Transformation	\$18,390,290	\$17,376,413	\$18,570,248	6.87%
Fire and Emergency Services	\$35,213,036	\$32,232,489	\$33,663,784	4.44%
Infrastructure and Engineering Services	\$112,447,302	\$109,392,289	\$120,187,383	9.87%
Non Departmental	\$20,852,518	\$21,127,033	\$22,604,916	7.00%
Police Services	\$33,395,699	\$36,303,033	\$37,540,788	3.41%

Operating Budget Summary

	2021 Actuals	2022 Budget	2023 Budget	% Over/(Under) 2022
Total Expenses	\$393,621,192	\$386,000,615	\$403,677,807	4.58%
Revenues				
Mayor and Council	\$0	(\$17,371)	(\$17,371)	0.00%
Chief Administrative Office	(\$1,075,322)	(\$478,705)	(\$1,195,598)	149.76%
Community Development	(\$6,307,175)	(\$3,108,003)	(\$3,258,791)	4.85%
Community Human Services	(\$115,800,688)	(\$111,637,449)	(\$110,151,661)	(1.33%)
Corporate Services	(\$5,391,946)	(\$6,409,223)	(\$3,934,238)	(38.62%)
Finance, Budget, Information Technology and Transformation	(\$5,926,362)	(\$3,999,183)	(\$3,004,627)	(24.87%)
Fire and Emergency Services	(\$9,487,570)	(\$7,995,100)	(\$8,476,366)	6.02%
Infrastructure and Engineering Services	(\$33,409,624)	(\$34,932,281)	(\$38,133,872)	9.17%
Non Departmental	(\$218,579,146)	(\$214,897,805)	(\$233,051,157)	8.45%
Police Services	(\$2,690,598)	(\$2,525,495)	(\$2,454,126)	(2.83%)
Total Revenues	(\$398,668,432)	(\$386,000,615)	(\$403,677,807)	4.58%
Chatham-Kent Total Revenues Less Expenses	(\$5,047,239)	\$0	\$0	-

Operating Budget Summary

The 2023 budget is categorized into four distinct categories: Capital, Maintain Existing Services, Provincial Funding Reductions and Business Cases. Further into the document, the business cases, provincial funding changes and capital are all discussed in detail within the respective department where the budget request resides; however, maintain existing services, the costs to maintain the existing services at the level Council has determined, has not been. The maintain existing services category results in a 2023 budget impact of 0.61% and each item is detailed in the table below.

Change Request Type	Name	Base	One-Time	Fund from Reserve
Maintain Existing Services	Garbage disposal inflation	\$47,223	\$0	\$0
Maintain Existing Services	Application fee increase	(\$10,262)	\$0	\$0
Maintain Existing Services	Library physical materials inflation	\$12,033	\$0	\$0
Maintain Existing Services	Library digital/electronic materials inflation	\$8,217	\$0	\$0
Maintain Existing Services	Inflationary increase for office supplies	\$2,500	\$0	\$0
Maintain Existing Services	Employee & Family Assistance Program - inflation	\$2,675	\$0	\$0
Maintain Existing Services	Business licensing revenue inflationary increase	(\$5,039)	\$0	\$0
Maintain Existing Services	Corporate IT software-inflation	\$14,382	\$0	\$0
Maintain Existing Services	Asset management janitorial inflation	\$14,963	\$0	\$0
Maintain Existing Services	CPI increase 2.5% arena rental revenue	(\$7,852)	\$0	\$0
Maintain Existing Services	CPI increase 2.5% rental revenue - halls, arena rooms, storage, dressing rooms and office space	(\$1,374)	\$0	\$0
Maintain Existing Services	CPI increase 2.5% - park shelters and sports fields revenue	(\$837)	\$0	\$0
Maintain Existing Services	CPI increase 2.5% sport field revenue	(\$1,585)	\$0	\$0

Operating Budget Summary

Change Request Type	Name	Base	One-Time	Fund from Reserve
Maintain Existing Services	CPI increase 2.5% cemetery fee revenue	(\$17,777)	\$0	\$0
Maintain Existing Services	CPI increase 2.5% Clearville Park	\$0	\$0	\$0
Maintain Existing Services	CPI increase 2.5% operating expenses for arenas, halls, pools and rural parks	\$8,962	\$0	\$0
Maintain Existing Services	CPI increase 2.5% on pool chlorine	\$1,047	\$0	\$0
Maintain Existing Services	CPI increase 2.5% on arena canteen food	\$4,632	\$0	\$0
Maintain Existing Services	CPI increase 2.5% on Chatham parks operating expenses	\$2,452	\$0	\$0
Maintain Existing Services	Grants - tax relief inflationary adjustment	\$11,788	\$0	\$0
Maintain Existing Services	Seniors grants inflationary adjustment	\$2,226	\$0	\$0
Maintain Existing Services	Private Non Profit (PNP)	\$93,757	\$0	\$0
Maintain Existing Services	Decrease to federal funding for public housing commercial rent supplement	\$29,715	\$0	\$0
Maintain Existing Services	Portable Housing Benefit (PHB)	\$38,663	\$0	\$0
Maintain Existing Services	Annual commercial lease rent increase	(\$473)	\$0	\$0
Maintain Existing Services	Annual market rent increase (Public Housing)	(\$12,194)	\$0	\$0
Maintain Existing Services	Annual market rent increase (affordable housing)	(\$2,905)	\$0	\$0
Maintain Existing Services	Intensive Case Management (ICM) rent supplement program with Canadian Mental Health Association (Base)	\$12,702	\$0	\$0
Maintain Existing Services	Audit fees	\$1,310	\$0	\$0
Maintain Existing Services	WSIB schedule 2 chronic care expenses	\$0	\$0	(\$118,357)
Maintain Existing Services	Animal control annual contract increase	\$18,255	\$0	\$0

Operating Budget Summary

Change Request Type	Name	Base	One-Time	Fund from Reserve
Maintain Existing Services	Audit and actuarial fees	\$36,525	\$0	\$0
Maintain Existing Services	PerfectMind cloud based services annual maintenance increase	\$11,500	\$0	\$0
Maintain Existing Services	CityView annual software maintenance	\$13,675	\$0	\$0
Maintain Existing Services	Corporate IT software-fixed	\$143,424	\$0	\$0
Maintain Existing Services	Convention Centre - annual management fee increase	\$2,335	\$0	\$0
Maintain Existing Services	Land ambulance inflation and contract increase	\$114,775	\$0	\$0
Maintain Existing Services	Public housing debentures	\$20,023	\$0	\$0
Maintain Existing Services	Bulk highway salt contract inflationary increase	\$67,528	\$0	\$0
Maintain Existing Services	Airport management fee contract inflation	\$5,796	\$0	\$0
Maintain Existing Services	Roads share of municipal drainage projects (OPRD)	\$0	\$0	(\$2,736,843)
Maintain Existing Services	Marine park rent increase	(\$4,800)	\$0	\$0
Maintain Existing Services	2023 corporate provisions - benefits	\$979,484	\$0	\$0
Maintain Existing Services	Entegrus SLA	\$456,912	\$0	\$0
Maintain Existing Services	Inflationary increase for conservation authorities	\$64,065	\$0	\$0
Maintain Existing Services	Legion tax exemptions	(\$41,318)	\$0	\$0
Maintain Existing Services	Increase in Community Safety and Policing (CSP) grant	(\$37,500)	\$0	\$0
Maintain Existing Services	Inflationary increase in annual software costs	\$14,655	\$0	\$0
Maintain Existing Services	Subscriptions	\$6,272	\$0	\$0
Maintain Existing Services	Bad debt expense	\$23,205	\$0	\$0

Operating Budget Summary

Change Request Type	Name	Base	One-Time	Fund from Reserve
Maintain Existing Services	Library materials - supplies	\$5,830	\$0	\$0
Maintain Existing Services	Oath/Commissioning inflationary increase	(\$95)	\$0	\$0
Maintain Existing Services	Waste management promotion & education initiatives	\$0	\$0	(\$45,000)
Maintain Existing Services	Inflationary increase to fleet fuel	\$110,932	\$0	\$0
Maintain Existing Services	Housing assets inflationary increases	\$73,453	\$0	\$0
Maintain Existing Services	Increase to sign shop materials	\$20,000	\$0	\$0
Maintain Existing Services	Columbaria projections	\$0	\$0	\$0
Maintain Existing Services	Increase in budget for tax write offs	\$50,000	\$0	\$0
Maintain Existing Services	Corporate provisions - water	\$9,900	\$0	\$0
Maintain Existing Services	Corporate provisions - hydro	\$189,800	\$0	\$0
Maintain Existing Services	Corporate provisions - gas	\$169,000	\$0	\$0
Maintain Existing Services	Tax revenues	(\$50,000)	(\$850,000)	\$0
Maintain Existing Services	Investment income	(\$500,000)	(\$2,850,000)	\$0
Maintain Existing Services	Transfer to Bloomfield Business Park	\$0	\$0	\$0
Maintain Existing Services	Corporate provisions – assessment growth	(\$1,406,000)	\$0	\$0
Maintain Existing Services	Payment in Lieu of taxes adjustments	(\$228,405)	\$0	\$0
Maintain Existing Services	Ontario Police College secondment	\$0	(\$300,000)	\$0
Maintain Existing Services	Reduction in cell phone expense	(\$30,000)	\$0	\$0
Maintain Existing Services	Closed session labour contracts	\$4,942,821	(\$321,667)	\$0
Maintain Existing Services	Collection revenues increase	\$0	(\$50,000)	\$0

Operating Budget Summary

Change Request Type	Name	Base	One-Time	Fund from Reserve
Maintain Existing Services	Service Ontario corporate expense	\$0	(\$56,445)	\$0
Maintain Existing Services	Garbage Collection Inflationary Increase 2023	\$98,848	\$0	\$0
Maintain Existing Services	Recycling Collection Inflationary Increase 2023	\$0	\$0	\$0
Maintain Existing Services	2023 Transit Contractual Increases	\$68,711	\$0	\$0
Maintain Existing Services	2023 Transit Fuel Increase Budget	\$208,643	\$0	\$0
Maintain Existing Services	2023 Transit Fare Increases - Revenue Earned	(\$26,281)	\$0	\$0



Full-Time Equivalent (FTE) Changes

The 2023 budget contains business cases seeking an increase of 43.60 base FTE's. Greater than 50% (21.98) of the requested FTE's are funded from the Province as it continues to implement Four Hours of Care at Riverview Gardens. In addition to the Four Hours of Care FTE increase at Riverview Gardens, an additional six FTE allied health professionals is being requested to ensure residents receive the required 36 minutes of care per day as mandated by the Long-Term Care Act. Of the 43.60 base FTE's being requested in the 2023 budget, all but 3.07 FTE's have either been funded from other sources or savings have been found within the department. One of the FTE's that is being requested to be tax funded is the Infection Prevention and Control (IPAC) Lead at Riverview Gardens which has been mandated by the Province but with no funding.

Base	Change Request	Effective FTE
Base	2023 - 0016 - Four Hours of Care 2023 Funding	21.98
Base	2023 - 0203 - Infection Prevention and Control (IPAC) Lead	1.00
Base	2023 - 0029 - Allied Health Professionals Staffing Supplement (AHPSS) Funding 2023	6.00
Base	2023 - 0051 - Canada Wide Early Learning and Child Care System	4.00
Base	2023 - 0103 - CUPE Public Works Employee - Chatham	1.00
Base	2023 - 0110 - Gallery Summer Camp Staffing	0.30
Base	2023 - 0125 - June and July Ice at Chatham-Kent Arenas	0.25
Base	2023 - 0178 - Program Manager Housing Services	1.00
Base	2023 - 0196 - Asset Management Planning	3.00

Operating Budget Summary

Base	Change Request	Effective FTE
Base	2023 - 0049 - CMHC Rapid Housing Initiative (RHI) Affordable Housing Building – 101 McNaughton Ave., Chatham	1.00
Base	2023 - 0047 - Cyber Security Specialist	1.00
Base	2023 - 0095 - Public Works By-Law Officer (Grade 7)	1.00
Base	2023 - 0088 - Return to Work Specialist	1.00
Base	2023 - 0300 - Outsource Property Valuation Specialist	(1.00)
Base	2023 - 0071 - Increased Parks Operating Costs in Rural Communities	0.84
Base	2023 - 0072 - Increased Operating Costs in Cemeteries	0.50
Base	2023 - 0074 - Increased Trails Operating Costs in Rural Communities	0.73
Total	2023 Budget Base FTE Increase	43.60



Operating Budget Summary

The 2023 budget also includes business cases seeking an increase of 45.75 one-time FTE, which are FTE that are short-term in nature and are **not** permanently added to Chatham-Kent’s budget. All the positions requested have been funded from other sources, mainly reserves, and do not have an impact on the tax increase being requested. The largest one-time FTE request is related to the ongoing need to provide staffing and services to Chatham-Kent’s Emergency Rapid Rehousing Program.

As the need continues to keep the Municipality’s information technology up to date to ensure smooth, uninterrupted operations, the one-time FTE requests from Information Technology and Transformation (ITT) are funded from Chatham-Kent’s ITT reserves which have been specifically set up for this purpose. The chart below highlights the one-time FTE requests included in the 2023 budget. It should be noted that a few one-time requests are for a two-year contract, and this is displayed as 2 FTE; however, it is divided between 2023 and 2024 on the chart to provide clarity.

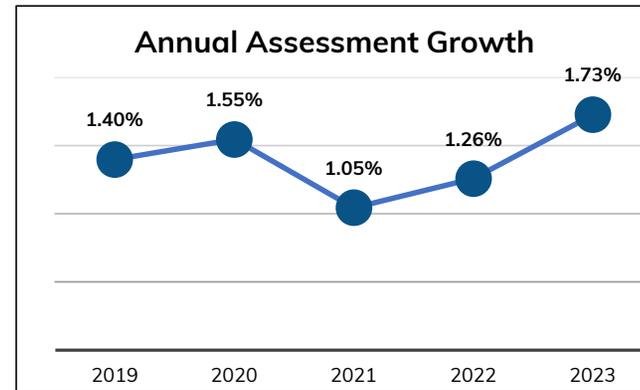
One-Time	Change Request	Effective FTE	One-Time 2023 - FTE	One-Time 2024 - FTE
One-Time	2023 - 0194 - Emergency Rapid Rehousing Program (Homeless Shelter)	16.00	16.00	-
One-Time	2023 - 0225 - Workforce Planning & Research RED Grant	1.17	1.17	-
One-Time	2023 - 0052 - Local Immigration Partnership	2.00	1.50	.50
One-Time	2023 - 0277 - Program Manager to support Hydro One Community Support Agreement	2.00	1.00	1.00
One-Time	2023 - 0158 - Wheatley Page - increase in hours	0.06	0.06	-
One-Time	2023 - 0161 - Page - Bothwell Library	0.17	0.17	-

Operating Budget Summary

One-Time	Change Request	Effective FTE	One-Time 2023 - FTE	One-Time 2024 - FTE
One-Time	2023 - 0166 – Additional Summer Student - Clerical Assistant	0.29	0.29	-
One-Time	2023 - 0180 - Tenant Relations Analyst	2.00	1.00	1.00
One-Time	2023 - 0182 - Housing Services Assistant	2.00	1.00	1.00
One-Time	2023 - 0119 - Utility Network Project - ITT Components	1.50	1.00	.50
One-Time	2023 - 0196 - Asset Management Planning	1.00	1.00	-
One-Time	2023 - 0021 - Project Coordinator - 2 Year Contract	2.00	1.00	1.00
One-Time	2023 - 0028 - End User Device Operating System and Management Upgrades	1.00	1.00	-
One-Time	2023 - 0035 - Organics Diversion Project Manager - 2 Year Contract	2.00	1.00	1.00
One-Time	2023 - 0036 - Waste, Recycling & Climate Change Student	0.33	0.33	-
One-Time	2023 - 0066 - Network and Systems Lifecycle	2.00	2.00	-
One-Time	2023 - 0070 - JD Edwards Infrastructure and Application Upgrade	1.20	1.20	-
One-Time	2023 - 0226 - Planning Technician Position	1.00	1.00	-
One-Time	2023 - 0009 - Managed Print Services	2.00	2.00	-
One-Time	2023 – 0297 - Scheduler	4.80	2.40	2.40
One-Time	2023 – 0085 – Healthy Built Environment Student	0.23	0.23	-
One-Time	2023 – 0034 – Waste, Recycling & Climate Change Operations Supervisor 2023	1.00	1.00	-
Total	2023 Budget One-Time FTE Increase	45.75	37.35	8.40

Assessment Growth

The 2023 budget includes assessment growth of \$3.04 million or 1.73%, which offsets tax rate increases. As per the Council approved assessment growth policy, the first 0.8% of total assessment (\$1.4 million for 2023) goes directly towards lowering the tax rate in the year following the assessment growth. The assessment growth over 0.8% of total assessment is allocated



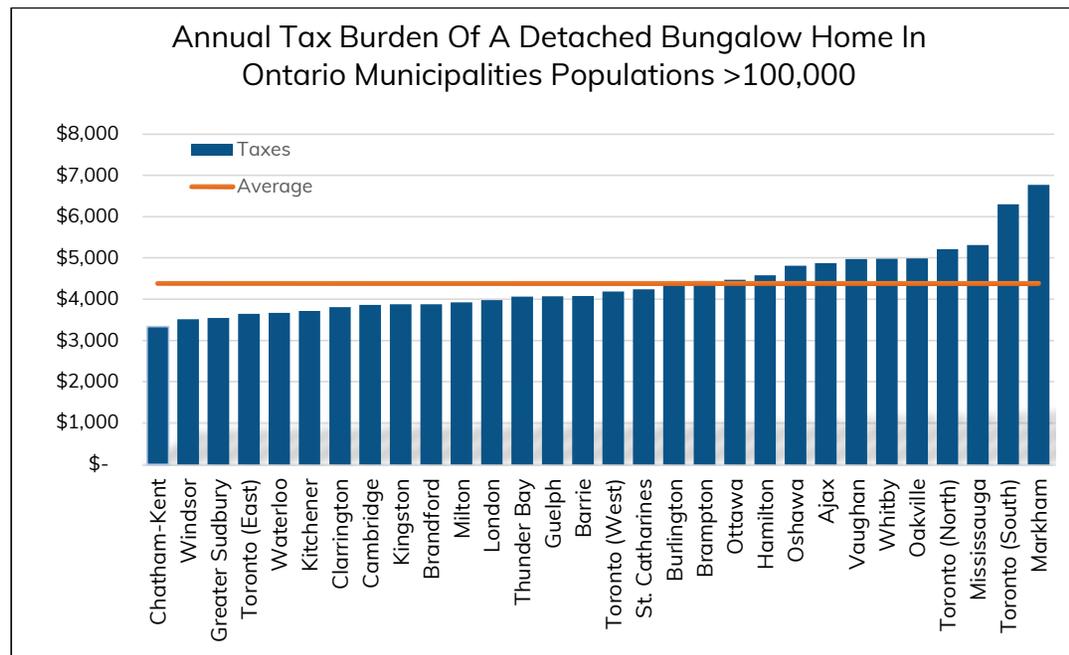
toward business cases submitted by departments which have increased costs as a result of that assessment growth, such as increased kilometres of paved roads. The assessment growth included in the 2023 budget is greater than the Municipality has seen in recent years due to the tremendous growth in the residential sector.

Assessment growth is the sum of all the changes that happen to the Municipality's tax base during a year, including new construction, major renovations, demolitions, and property value appeals. It does not include changes in value from market reassessment. Assessment growth is essentially the increased tax base of the Municipality. The Municipality receives a variety of planning applications; however, the time between the completion of the development project and the increase in assessment determined by MPAC can take between 12 and 18 months before it is reflected in the Municipality's assessment records.

As the Municipality grows and more properties are developed, the increased value of the developed properties are captured in the Municipality's property tax assessment base and provide incremental tax revenue to help pay a portion of the increased need for service that results from growth.

Comparison to Other Municipalities

The estimated total average tax bill for Chatham-Kent residents (including the education portion) was below the provincial average for large municipalities in 2022. This is comparing a similar type of property across the municipalities as calculated by BMA Management Consulting Inc. in their 2022 Municipal Study.



Source: BMA Management Consulting Inc. 2022 Municipal Study.

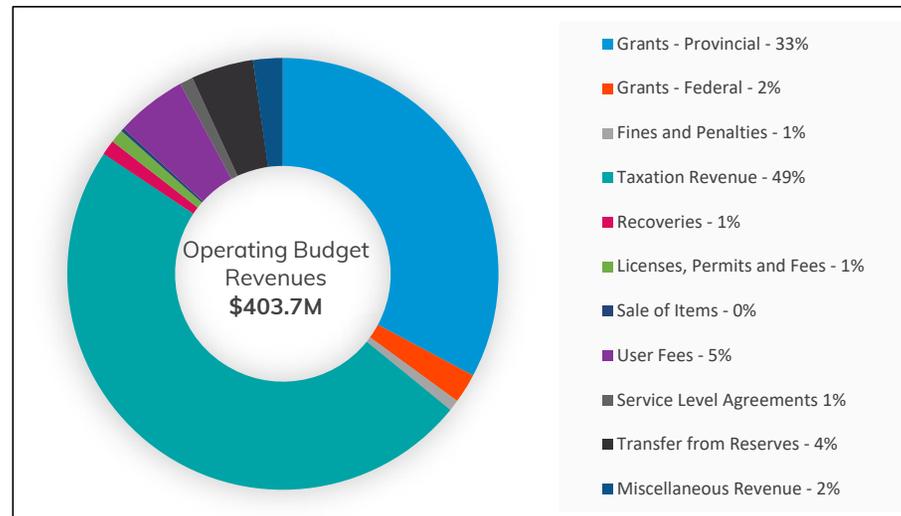
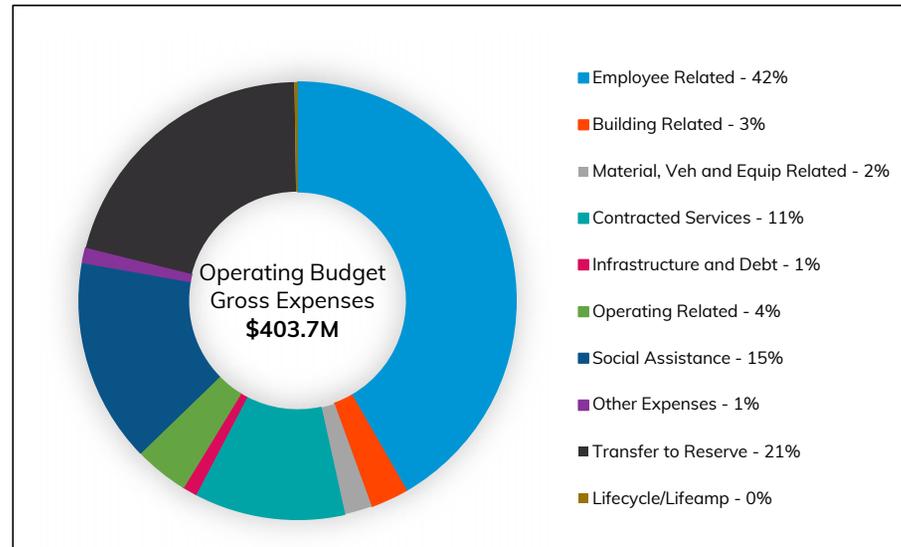
Operating Budget Summary

The ability to pay is estimated using average household income, may vary for each community. This is an important check in determining the affordability of property taxes. BMA Management Consulting Inc. also computes this affordability check in their 2022 Municipal Study. For the average household in Chatham-Kent, property taxes represented 4.0% of estimated income, which is in line with the provincial average and Chatham-Kent's comparator municipalities.

Municipality	2022 Est. Avg. Household Income	2022 Average Residential Taxes	2022 Property Taxes As A % Of Household Income
Sarnia	\$103,263	\$3,468	3.4%
London	\$92,922	\$3,442	3.7%
Sault Ste. Marie	\$90,180	\$3,479	3.9%
Chatham-Kent	\$81,651	\$3,253	4.0%
Sudbury	\$105,587	\$4,257	4.0%
Windsor	\$78,125	\$3,198	4.1%
Brantford	\$87,781	\$3,661	4.2%
Average of all Ontario Municipalities	\$110,000	\$4,190	3.8%
Median of all Ontario Municipalities	\$103,889	\$4,031	3.9%

Source: BMA Management Consulting Inc. 2022 Municipal Study.

Operating Budget Summary

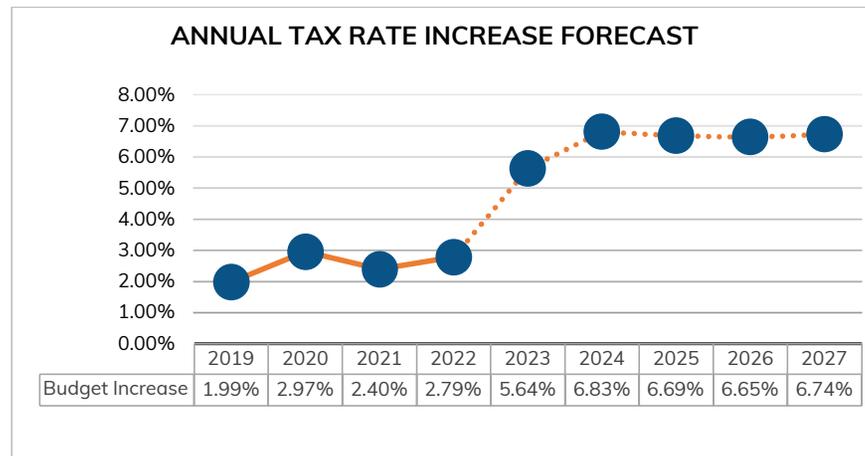


Operating and Capital Budget Forecast

Budget forecasts have been prepared for years 2024 through 2027. The 2023 and projected tax rate increase for 2024, 2025, 2026 and 2027 are shown on the graph as a dotted line.

In order to maintain existing services and meet Council’s strategic priorities, the base budget is forecasted to require an annual increase between 6% and 7% annually. This figure includes inflationary increases as well as an annual increase of 1.50% to the capital levy.

The forecasted budget increases make many assumptions, including that of having no extraordinary events. Over the last several years, Chatham-Kent has dealt with many significant unplanned events such as COVID-19, Erie Shore Drive flooding issues, and the Wheatley emergency, all of which were not budgeted for. These types of events have the potential to significantly change the budget forecast if one were to occur.

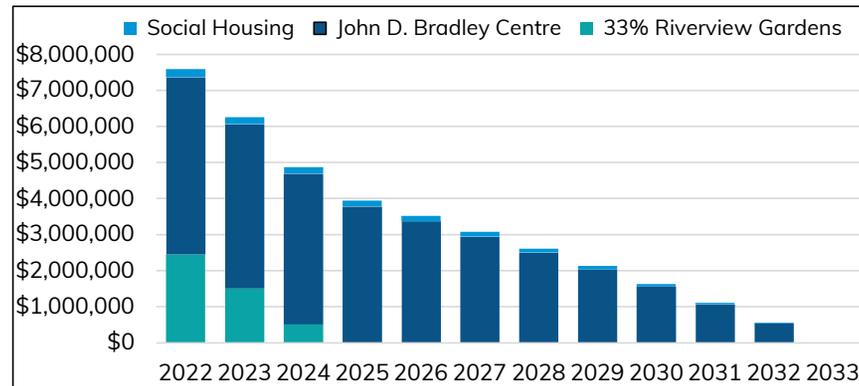


Debt Outstanding

The Municipality has continued to make significant progress in lowering its debt outstanding. In 2010, Chatham-Kent’s debt reached a high of \$161.2 million; however, since that time, Chatham-Kent has made significant progress and by the end of 2023, assuming no new debt is issued, the outstanding balance will be \$28.8 million, of which \$6.3 million is tax funded.

While there are times when issuing debt to pay for infrastructure makes financial sense, the Municipality has adopted a pay-as-you-go philosophy towards its Asset Management Plan and the upkeep and rehabilitation of any existing infrastructure within its fleet. New initiatives that help support our strategic directions should be the areas that we consider issuing new debt for. These assets generally will have a long lifespan and follow the principle that the expenses for these will be paid out over a period of time (the term of the debt) and this allocates the expenses to the users in our community over the life of that asset.

Debt financing is best used to smooth the impact on the tax rate of “spikes” in capital spending. Debt spreads the cost of unusually high asset purchases over a number of periods, avoiding large short-term tax increases and matching the cost to the benefit received which, presumably, will last for a number of years over the life of the asset. As highlighted on the chart, if Chatham-Kent does not issue any new debt, all debt outstanding will be paid in full by 2033.



KPMG Service Delivery Review

In 2021, Chatham-Kent retained the services of KPMG to perform an independent base budget service delivery review. The review was intended to ensure that municipal services provide the best value to the community, to identify services that are redundant and/or no longer provide public value, to apply best practices to cost effective service delivery, and direct valuable, limited resources to the delivery of valued programs and services. The full report can be found at [The Municipality of Chatham-Kent Core Services Base Budget Efficiency Review](#).

Project Objectives

KPMG was engaged by the Municipality to perform a service delivery review and efficiency comparison with similar municipalities. The overall objective of this engagement was to conduct an inclusive, collaborative, and detailed review of current service delivery models with members of Senior Management and staff.

The project also had two secondary objectives:

1. Examine the relationship between service standards (municipal and legislated), effectiveness and costs. Make recommendations to incorporate efficiencies and opportunities for cost savings where applicable.
2. Review, analyze and make recommendations on the current organizational structure and department staffing levels.

Project Principles

- The knowledge and expertise of stakeholders was fully engaged and built upon, to arrive at recommended actions through a transparent, participative, and inclusive process facilitated by KPMG.
- The service delivery review was conducted in a way that engages Municipal stakeholders (Councillors, residents, unions, and employees). Our consultation approach demonstrated trust, professionalism, and transparency.
- The aim was to, wherever possible, transfer knowledge and necessary “tools” to staff to enable them to better develop their own solutions to financial and process issues and challenges over time.
- The service delivery model and approach was based on leading practices from municipal or other levels of government experience and/or private sector.
- Lastly, this was not an audit nor a deep-dive operational review. This was a review to identify opportunities to improve the core services base budget and current service delivery models.

Summary of Findings

- Council recognizes the challenge of balancing strategic service priorities with resource limitations while also trying to meet citizen expectations. Better public education is needed regarding how service levels are set to cover the large geography of Chatham-Kent.

Operating Budget Summary

- A strong discretionary reserve position allows for greater flexibility in financing options for new infrastructure and applying strategic approaches to fund services and address emergency situations.
- For citizen-facing services, there should be a balance between online versus in-person services.
- Additional attention is needed on maintaining infrastructure; however, different perspectives exist in terms of divesting, consolidating, reconfiguring, or repurposing assets.
- Buildings, both public facing and non-public facing, could be used more effectively.
- Chatham-Kent deploys a lean resourcing model with lower levels of full-time staffing positions observed in general, and particularly for service areas of Public Works, Parks and Recreation, and Planning.
- The Municipality has a large portfolio of buildings, totaling 341 structures, delivering various types of services. There are environmental benefits to drive towards climate change adaptation and reduce energy usage and GHG emission, which Chatham-Kent is higher than the Ontario average.
- Chatham-Kent manages over 3,569 kilometers of paved roads, 3,920 kilometers of unpaved roads, 864 bridges (greater than 3 meters), and 16,604 culverts (less than 3 meters). Out of the total 864 bridges, 67% are rated “Good” to “Very Good”, and one-third (or 289 bridges) need investment. This figure is significant considering the highest number of total bridges amongst the comparator group was 256 bridges.

Conclusion

KPMG observed the Municipality of Chatham-Kent to be an overall lean and efficient single-tier municipal organization managing and delivering a wide variety of services across a large and disperse geographical area.

Top Three Opportunity Themes

1. Advance the Asset Management Plan by rationalizing the number of roads and bridges the Municipality maintains.
2. Balance the financial costs of operating facilities and improving services by repurposing and consolidating facilities.
3. Implement a “citizen centric” approach to delivering services.

It is expected that the top three opportunities would achieve the following:

1. Balance the needs of the communities within the Municipality for fiscal responsibility and service delivery.
2. Reduce back office corporate costs through technology-enabled operations and a reinvestment in online client facing services.
3. Realize savings in infrastructure and engineering services delivered.

Summary

The Municipality's capital budget is the capital investment plan for our community. It includes repairs, rehabilitation and replacement of existing infrastructure to meet current levels of service, but also to build new assets to provide service enhancements or to meet strategic priorities. It addresses community needs to meet infrastructure and environmental challenges due to the impact of climate change, and integrates these with the Municipality's Asset Management Plan (AMP) to deliver reliable and efficient services and enhance community resilience to mitigate the risk of service disruptions when faced with extreme weather events.

The 2023 capital investment plan includes 48 projects with a total budget of \$56.6 million and are grouped by three project types: Capital – AMP, Capital – New, and Maintenance / Operations. The majority of the funding covering the capital investment comes from the municipal tax funded capital and lifecycle reserves (77.1%), followed by grants and subsidies from upper levels of Government (22.5%), with the remainder coming from the Hydro One community benefit contribution. Approximately 80% of the investment is related to Capital – AMP to replace vehicles and equipment, and to rehabilitate various capital assets to help the Municipality maintain its aging infrastructure. Another 15% is invested in Capital – New to address environmental challenges, upgrade the gas generators, 9-1-1 system and baseball league park, and reconstruct Victoria Avenue. The remaining 5% is allocated to Maintenance / Operations to repair and maintain the Municipality's building assets. These projects are consistent with needs identified within the community strategic plan, AMP, and Storm Water Master Plan.

Capital Budget Summary

The public infrastructure owned and operated by the Municipality is inextricably linked to the economic, social, and environmental advancement of the community. The Municipality has developed the AMP which contains a framework of policies for the management of existing assets and the planning of new assets. This framework enables the Municipality to meet Ontario Regulation 588/17 Asset



Management Planning for Municipal

Infrastructure, maximize benefits, secure federal and provincial infrastructure grants, reduce risks, and provide expected levels of service to our community in a sustainable manner. The updated AMP was approved by Council in June 2022 to cover the current condition of assets, quantify the current replacement value, and provide a 10-year forecast of lifecycle activities and costs to maintain current service levels for all core infrastructure assets, including road networks, bridges and culverts, storm networks, water, and wastewater.

Capital Budget Summary

A full list of the Municipality's 2023 capital budget is presented below. Capital project detailed information sheets are available in the section titled Capital Budget by Class.

Description	2023 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserve	Others
Capital - AMP					
Drainage, Asset & Waste Management					
23FLEE2100 - 2023 Vehicle & Equipment Replacement List	\$4,500,000			\$4,500,000	
Engineering, Transportation Services					
18ENG2046 - Replace McDougall Ln Brg Gov DR#1	\$2,226,480		\$2,226,480		
20ENG2073 - LO Stonehouse Condition Assessment	\$1,500,000			\$1,500,000	
22ENG2002 - Tecumseh Park Area Sewer	\$3,500,000			\$3,500,000	
22ENG2003 - Wrights Lane Reconstruction	\$2,000,000			\$2,000,000	
22ENG2023 - Dufferin Avenue Road Rehabilitation	\$7,190,000		\$3,000,000	\$4,190,000	
23BRG1100 - Preconstruction Bridge and Culvert Expenses	\$2,727,168			\$2,727,168	
23CON1100 - Minor Concrete Sidewalk & Curb Projects	\$203,520			\$203,520	
23ENG1001 - Road Crack Cleaning and Sealing	\$350,000			\$350,000	
23ENG1002 - Surface Treatment	\$600,000			\$600,000	
23ENG1003 - Fibre Reinforced Surface Treatment	\$700,000			\$700,000	
23ENG1004 - Cold In-Place Recycling	\$3,500,000		\$1,540,000	\$1,960,000	

Capital Budget Summary

Description	2023 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserve	Others
23ENG1005 - Hot-Mix Resurfacing	\$7,000,000		\$5,335,000	\$1,665,000	
23ENG1006 - Sidewalk Replacement	\$500,000			\$500,000	
23ENG1007 - Curb Replacement	\$1,500,000			\$1,500,000	
23ENG1008 - Parking Lot Improvements	\$950,000			\$950,000	
23GDR1100 - Minor Guiderail Projects	\$152,640			\$152,640	
23PGL1100 - Minor Parking Lot Projects	\$101,760			\$101,760	
23PRD1100 - Minor Paved Road Projects	\$407,040			\$407,040	
23STM1100 - Minor Storm Sewer Projects	\$407,040			\$407,040	
23TRF1100 - Minor Traffic Projects	\$50,880			\$50,880	
Public Works					
23PWCULLVER - Public Works Small Culvert Maintenance and Repairs	\$250,000			\$250,000	
23PWROADS - Public Works Roads Maintenance and Repairs	\$200,000			\$200,000	
23PWSTORM - Public Works Storm Maintenance and Repairs	\$300,000			\$300,000	
23WTSTREET - Wallaceburg and Thamesville Streetlight Upgrades	\$500,000	\$500,000			
Rec Facilities & Parks and Open Spaces					
23ACT2100 - 2023 Active Transportation Lifecycle Projects	\$110,000			\$110,000	
23ACT2101 - 2023 Trails Lifecycle Projects	\$550,000			\$550,000	
23ACT2102 - 2023 Trail Lifecycle Brown Drain Reconstruction	\$450,000			\$450,000	

Capital Budget Summary

Description	2023 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserve	Others
23CEM2100 - 2023 Cemetery Lifecycle Projects	\$86,275			\$86,275	
23CHP2100 - Fit Park Lifecycle Reserve	\$16,500			\$16,500	
23RECF2100 - 2023 Arena Lifecycle Projects	\$1,100,000			\$1,100,000	
23RECF2101 - 2023 Playground Lifecycle Projects	\$466,300			\$466,300	
23RECF2102 - 2023 Splash Pad Lifecycle Projects	\$37,500			\$37,500	
23RECF2103 - 2023 Outdoor Pool Lifecycle Projects	\$148,750			\$148,750	
23RECF2104 - 2023 Parks Lifecycle Projects	\$550,000			\$550,000	
23RECF2105 - 2023 Community Halls Lifecycle Projects	\$62,000			\$62,000	
23RFRI2100 - 2023 Clearville Park Lifecycle Project	\$80,000			\$80,000	
23RFWA2100 - 2023 Indoor Pool Lifecycle Projects	\$123,000			\$123,000	
Capital - NEW					
Drainage, Asset & Waste Management					
23ENG2002 - Disaster Mitigation Funding - Support Reserves	\$100,000			\$100,000	
23CAP1200 - Next Generation 9-1-1*	\$1,500,000	\$1,500,000			
Engineering, Transportation Services					
23CAP1300 - Lake Erie Shoreline Erosion Upgrades	\$2,200,000	\$2,200,000			

Capital Budget Summary

Description	2023 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserve	Others
23CAP1400 - Tilbury Stormwater Management	\$1,000,000	\$1,000,000			
23CAP1500 - Victoria Ave. Reconstruction	\$1,000,000	\$1,000,000			
23CAP1800 - Mitchell's Bay Retaining Wall	\$800,000	\$800,000			
23CAP1100 - Disaster Mitigation Adaptation Fund Reserve Support*	\$1,666,667	\$1,000,000	\$666,667		
Public Works					
23CAP1700 - Public Works Gas Generator Backup Systems*	\$70,000	\$70,000			
Rec Facilities & Parks and Open Spaces					
23CAP1600 - Intercountry Baseball League Park Upgrades	\$195,500				\$195,500
Maintenance / Operations					
Drainage, Asset & Waste Management					
23ASST0001 - 2023 Building Lifecycle requirement	\$3,000,000			\$3,000,000	
Total 2023 Capital Projects	\$56,629,020	\$8,070,000	\$12,768,147	\$35,595,373	\$195,500
The individual funding source as a percentage of total funding source	100.0%	14.3%	22.5%	62.9%	0.3%

Capital Budget Summary

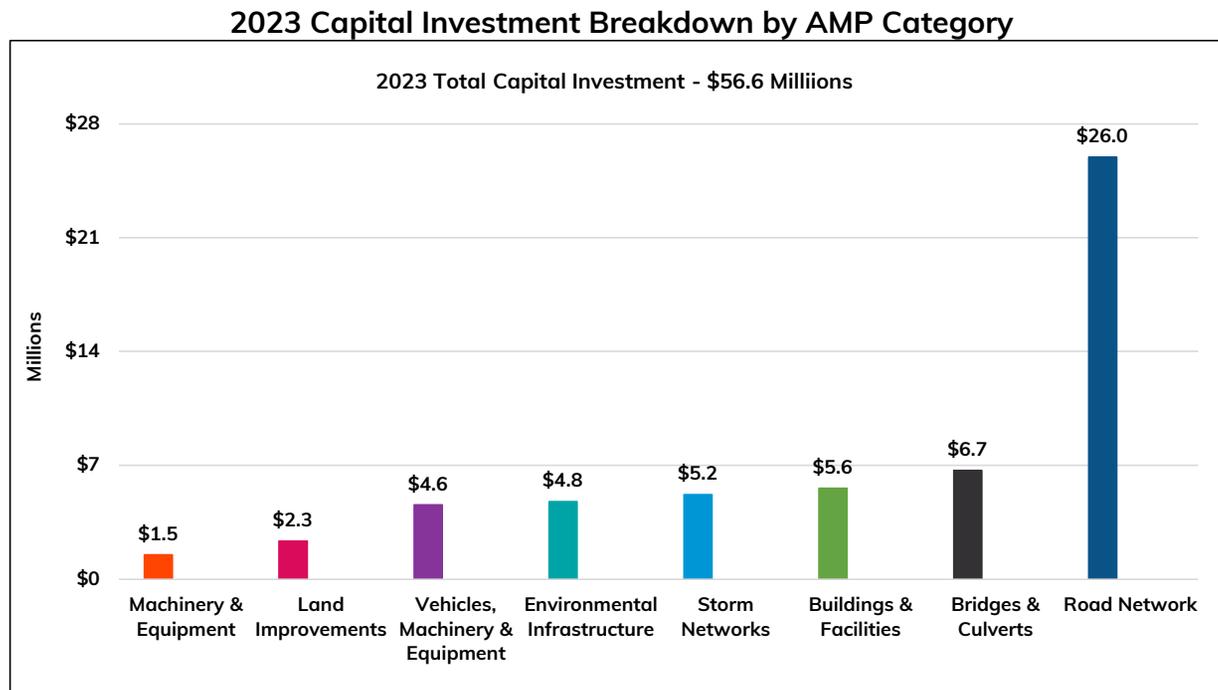
The 2023 capital budget includes three projects that require funding to be distributed over a two-year, five-year, and eight-year period. These projects, marked with an asterisk and highlighted in the table above, only show 2023 required funding in this budget. The table below summarizes the total required funding and timing of the projects. In compliance with the Procurement By-Law, the pre-approval for total project costs is required in 2023, despite not all funding being required in 2023.



Project	2023	2024	2025	2026	2027	2028	2029	2030	Total Project Cost
23CAP1200 - Next Generation 9-1-1*	\$1,500,000	\$1,464,355							\$2,964,355
23CAP1700 - Public Works Gas Generator Backup Systems*	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000				\$350,000
23CAP1100 - Disaster Mitigation Adaptation Fund Reserve Support*	\$1,666,667	\$1,666,667	\$1,666,667	\$1,666,667	\$1,666,667	\$1,666,667	\$1,666,667	\$1,993,667	\$13,660,336

Capital Budget Summary

The graph below provides a more detailed breakdown of the 2023 capital budget by the AMP categories. The 2023 capital budget invests significant amounts toward road network infrastructure which represents 45.8% or \$26 million of the total 2023 capital investment. This includes road reconstruction, rehabilitation and resurfacing, sidewalk and curb replacement, parking lot and traffic signal repairs, and streetlight upgrades. The funding source for these projects is a combination of Canada Community Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), and Ontario Connecting Links Funding (OCLF) grants, and the municipal capital and lifecycle reserves.



Reserves and Reserve Funds

What are Reserves & Reserve Funds?

Reserves and reserve funds are monies set aside for a specific purpose. Some must be set aside because of legislation, while others are set aside at the discretion of Council. The Municipality holds reserves and reserve funds for the following purposes:

- For contingency, stabilization and risk management: to fund future obligations and to mitigate unforeseen events or one-time unanticipated revenue losses and expenses.
- For capital asset lifecycle, growth, special projects, and new initiatives: to fund future planned or unanticipated projects and for the repair and maintenance of existing municipal assets to ensure municipally owned assets do not deteriorate over time.
- For obligatory reasons: funds that must be held in reserve as per legislation. For example, Parkland Reserve fund – under Section 42 of the Planning Act it allows the Municipality to require all new development or redevelopment to contribute to the expansion and enhancement of parks and open space systems. Funds collected under this legislation must be held in a separate reserve until used for the intended purpose.

Types of Reserves and Reserve Funds Maintained by the Municipality

- Obligatory – A reserve or reserve fund created when a senior government statute and/or agreement requires that revenue received for special purposes be segregated from the general revenues of the municipality.
- Discretionary – A reserve or reserve fund created by Council to set aside revenue and/or cost savings to finance a future expenditure for which Council has the authority to spend money.



Reserves and Reserve Funds

2023 Budget Impact

The following section shows the budget impacts to the Municipality's reserves and reserve funds.

Obligatory Reserves and Reserve Funds

The obligatory reserve funds must be used for the purposes defined by the legislation or agreements that govern them. Council is not authorized to use the funds for any other purpose. The impact of the 2023 budget on these reserves and reserve funds is as follows:

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Reserves & Reserve Funds - Obligatory			
Reserve Funds			
Building Code Act Reserve Fund	(\$5,662,786)		(\$5,662,786)
Parkland Reserve Fund	(\$339,011)		(\$339,011)
Canada Community Building Fund Reserve Fund	(\$18,555,287)		(\$18,555,287)
Provincial Gas Tax Reserve Fund	(\$2,884,426)		(\$2,884,426)
Reserves			
Municipal Leadership-Brownsfield	(\$636,007)		(\$636,007)
OCIF (Ontario Community Infrastructure Fund)	(\$2,361,788)		(\$2,361,788)
Rec-Wheatley Community Pool	\$0		\$0
Children Services Mitigation Grant	(\$3,942,473)		(\$3,942,473)
Social Housing Min Finance PLN-Wallace	(\$447,204)	\$29,293	(\$417,911)

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Social Housing Investment in Affordable Housing	\$0		\$0
Police Service Board	\$18,144		\$18,144
Transit	(\$1,803,699)		(\$1,803,699)
Total	(\$36,614,537)	\$29,293	(\$36,585,244)

* Does not include 2023 Base Reserve Transfers

Operational Discretionary Reserve

Operational discretionary reserves and reserve funds have been set up for various intended uses to support the operating budget by using funds set aside for such things as future obligations, mitigating unforeseen events or one-time unanticipated revenue losses and expenses. The impact of the 2023 budget on these reserves and reserve funds is as follows:

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Reserves & Reserve Funds - Operational Discretionary			
Reserve Funds			
Community Investment Reserve Fund	\$1,539,960		\$1,539,960
Parking Reserve Fund	(\$259,316)		(\$259,316)
Reserves			
Capitol Improvement Fund	(\$148,647)		(\$148,647)

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Public Art	(\$33,407)		(\$33,407)
Culture Action Teams-Close	\$0.00		\$0.00
Theatre Improvement Fund	(\$3,054)		(\$3,054)
Inclusive Recreation	(\$113,189)		(\$113,189)
Recreation Community Program	(\$113,578)		(\$113,578)
Community Improvement	(\$794,084)		(\$794,084)
Encumbrances	\$0.00		\$0.00
Insurance Risk	(\$4,911,069)	\$686,197	(\$4,224,872)
Property Disposition	(\$618,284)		(\$618,284)
Animal Shelter Fac. Maint.	(\$101,201)		(\$101,201)
Caso Rail Trail	\$86,946		\$86,946
Employment & Labour Relations - various property, litigation & labour items	(\$19,344,494)	(\$9,040)	(\$19,353,534)
Community Partnerships	(\$149,641)		(\$149,641)
Community Support	(\$200,000)		(\$200,000)
Together CK	(\$635,794)	\$250,000	(\$385,794)
Hydro One Community Benefit	\$195,500	(\$1,000,000)	(\$804,500)
Hydro One Safe Communities	\$0	(\$30,000)	(\$30,000)
Naming Rights	\$0	(\$84,000)	(\$84,000)
Energy Price Fluctuation	(\$903,904)		(\$903,904)
ERP Project Delta	(\$20,000)	\$188,958	\$168,958

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Fuel Price Fluctuation	(\$656,847)		(\$656,847)
Infrastructure Backlog	\$0		\$0
Green Energy Initiatives	(\$494,764)	\$7,963	(\$486,801)
EV Charging Infrastructure Lifecycle	\$0		\$0
Grass Cutting Tender	\$0		\$0
Municipal Buildings PABC	\$0		\$0
OW Corporate Initiatives	(\$1,718,691)	\$539,305	(\$1,179,386)
Tourism	(\$277,710)	\$17,458	(\$260,252)
Strategic Planning	(\$95,352)		(\$95,352)
Growth Plan	(\$295,396)		(\$295,396)
Strategic Development	(\$2,565,346)	\$852,247	(\$1,713,099)
Operating Budget Contingency	(\$500,000)		(\$500,000)
Assessment Growth	\$0		\$0
Investment Fluctuation	\$0		\$0
Workers Compensation Municipal	(\$374,237)	\$118,357	(\$255,880)
Road Side Assessment	(\$1,918,868)	\$566,149	(\$1,352,719)
Ambulance General	(\$292,071)		(\$292,071)
Ambulance Operations CK/Prov	(\$0)		(\$0)
Municipal CHS	(\$145,773)	\$358,616	\$212,843
Children's Services	\$0		\$0
OW Future Economic Downturn	(\$4,975,742)	\$1,906,378	(\$3,069,364)

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Senior Services WSIB	(\$1,010,102)		(\$1,010,102)
Senior Serv Operational	(\$1,934,986)	\$301,339	(\$1,633,647)
Seniors Centre Contingency	(\$79,069)		(\$79,069)
Planning Applications	(\$211,431)	\$6,382	(\$205,049)
CK Affordable Housing Reserve	(\$1,753,081)	(\$511,580)	(\$2,264,661)
Housing Services Operations	(\$3,537,037)	\$428,335	(\$3,108,702)
Columbaria	(\$285,102)	(\$40,297)	(\$325,399)
Emerald Ash Borer	(\$12,037)	\$12,037	(\$0)
Haul Route Road Mtce	(\$231,161)		(\$231,161)
PW Operational	(\$2,313,229)	\$2,313,229	(\$0)
PW Dust Suppressant	(\$173,717)		(\$173,717)
Recycling WDO	(\$1,768,729)	\$602,984	(\$1,165,745)
Tree Donations	(\$938)		(\$938)
Police Mandatory Issues	(\$104,182)		(\$104,182)
Police Business Plan	\$109,431		\$109,431
Police Communication Centre	(\$285,896)		(\$285,896)
Police Health Benefits	(\$240,000)		(\$240,000)
Police Issues	(\$744,656)		(\$744,656)
Police IT Lifecycle	(\$761,747)		(\$761,747)
Police QM Lifecycle	(\$325,350)		(\$325,350)
Police Litigation	(\$1,025,050)		(\$1,025,050)

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Pol 911 Evolution Network	(\$413)		(\$413)
LED Lighting	(\$447,449)		(\$447,449)
Facility Replacement	(\$1,935,400)	(\$175,800)	(\$2,111,200)
Multipurpose Sport Complex	\$0		\$0
DMAF (Disaster Mitigation and Adaptation Fund)	(\$14,722,564)		(\$14,722,564)
Clearville Park	(\$368,111)		(\$368,111)
Lifecycle Arena(New Build)	(\$1,330,000)		(\$1,330,000)
Lifecycle Strategic Planning	(\$7,500)		(\$7,500)
Lifecycle Fit Parks	(\$148,066)		(\$148,066)
Lifecycle Reforestation	(\$617,558)		(\$617,558)
Lifecycle Election	(\$115,558)		(\$115,558)
Mayor End Of Service	(\$12,500)		(\$12,500)
Lifecycle Customer Services Survey	(\$45,000)		(\$45,000)
Corporate Web Lifecycle	(\$100,002)		(\$100,002)
ITT Strategic Plan	(\$348,120)		(\$348,120)
ITT Telecommunications	(\$360,666)		(\$360,666)
ITT Web	(\$4,254)		(\$4,254)
Lifecy AM/FM Engineering	(\$83,063)		(\$83,063)
Lifecycle Capital Budget	(\$1,045,222)		(\$1,045,222)
Lifecycle Wind Farms	(\$447,003)		(\$447,003)
ITT Puc Lifecycle Workstation	(\$99,772)		(\$99,772)

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Total	(\$79,764,343)	\$7,305,217	(\$72,459,126)

* Does not include 2023 Base Reserve Transfers

Capital Discretionary Reserve

The Municipality is committed to maintaining its aging infrastructure in a good state of repair by regular maintenance, rehabilitation and replacement of existing infrastructure to meet current levels of service, and by building new assets to provide service enhancements or to meet strategic priorities. The impact of the 2023 budget on these reserve funds is as follows:

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Reserves & Reserve Funds – Asset Management Plan (AMP) Capital Discretionary			
Reserves			
Bridges & Culverts			
LifeAmp Bridges	(\$16,022,831)		(\$16,022,831)
LifeAmp Culverts	(\$4,718,377)		(\$4,718,377)
Facilities			
LifeAmp Convention Centre	(\$265,615)		(\$265,615)
Lifecycle Ambulance Stations	(\$492,262)		(\$492,262)
LifeAmp Community Halls	(\$249,148)		(\$249,148)

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
LifeAmp Arenas	(\$854,553)		(\$854,553)
LifeAmp Cemetery	(\$655,678)		(\$655,678)
LifeAmp Wish Centre	(\$1,172,817)		(\$1,172,817)
LifeAmp Senior Service Capital Homes	(\$1,544,781)		(\$1,544,781)
LifeAmp Buildings	(\$7,525,589)		(\$7,525,589)
LifeAmp Arenas Replacement	(\$772,820)		(\$772,820)
LifeAmp Halls - Recreation Facilities	(\$149,265)		(\$149,265)
LifeAmp Parks - Recreation Facilities	(\$1,295,326)		(\$1,295,326.13)
LifeAmp Pools Building Replacement	(\$120,000)		(\$120,000)
LifeAmp Transit Assets	(\$78,000)		(\$78,000)
Land Improvements			
LifeAmp Indoor Pools	(\$110,224)		(\$110,224)
LifeAmp Outdoor Pools	(\$223,430)		(\$223,430)
LifeAmp Parks	(\$930,663)	(\$5,000)	(\$935,663)
LifeAmp Pickleball Courts	(\$4,082)		(\$4,082)
LifeAmp Trails	(\$696,143)		(\$696,143)
LifeAmp Parking Lots	(\$186,676)		(\$186,676)
LifeAmp Airport	(\$303,071)		(\$303,071)
LifeAmp Sport Fields	(\$530,000)		(\$530,000)
LifeAmp Mitchell's Bay Marine Park	(\$500,000)		(\$500,000)
Machinery & Equipment			

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
Lifecycle Ambulance Equipment	(\$336,987)		(\$336,987)
LifeAmp Playground Equip	(\$391,579)		(\$391,579)
LifeAmp Splashpads	(\$368,211)		(\$368,211)
LifeAmp ITT Applications	(\$221)		(\$221)
LifeAmp ITT Computer Network	(\$4,664,838)	\$228,308	(\$4,436,530)
LifeAmp ITT Computer Software	(\$5,249,648)		(\$5,249,648)
LifeAmp ITT CK Workstations	(\$1,388,720)	\$87,109	(\$1,301,611)
LifeAmp ITT Copy/Printing Equipment	(\$718,748)	\$215,932	(\$502,816)
LifeAmp ITT Corporate Technology Business	(\$184,992)		(\$184,992)
LifeAmp ITT GIS Data	(\$51,967)		(\$51,967)
LifeAmp ITT GIS Systems	(\$3,998)		(\$3,998)
LifeAmp ITT Server/Storage	(\$2,721,985)	(\$21,690)	(\$2,743,675)
LifeAmp ESS Computers	(\$986,292)		(\$986,292)
LifeAmp RVG Equipment	(\$144,173)		(\$144,173)
LifeAmp Fleet Shop Equipment	(\$375,426)		(\$375,426)
LifeAmp Police Equipment	\$0		\$0
LifeAmp Fire Equipment	(\$414,240)		(\$414,240)
LifeAmp Splashpads Maintenance	(\$25,000)		(\$25,000)
LifeAmp Traffic Parking Equipment	(\$75,000)		(\$75,000)
LifeAmp Traffic Opticom	(\$17,689)		(\$17,689)
Other Capital Projects			

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
LifeAmp Active Transportation	(\$397,559)		(\$397,559)
Road Network			
LifeAmp Sidewalks	\$211,389		\$211,389
LifeAmp Gravel Roads	(\$4,179,143)		(\$4,179,143)
LifeAmp Paved Roads	\$2,948,673	\$11,000	\$2,959,673
LifeAmp Road Safety/Guide Rail	(\$1,188,234)		(\$1,188,234)
Lifecycle Rail Crossings	(\$1,880,373)		(\$1,880,373)
LifeAmp Streetlight Poles	(\$618,152)	\$237,604	(\$380,548)
LifeAmp 401 Corridor	(\$120,000)		(\$120,000)
LifeAmp Curb & Gutter	(\$260,037)		(\$260,037)
LifeAmp Streetlights	(\$176,960)		(\$176,960)
LifeAmp Traffic Signal	(\$785,827)		(\$785,827)
Social Housing			
LifeAmp Social Housing Buildings	(\$3,323,142)	(\$34,202)	(\$3,357,344)
Storm Network			
LifeAmp Storm Sewer Collector Network	(\$4,846,938)		(\$4,846,938)
LifeAmp Storm Pump Station	(\$736,471)		(\$736,471)
LifeAmp Storm Sewers (TDS)	(\$1,010,000)		(\$1,010,000)
LifeAmp Storm Sewer Combined (Separation)	(\$1,160,705)	\$75,581	(\$1,085,124)
LifeAmp Storm Water Management	(\$947,000)		(\$947,000)
Vehicles			

Reserves and Reserve Funds

	Forecasted Available Dec 2022 Balance	2023 Budget Impact	Forecasted Balance After 2023 Budget Impacts*
LifeAmp Fleet Ambulances	(\$528,469)		(\$528,469)
LifeAmp Municipal Fleet	(\$2,788,359)		(\$2,788,359)
LifeAmp Fleet Police	(\$2,066,240)		(\$2,066,240)
Fleet Transit	(\$629,069)		(\$629,069)
Other			
Various LifeAmp Reserves		(\$5,348,600)	(\$5,348,600)
Total	(\$82,003,681)	(\$4,553,958)	(\$86,557,639)

* Does not include 2023 Base Reserve Transfers

Key Performance Indicators

To understand how the Municipality is doing in terms of corporate performance and delivery of services, it uses Key Performance Indicators (KPI's). These are quantifiable measures that can be used to analyze the Municipality's performance and gauge progress on its objectives. Several measures have been developed by each department that are unique to their goals and functions.

It is important to review historical values of KPI's to identify increasing or decreasing trends in performance. This allows the Municipality to recognize its strengths and weaknesses so that well informed decisions can be made. Trends may indicate a need for change in the financial or human resources of departments. Reviewing historical values also provides direct insight into the progress being made towards the Municipality's community strategic plan, as well as Council's Term Priorities.

The tracking of KPI's enables the Municipality to project performance forecasts into the future. By looking at past trends, the Municipality can determine what levels of performance are attainable in the future. Quantifiable goals can be set for departments to achieve on an ongoing basis.

Including KPI's with budget planning allows for better alignment of resources and provides critical information for decision making and service improvement opportunities.



Key Performance Indicators

Measures for Chief Administrative Office	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Number of social media posts per platform	N/A	2/week	2/day	2/day	2/day
Number of website views	2,650,655	2,195,715	2,415,287	2,656,815	2,922,497
Number of followers on Facebook	N/A	10,000	10,500	11,025	11,576
Number of applicants for municipal grants	N/A	60	63	66	69
Number of projects	N/A	5	6	7	8
Number of real estate transactions completed supporting growth in Chatham-Kent	22	28	25	25	25
Number of claims and lawsuits managed	194	191	200	200	200
Review and drafting of contracts	250	265	250	250	250
Number of matters disposed in court including trials, pleas and withdrawals (Provincial Offences Court)	1,908	2,644	3,000	3,500	4,000
Measures for Community Development	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Total Population (excluding Census undercount)	104,316	105,976	106,646	107,256	107,810
Total Households	44,120	44,975	45,295	45,587	45,851
Total Employment	39,530	39,976	40,297	40,589	40,854
Measures for Community Human Services	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Sense of belonging, self-reported	N/A	74.4%	74.4%	78.0%	80.0%
Overall health and well-being, self reported	N/A	56.9%	56.9%	58.0%	60.0%
Children ready to enter school	N/A	67.5%	67.5%	69.0%	73.0%

Key Performance Indicators

Measures for Corporate Services	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Accidents in the workplace	158	186	190	180	170
Organizational engagement rate	68.0%	72.0%	72.0%	73.0%	73.0%
New Leadership Development Program participants	28	24	23	24	26
Talent retention rate	90.0%	89.0%	88.0%	89.0%	90.0%
Incoming phone calls 519-360-1198/311	132,818	100,000	95,000	93,000	91,000
Customer transactions (phone & walk-ins)	52,452	70,000	65,000	62,000	60,000
Total customer requests received through tracking software	8,713	9,590	10,090	10,590	11,090
Service Ontario transactions	58,172	60,000	60,000	60,000	60,000
MFIPPA requests	110	100	110	110	100
Marriage licences issued	356	430	390	390	390
Dog tags issued	10,085	10,100	10,200	10,300	10,400
Business licences issued	897	920	925	930	935
Lottery licences issued	101	300	300	300	300
Bingo licences issued	121	120	120	120	120
Bylaws passed	229	220	200	200	200
Part I Tickets filed	8,541	6,500	8,000	10,000	12,000
Part III Informations	982	706	900	1,000	1,000

Key Performance Indicators

Measures for Finance, Budget, Information Technology & Transformation Services	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
New Technology Screening: number of new software technologies reviewed for compatibility with the municipal technology environment	36	45	47	50	52
Open Datasets: number of structured data types freely shared in a machine-readable format without restrictions	0	0	20	30	33
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	3.7%	4.0%	4.3%	4.0%	3.7%
Number of Internal Service Reviews undertaken	2	1	1	4	5
Measures for Fire & Emergency Services	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Total Training Hours per Year	N/A	27,000	30,000	30,000	30,000
Number of Residents Receiving Fire Safety Public Education	300	1,000	1,500	1,500	1,500
Number of Fire Safety Inspections Completed	530	800	1,000	1,000	1,000
Measures for Infrastructure & Engineering Services	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Cost per km to resurface paved roadway	\$155,000	\$205,000	\$225,500	\$248,050	\$272,855
Km of roads resurfaced	85	55	50	45	40
Eco-counter totals on municipal trails	378,185	455,238	464,343	473,630	483,102
Special event applications approved	70	160	210	220	225
Work orders created for Public Works	24,462	22,300	24,500	25,000	25,500

Key Performance Indicators

Measures for Non-Departmental	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Net Financial Assets or Net Debt as a % of Own Source Revenues	87.4%	95.0%	75.0%	55.0%	65.0%
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	67.5%	74.0%	67.0%	62.0%	67.0%
Cash Ratio (Total Cash and Equivalents as a % of Current Liabilities)	4.4	4.5	4.1	3.9	4.0
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	2.8%	2.5%	4.0%	4.5%	4.0%
Measures for Police Services	2021 Actuals	2022 Estimate	2023 Plan	2024 Plan	2025 Plan
Increase the number of visible minorities and female applicants by 3%	37.7%	39.7%	42.7%	45.7%	48.7%
Increase the clearance rate of drug crimes cleared by charge, by 1%	88.0%	81.5%	89.0%	90.0%	91.0%
Increase the referral rate to 85% to Victim Services Support for victims of sexual violence	60%	53%	60%	72%	85%

2023 FTE Count

	2021 Approved Budget	2022 Approved Budget	2023 Approved Budget
Chief Administrative Office			
Chief Administrative Officer	6.00	6.00	6.00
Legal Services	6.00	6.00	6.00
Total Chief Administrative Office	12.00	12.00	12.00
Mayor, Council & Administrative Support			
Office of the Mayor/Council	1.00	2.00	2.00
Council and Council Support	19.60	18.60	18.60
Total Mayor, Council & Administrative Support	20.60	20.60	20.60
Community Development			
Community Development - Admin	2.00	2.00	2.00
Building Development Services	12.62	14.62	14.62
Community Attraction and Promotion	7.00	8.54	11.71
Economic Development Services	10.00	9.00	9.00
Planning Services	8.00	8.11	11.11
Total Community Development	39.62	42.27	48.44
Community Human Services			
Community Human Services - Admin	2.00	2.00	2.00
Child Care, Early Years and Community Recreation	57.29	56.29	60.29

2023 FTE Count

	2021 Approved Budget	2022 Approved Budget	2023 Approved Budget
Public Health	84.25	81.15	81.15
Employment and Social Services	102.00	102.00	118.00
Seniors Services	280.18	309.20	342.97
Housing Services	13.78	15.41	20.70
CK Public Library	44.72	44.89	45.12
Arts and Culture	22.86	22.85	23.15
Total Community Human Services	607.08	633.79	693.38
Corporate Services			
Human Resources & Organizational Development	19.00	20.00	21.00
Customer Services	23.31	23.31	23.31
Municipal Governance	14.47	16.96	16.96
Total Corporate Services	56.78	60.27	61.27
Finance, Budget, Information Technology & Transformation			
Finance, Budget, Information Technology & Transformation - Admin	2.00	2.00	2.00
Budget and Performance Services	5.50	5.50	5.50
Financial Services	29.12	28.12	28.12
Information Technology & Transformation	33.62	36.62	46.32
Total Finance, Budget, Information Technology & Transformation	70.24	72.24	81.94

2023 FTE Count

	2021 Approved Budget	2022 Approved Budget	2023 Approved Budget
Fire and Emergency Services			
Fire and Emergency Services	433.70	433.38	433.38
Total Fire and Emergency Services	433.70	433.38	433.38
Infrastructure and Engineering Services			
Drainage, Asset, Waste Management	54.57	53.81	60.14
Infrastructure and Engineering Services - Admin	2.00	2.00	2.00
Engineering, Transportation Services	27.22	28.22	29.22
Public Works	133.80	134.29	136.29
Parks, Recreation & Cemeteries	75.21	76.52	78.54
Total Infrastructure and Engineering Services	292.80	294.84	306.19
Police			
Police	226.45	234.73	234.73
Total Police	226.45	234.73	234.73
Total	1,759.27	1,804.12	1,891.93

Chief Administrative Office

The Chief Administrative Office provides the overall support and direction for each of the Municipality's business units. As principal advisor and liaison to Council, the CAO is responsible for the strategic leadership, development, and general/fiscal management of the Corporation of Chatham-Kent. Key responsibilities include, but are not limited to, directing the administration of the Municipality; leading the Executive and Senior Management Teams; strategic and long-range business planning; issues management; communicating and facilitating implementation of Council decisions; representing the Municipality with external organizations on behalf of Council as required; monitoring the activities of local Boards/Agencies and service partners of the Corporation, liaising and advocating with other levels of government on behalf of the Municipality; ensuring legislative compliance and sound stewardship of the municipal assets; fostering a workplace culture of 'service excellence', innovation, and teamwork, and positioning Chatham-Kent as an employer of choice; facilitating economic growth, and promoting Chatham-Kent as a preferred place to locate and invest; and facilitating and championing the vision, strategic direction, and policies/programs/priorities of Council. The CAO also oversees Legal Services and Corporate Initiatives.



Chief Administrative Office

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Chief Administrative Officer	\$ 53,575	\$ 38,826	\$ 38,826
Legal Services	926,410	439,879	1,156,772
Corporate Initiatives	95,337	-	-
Total Revenue	1,075,322	478,705	1,195,598
Expense			
Chief Administrative Officer	494,659	504,915	522,021
Legal Services	2,689,602	2,293,216	3,245,638
Corporate Initiatives	454,561	426,362	445,143
Total Expense	3,638,822	3,224,493	4,212,802
Net	\$ (2,563,500)	\$ (2,745,788)	\$ (3,017,204)

Chief Administrative Officer

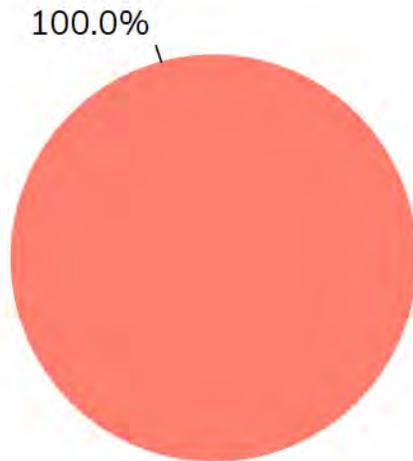
Provides the overall support and direction for each of the Municipality's business units. This includes strategic planning, execution of strategic initiatives and management of business processes. The CAO is supported by the Municipality's executive management team.

The Executive Management Team exercises general oversight and management of municipal affairs for the purpose of ensuring efficient and effective operation of the Municipality. The Executive Management Team recommends organizational plans and policies for Council consideration and approval in order to meet strategic goals and objectives.



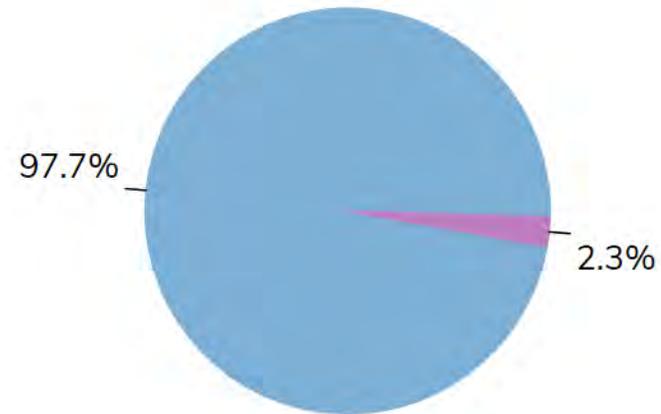
Revenue 2023

- Service Level Agreements



Expense 2023

- Employee Related
- Other *

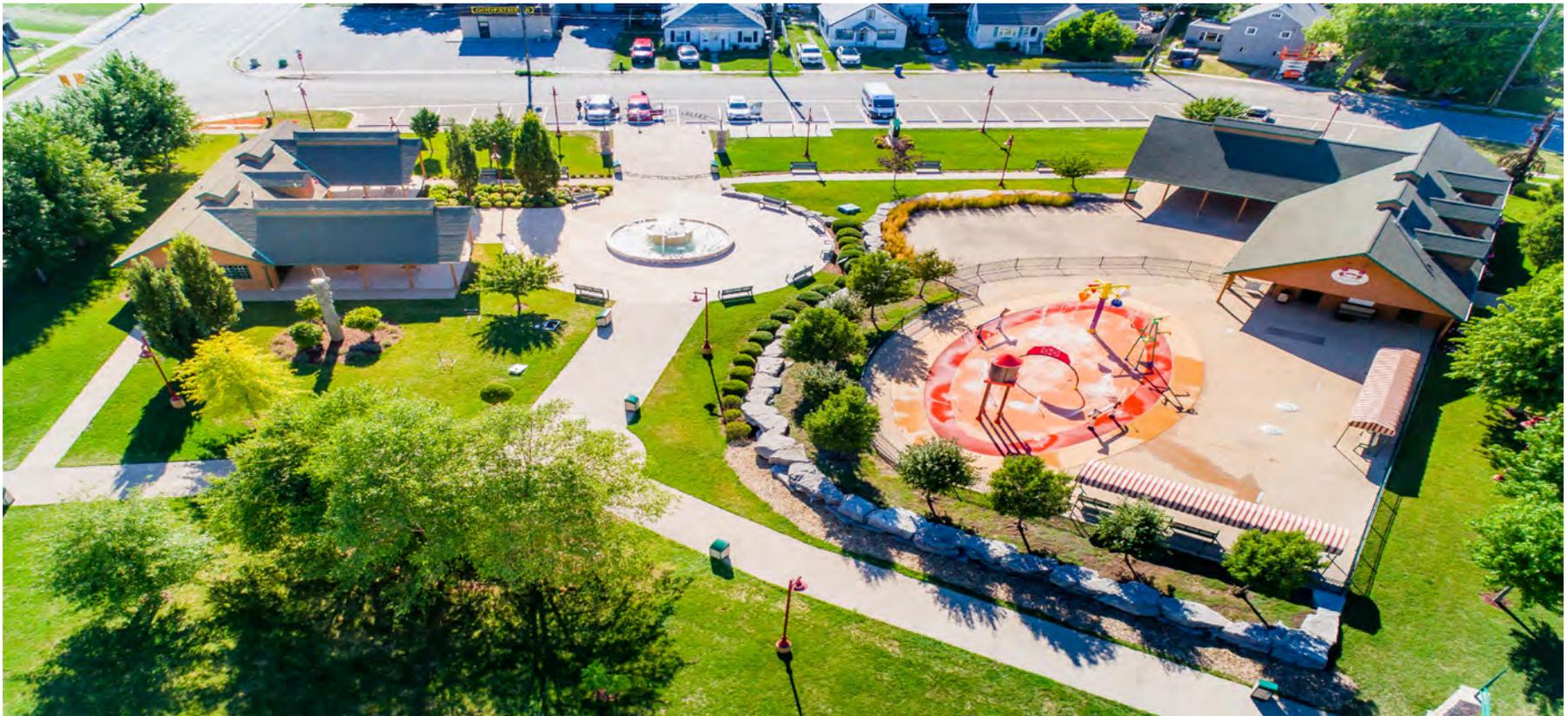


	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Service Level Agreements	\$ 38,826	\$ 38,826	\$ 38,826
Transfer from Reserves *	14,749	-	-
Total Revenue	53,575	38,826	38,826
Expense			
Employee Related	524,048	547,691	566,199
Material, Veh and Equip Related *	167	-	-
Operating Related *	8,704	11,893	11,893
Transfer to Reserves *	16,179	1,430	1,430
Internal Allocations *	(54,438)	(56,099)	(57,501)
Total Expense	494,660	504,915	522,021
Net	\$ (441,085)	\$ (466,089)	\$ (483,195)

Legal Services

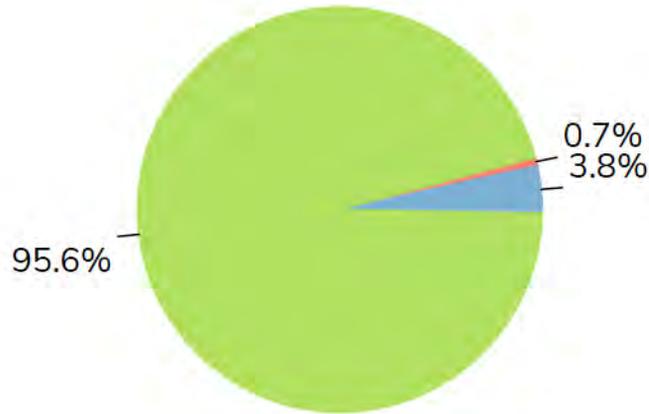
The Municipality's Legal Services division provides risk management, litigation support, administers claims, performs real estate transactions, drafts and reviews contracts, and provides legal advice to Council, the administration and the Municipality's business units.

In addition, the division provides legal support to the Provincial Offences Court prosecutors and associated court hearings and cases.



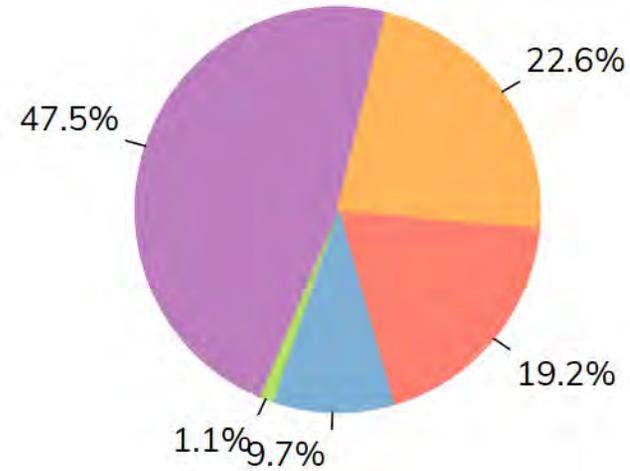
**Revenue
2023**

- Other *
- Service Level Agreements
- Transfer from Reserves



**Expense
2023**

- Employee Related
- Building Related
- Other *
- Operating Related
- Transfer to Reserves



Legal Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Licenses, Permits and Fees *	\$ 1,747	\$ 8,000	\$ 8,000
Service Level Agreements	42,871	43,128	43,390
Recoveries *	7,732	-	-
Transfer from Reserves	874,061	388,751	1,105,382
Total Revenue	926,411	439,879	1,156,772
Expense			
Employee Related	736,682	812,347	865,354
Building Related	302,263	432,135	436,430
Contracted Services *	16,730	16,429	31,084
Material, Veh and Equip Related *	16,521	18,197	18,197
Operating Related	1,430,528	1,244,134	2,143,006
Other Expenses *	(31)	-	-
Transfer to Reserves	1,192,484	1,017,524	1,017,524
Internal Allocations *	(1,005,575)	(1,247,550)	(1,265,956)
Total Expense	2,689,602	2,293,216	3,245,639
Net	\$ (1,763,191)	\$ (1,853,337)	\$ (2,088,867)

Legal Services

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Insurance Increase	970,337	683,662

Business Case - Insurance Increase

Department: Chief Administrative Office

Division: Legal Services

Manager: Insurance

Due to the significant increase in the municipal insurance premium of 33.1% for 2023, part of the increase will be funded one-time from the municipal insurance reserve to lessen the impact to the tax base. This will lessen the impact to the tax base for 2023, but unless reduced insurance premiums can be obtained for 2024, this additional premium cost will become a 2024 budget impact.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 683,662
Total Revenue	<u>683,662</u>
Expense	
Operating Related	<u>970,337</u>
Total Expense	<u>970,337</u>
Net	<u><u>\$ (286,675)</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding: The Municipality would not have any insurance coverage in place.

Council Priority: Engage - Customer service

Strategic Focus: Health

Corporate Initiatives

Corporate Initiatives is responsible for the implementation and oversight of the CK Plan 2035 and Council Priorities.

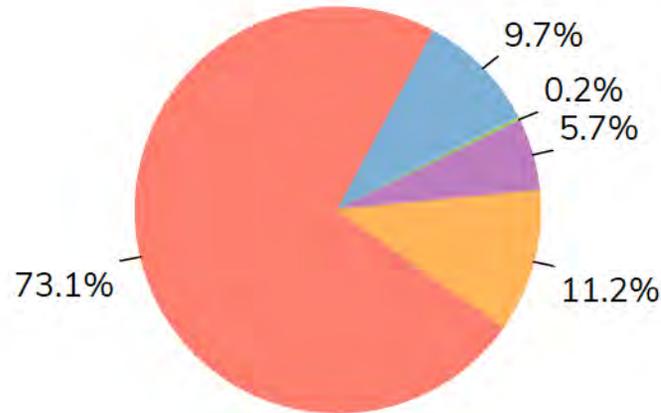
Key activities to support the achievement of these initiatives include:

- Strategic planning and oversight
- Intergovernmental services and partnership development
- Project management
- Corporate communications



Expense 2023

- Employee Related
- Contracted Services
- Other *
- Operating Related
- Transfer to Reserves



Corporate Initiatives

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Miscellaneous Revenue *	\$ 794	\$ -	\$ -
Transfer from Reserves *	94,543	-	-
Total Revenue	95,337	-	-
Expense			
Employee Related	297,194	313,093	325,602
Contracted Services	73,934	42,975	42,975
Material, Veh and Equip Related *	-	1,000	1,000
Operating Related	13,179	19,250	25,522
Transfer to Reserves	70,254	50,044	50,044
Total Expense	454,561	426,362	445,143
Net	\$ (359,224)	\$ (426,362)	\$ (445,143)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Fund Together CK grants from reserve	(25,000)	250,000

Business Case - Fund Together CK grants from reserve

Department: Non Departmental
Division: Chief Administrative Officer
Manager: Partnership Development and Project Management Office

Each year, \$25,000 is allocated to the Together CK Grant Program Reserve account. Funds from this reserve are to be used to help fund large scale, community wide events. (e.g. International Plowing Match, Pinty's Curling Tournament)

Request to not place \$25,000 into the reserve for fiscal year 2023 and use the \$25,000 to help alleviate the constraints on the annual budget due to inflation.

In addition, use funds in the reserve to cover \$250,000 of the 2023 Together CK Grant Matching Program and divert the annual distribution of \$250,000 to help alleviate constraints on the annual budget due to inflation.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 250,000
Total Revenue	250,000
Expense	
Transfer to Reserves	(25,000)
Total Expense	(25,000)

Business Case - Fund Together CK grants from reserve

	<u>2023 Approved Budget</u>
Net	<u>\$ 275,000</u>

Link to Strategic Plan:	Financial Sustainability: Using funds in the reserve from previous tax years to fund this year's grant commitments.
Consequences/Risks of Not Proceeding:	Losing one year of funding to build up the reserve for future event projects.
Council Priority:	Engage - CK vision
Strategic Focus:	People

Mayor, Council & Admin Support

Council is an elected body that conducts regular meetings to address issues facing the Municipality; representing the public and considering the well-being and interests of the Municipality, including:

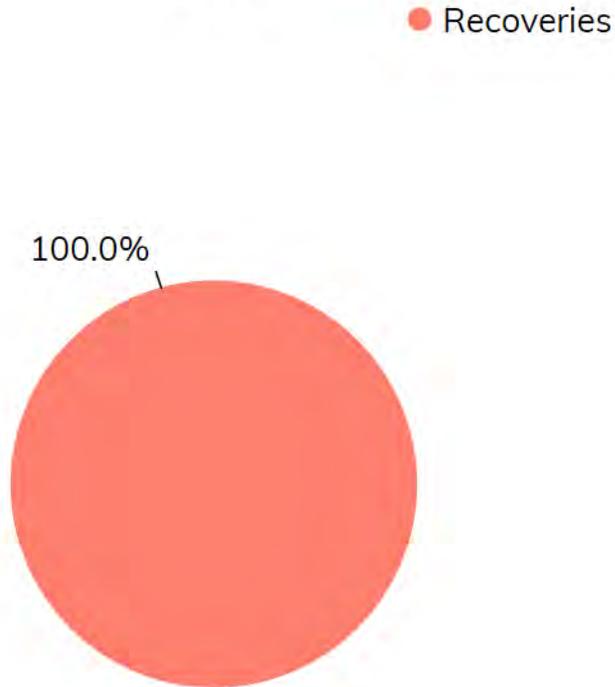
- Strategic direction of operations and services provided by the Municipality
- Developing and evaluating the policies and programs of the Municipality
- Maintaining the financial integrity of the Municipality

The Municipality of Chatham-Kent is currently governed by the Mayor and seventeen elected officials. The Municipality's seventeen Councilors represent the six wards.

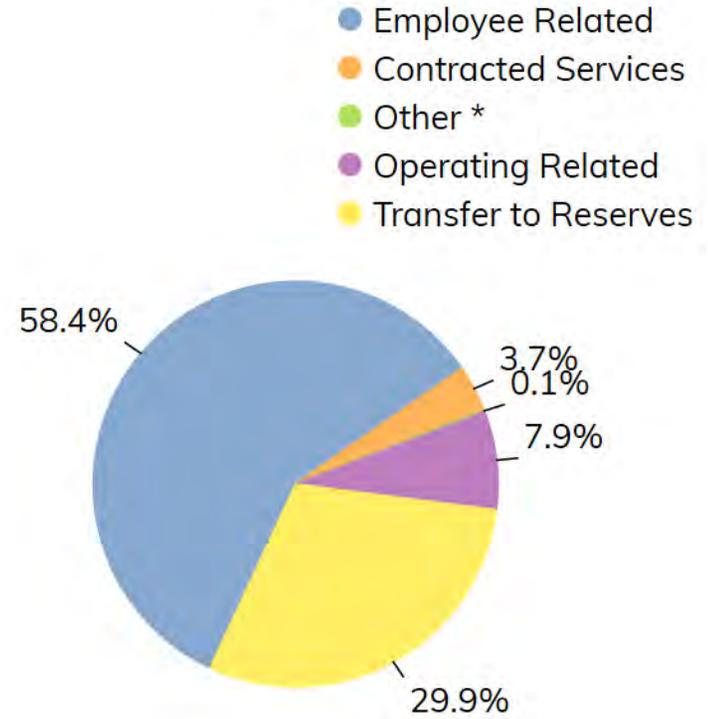
Council has approved a strategic plan and Council term priorities through the year 2022. The CK plan includes objectives to grow the Municipality to 2035.



Revenue 2023



Expense 2023



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Recoveries	\$ -	\$ 17,371	\$ 17,371
Expense			
Employee Related	965,346	1,031,471	1,147,117
Contracted Services	64,618	72,500	72,500
Material, Veh and Equip Related *	3,162	2,944	2,944
Operating Related	115,721	154,229	154,229
Transfer to Reserves	37,295	37,295	587,295
Internal Allocations *	(7,600)	(7,600)	(7,600)
Total Expense	1,178,542	1,290,839	1,956,485
Net	\$ (1,178,542)	\$ (1,273,468)	\$ (1,939,114)

Community Development

The Community Development department provides the overall strategic planning, management and delivery of the community growth related services. The General Manager of Community Development is supported by four directors who lead the divisions of Economic Development, Community Attraction and Promotion, Planning Services, and Building Development.



Community Development

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Building Development Services	\$ 3,403,818	\$ 2,158,281	\$ 2,190,850
Community Attraction and Promotion	403,429	325,647	344,262
Economic Development Services	901,171	181,650	181,650
Planning Services	1,598,758	442,425	542,029
Total Revenue	6,307,176	3,108,003	3,258,791
Expense			
Community Development - Administration	288,865	313,895	334,396
Building Development Services	3,661,376	2,438,355	2,409,837
Community Attraction and Promotion	1,300,081	1,417,406	1,481,663
Economic Development Services	2,035,231	1,453,051	1,506,012
Planning Services	2,710,338	1,769,235	2,224,708
Total Expense	9,995,891	7,391,942	7,956,616
Net	\$ (3,688,715)	\$ (4,283,939)	\$ (4,697,825)

Community Development - Admin

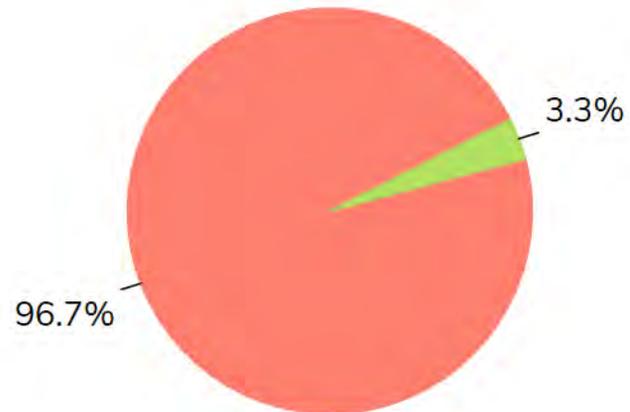
Provides the overall strategic planning, management and delivery of the community growth related services.

The General Manager of Community Development is supported by four directors who lead the divisions of Economic Development, Community Attraction and Promotion, Planning Services and Building Development divisions.



Expense 2023

- Employee Related
- Other *



Community Development - Admin

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Expense			
Employee Related	\$ 329,850	\$ 349,550	\$ 370,051
Contracted Services *	-	918	918
Operating Related	3,053	10,225	10,225
Other Expenses *	2,760	-	-
Transfer to Reserves *	1,430	1,430	1,430
Internal Allocations *	(48,228)	(48,228)	(48,228)
Total Expense	288,865	313,895	334,396
Net	\$ (288,865)	\$ (313,895)	\$ (334,396)

Building Development Services

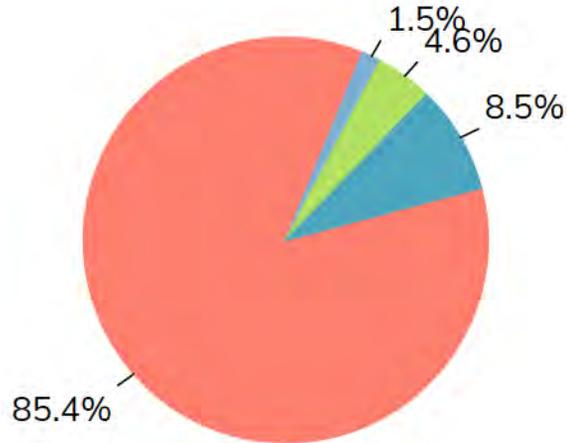
Building Development Services are responsible for the issuance and inspection of building permits, by-law enforcement, zoning administration, and ensuring the Municipality's buildings are compliant to the Ontario Building Code Act, Municipal Act and Planning Act.

Building Development Services also works with developers on permit processing and approval and educates the public about the Building Code.



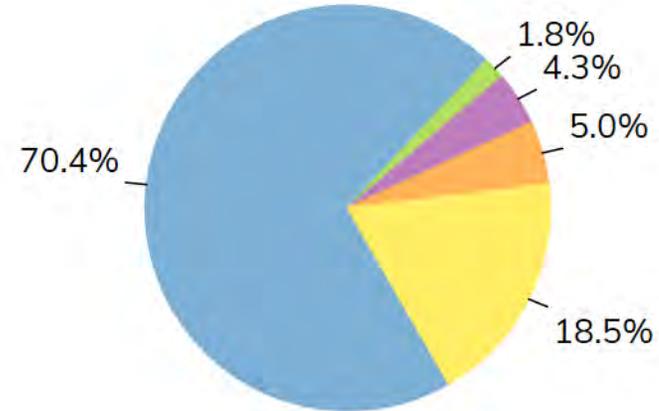
Revenue 2023

- Licenses, Permits and Fees
- Other *
- Recoveries
- Transfer from Reserve Funds



Expense 2023

- Employee Related
- Other *
- Material, Veh and Equip Related
- Operating Related
- Internal Allocations



Building Development Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Licenses, Permits and Fees	\$ 3,286,131	\$ 1,867,218	\$ 1,870,268
Miscellaneous Revenue	7,152	32,500	33,300
Recoveries	28,695	100,000	100,000
Transfer from Reserve Funds	81,841	143,097	187,282
Transfer from Reserves *	-	15,466	-
Total Revenue	3,403,819	2,158,281	2,190,850
Expense			
Employee Related	1,288,699	1,612,798	1,695,949
Contracted Services	42,882	36,005	36,005
Material, Veh and Equip Related	62,571	214,150	103,313
Operating Related	146,592	121,679	121,679
Transfer to Reserves *	5,580	6,456	6,456
Transfer to Reserve Funds *	1,667,572	-	-
Internal Allocations	447,481	447,267	446,436
Total Expense	3,661,377	2,438,355	2,409,838
Net	\$ (257,558)	\$ (280,074)	\$ (218,988)

Building Development Services

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Fee to Add and/or Remove Orders on Title	-	1,600
Alternative Solution Fee	-	2,250

Business Case - Fee to Add and/or Remove Orders on Title

Department: Community Development
Division: Building Development Services
Manager: Building Development Service - Bill 124

When inspection staff issue various Orders, such as an "Order to Comply" to property owners, sometimes these Orders are required to be registered on Title. The fee to register and/or remove an Order on Title is \$78.79.

	2023 Approved Budget
Revenue	
Licenses, Permits and Fees	\$ 800
Miscellaneous Revenue	800
Total Revenue	<u>1,600</u>
Expense	
Net	<u><u>\$ 1,600</u></u>

Link to Strategic Plan: Building Development Services is recouping the costs of registering Orders from the property owners that the Order has been issued on.

Consequences/Risks of Not Proceeding: We do not have a budget line for these additional costs.

Council Priority: Growth - Population

Strategic Focus: People

Business Case - Alternative Solution Fee

Department: Community Development
Division: Building Development Services
Manager: Building Development Service - Bill 124

An Alternative Solution is a proposal to allow an alternate design and / or measure in lieu of the prescriptive requirements under Division B of the Ontario Building Code. An Alternative Solution submission references a building permit application currently under review.

Alternative solution reports are prepared, signed, and dated by a qualified designer, engineer or architect licensed to practice in Ontario, and who is experienced in the preparation of alternative solutions. The report shall include a high-level Building Code analysis of the project to provide context for the alternative solutions. Alternative solutions reports shall limit detailed Code review and analysis to only those aspects of Code compliance that have a direct bearing on the alternative solutions being proposed.

	2023 Approved Budget
Revenue	
Licenses, Permits and Fees	\$ 2,250
Total Revenue	<u>2,250</u>
Expense	
Net	<u><u>\$ 2,250</u></u>

Business Case - Alternative Solution Fee

Link to Strategic Plan:

Consequences/Risks of Not Proceeding: An Alternative solution is not a permit application, and they are often complex and require additional time to review, and approval by the Chief Building Official. Typically, the time to review/approve an Alternative Solution is 3 hours. The fee is proposed to cover the costs associated to the approval of the Alternative Solution. Building Development Services is recouping the costs of time spent by the Director and Manager in review.

Council Priority: Growth - Infrastructure

Strategic Focus: Econ/Jobs

Community Attraction and Promotion

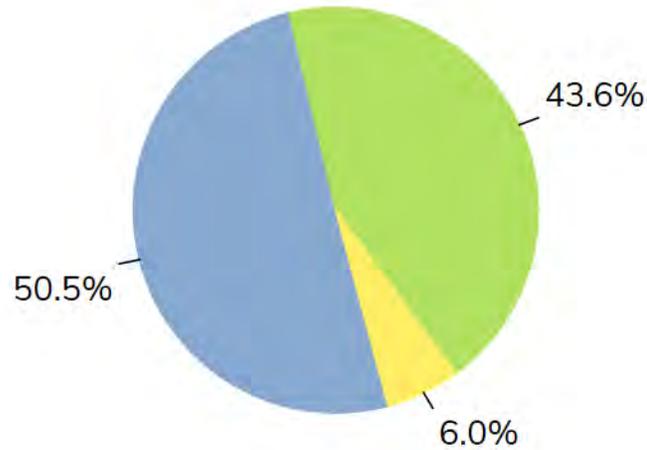
Community Attraction and Promotion is responsible for supporting a welcoming community through the marketing and promotion of Chatham-Kent. Key services include tourism development, visitor services and resident attraction & retention. Some of the division's key objectives include:

- Supporting activities that enhance Chatham-Kent welcomeability
- Pursuing opportunities to promote CK in external and internal markets
- Further community partnerships
- Pursue immigration initiatives supporting talent attraction



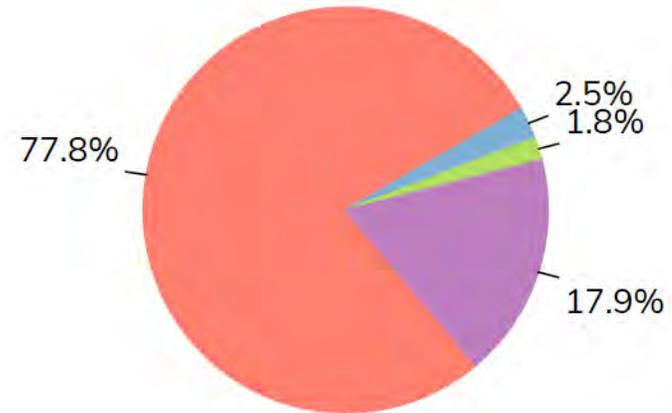
Revenue 2023

- Grants - Federal
- Grants - Provincial
- Transfer from Reserves



Expense 2023

- Employee Related
- Contracted Services
- Other *
- Operating Related



Community Attraction and Promotion

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Federal	\$ 175,093	\$ 160,350	\$ 173,757
Grants - Provincial	3,723	-	150,000
Miscellaneous Revenue *	489	-	-
Transfer from Reserves	224,124	165,297	20,505
Total Revenue	403,429	325,647	344,262
Expense			
Employee Related	872,935	1,215,788	1,186,433
Contracted Services	61,232	18,900	38,695
Material, Veh and Equip Related	52,414	22,687	24,051
Operating Related	132,118	156,248	272,702
Other Expenses *	3,491	-	-
Transfer to Reserves *	178,251	3,143	3,143
Internal Allocations *	(360)	640	(43,360)
Total Expense	1,300,081	1,417,406	1,481,664
Net	\$ (896,652)	\$ (1,091,759)	\$ (1,137,402)

Community Attraction and Promotion

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Local Immigration Partnership	173,757	173,757
Workforce Planning & Research RED Grant	170,505	170,505

Business Case - Local Immigration Partnership

Department: Community Development
Division: Community Attraction and Promotion
Manager: Resident Attraction and Retention

Year 4 of 5 CKLIP project 100% funded by IRCC/Federal government.

	2023 Approved Budget
Revenue	
Grants - Federal	\$ 173,757
Total Revenue	<u>173,757</u>
Expense	
Employee Related	144,147
Contracted Services	15,695
Operating Related	<u>13,915</u>
Total Expense	<u>173,757</u>
Net	<u><u>\$ -</u></u>

Business Case - Local Immigration Partnership

Link to Strategic Plan: -The work of CKLIP directly supports the CK Plan 2035 goal of growing CK's population and is actively engaged in supporting Council's priority of community engagement
 -CK Local Immigration Partnership will enter its 13th year of operation in 2023
 -The CKLIP is 100% funded by Immigration, Refugees and Citizenship Canada (IRCC)
 -The CKLIP aims to improve the settlement outcomes of new immigrants in Chatham-Kent and assists with supporting over 40 community stakeholders in making CK a more welcoming community
 -The focus of Phase 6 Year 4 will continue to be on engaging community organizations, creating a welcoming environment, gathering the voice of newcomers via an Immigrant Advisory Group and representing CK's interests in relation to immigration at local and regional gatherings

Consequences/Risks of Not Proceeding: Immigrant newcomers to Chatham-Kent are not retained which impacts community growth.

Council Priority: Growth - Population

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 5 - Project Assistant - April-Dec 2023	0.75
One-Time	Non Union Grade 5 - Project Assistant - Jan-Mar 2024	0.25
One-Time	Non Union Grade 7 - Project Coordinator - April-Dec 2023	0.75
One-Time	Non Union Grade 7 - Project Coordinator - Jan-Mar 2024	0.25
Total FTE		2.00

Business Case - Workforce Planning & Research RED Grant

Department: Community Development
Division: Community Attraction and Promotion
Manager: Resident Attraction and Retention

Rural Economic Development (RED) funding through OMAFRA for the Explore Chatham-Kent Career Pathways and Jobs project. The project will support Chatham-Kent's goals to promote career pathways locally, build talent pipelines, and attract external talent needed to support local businesses. These actions will help future-proof our community, showcase career pathways, help attract talent and position CK for growth.

	2023 Approved Budget
Revenue	
Grants - Provincial	\$ 150,000
Transfer from Reserves	20,505
Total Revenue	170,505
Expense	
Employee Related	98,114
Contracted Services	5,000
Material, Veh and Equip Related	2,302
Operating Related	105,089
Social Assistance	(40,000)

Business Case - Workforce Planning & Research RED Grant

	2023 Approved Budget
	<hr/>
Total Expense	\$ 170,505

Link to Strategic Plan: Growth - Our population and economy is growing.
Grow our population to support economic and labour force needs

Consequences/Risks of Not Proceeding: More limited capacity to support local employers and link job seekers and students to career opportunities and pathways

Council Priority: Growth - Population

Strategic Focus: Econ/Jobs

	Description	Effective FTE
One-Time	Non Union Grade 6 - Project coordinator for 14 Months	1.17
	Total FTE	<hr/> <hr/> 1.17

Economic Development Services

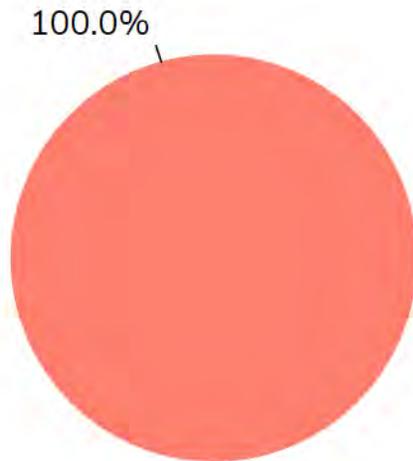
Economic Development serves the interests of local businesses by building relationships between businesses and the local government. Key activities include:

- Educating and engaging local businesses on subject matter relevant to their objectives
- Involvement with Strategic Economic Development Projects
- Obtaining governmental grants and programs on behalf of business owners and the Municipality
- Investment and attraction initiatives
- Managing and developing Chatham-Kent owned business centres
- Operating the Small Business Centre in partnership with the Province of Ontario
- Administering municipal programs that benefit local business owners
- Creating and developing partnership opportunities
- Conducting research on the local economy



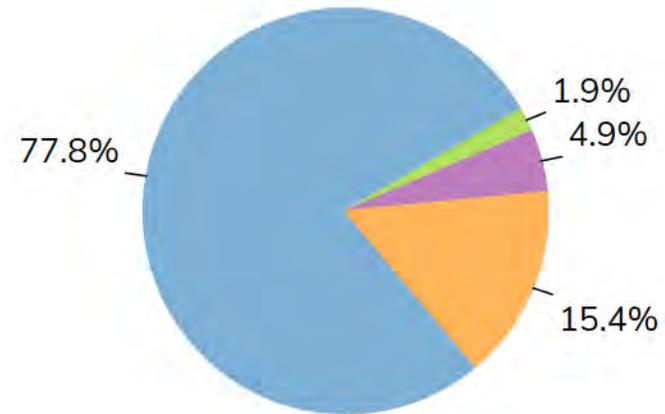
Revenue 2023

- Grants - Provincial



Expense 2023

- Employee Related
- Other *
- Contracted Services
- Operating Related



Economic Development Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 867,671	\$ 181,650	\$ 181,650
Transfer from Reserves *	33,500	-	-
Total Revenue	901,171	181,650	181,650
Expense			
Employee Related	1,080,303	1,118,058	1,171,019
Building Related	18,000	18,000	18,000
Contracted Services	75,991	74,496	74,496
Material, Veh and Equip Related *	508	1,500	1,500
Operating Related	205,228	231,928	231,928
Other Expenses *	633,912	-	-
Transfer to Reserves *	19,205	8,205	8,205
Internal Allocations *	2,084	864	864
Total Expense	2,035,231	1,453,051	1,506,012
Net	\$ (1,134,060)	\$ (1,271,401)	\$ (1,324,362)

Planning Services

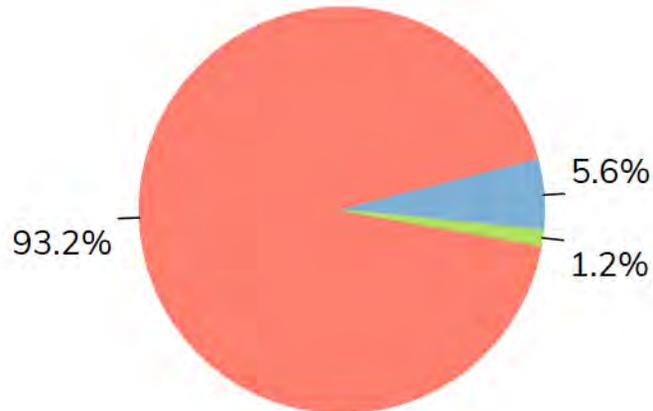
Planning Services are responsible for the planning and coordination of growth within the community. This includes land use planning policy and regulations review, climate change planning, heritage planning, community improvement plans (CIP), and all other development under the Planning Act.

The Chatham-Kent Official Plan sets out the objective and policies to guide the short and long term physical development of lands within the Municipality.



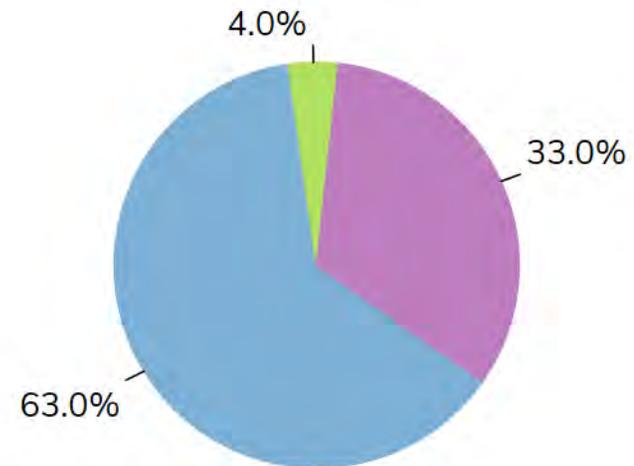
**Revenue
2023**

- Licenses, Permits and Fees
- Recoveries
- Other *



**Expense
2023**

- Employee Related
- Other *
- Other Expenses



Planning Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Licenses, Permits and Fees	\$ 682,703	\$ 412,167	\$ 505,389
Miscellaneous Revenue *	117,991	-	-
Recoveries	32,193	30,258	30,258
Transfer from Reserves	765,871	-	6,382
Total Revenue	1,598,758	442,425	542,029
Expense			
Employee Related	796,227	950,336	1,402,389
Contracted Services	111,888	52,746	52,746
Material, Veh and Equip Related *	-	630	630
Operating Related	15,805	26,671	26,671
Other Expenses	385,942	734,000	734,000
Transfer to Reserves *	1,400,163	3,045	3,045
Internal Allocations *	313	1,807	5,227
Total Expense	2,710,338	1,769,235	2,224,708
Net	\$ (1,111,580)	\$ (1,326,810)	\$ (1,682,679)

Planning Services

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Planning Technician Position	84,100	84,100

Business Case - Planning Technician Position

Department: Community Development
Division: Planning Services
Manager: Operations

The Planning Technician position supports other members of the planning team, assisting in the implementation of the development approval process, incentive based programs, and strategic planning initiatives. The position is responsible for application processing, developing and maintaining data management and planning information systems, mapping, and administrative duties.

Planning Technician - 1 FTE (Grade 6.6) was funded in 2021 & 2022 as a one-time item. This position continues to be necessary to provide support to the growth and development priorities of the Municipality.

This position was justified based on Planning Act application volumes of 237 and 250 in 2018 and 2019 respectively. Application volumes continued to be higher than average in 2020, 2021 and 2022, with 308, 346, and 300+ being received in these years.

In addition to the higher application volumes, several long range or strategic initiatives require the support of a planning technician, being various master plans, secondary land use plans, policy updates, and regulatory changes.

	2023 Approved Budget
Revenue	
Licenses, Permits and Fees	\$ 82,960
Transfer from Reserves	1,140
Total Revenue	84,100

Business Case - Planning Technician Position

	2023 Approved Budget
Expense	
Employee Related	82,960
Internal Allocations	1,140
Total Expense	84,100
Net	\$ -

Link to Strategic Plan: This position is deemed necessary to provide support to all areas of strategic focus, including the Council approved Growth Strategy.

Consequences/Risks of Not Proceeding: Misallocation of planning services resources. Other positions will be required to perform tasks outside of their job descriptions, most notably the Planner II position. Without a technician, other planners will be required to divert their efforts from planning work to support technical and administrative work necessary to continue regular business. Employee growth and retention are a concern in this scenario.

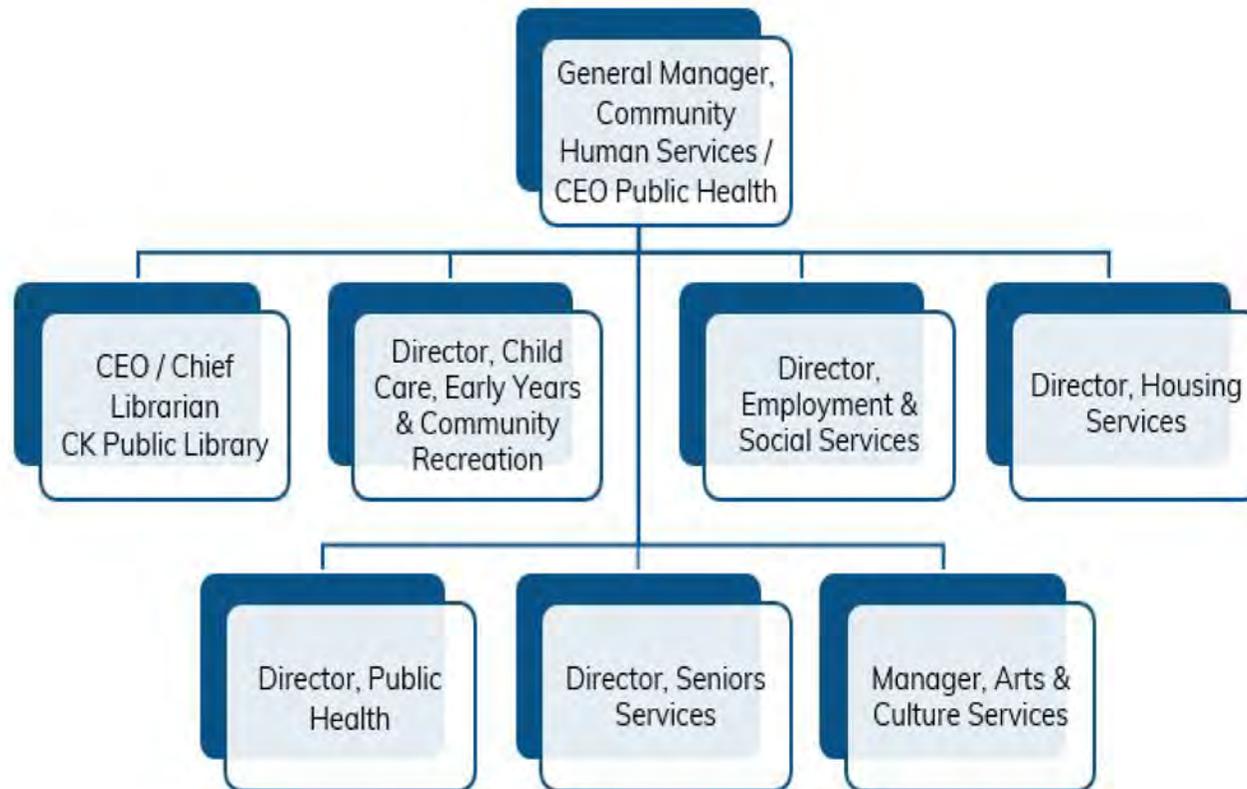
Council Priority: Growth - Population

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 6 - Planning Technician	1.00
	Total FTE	1.00

Community Human Services

The Community Human Services department is supported by a senior leadership team who oversee the overall strategic planning, system management, and delivery of CK Public Library; Arts and Culture; Child Care, Early Years & Community Recreation; Seniors Services; Public Health; Employment and Social Services; and Housing Services. The General Manager of Community Human Services also serves as Chatham-Kent’s CEO of Public Health. The department aims to better the lives of all Chatham-Kent residents.



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Child Care, Recreation & Early Years	\$ 19,773,237	\$ 24,242,112	\$ 22,080,200
CK Public Library	459,452	313,017	403,451
Employment and Social Services	36,599,455	43,015,269	41,827,753
Housing Services	17,970,532	5,980,282	5,175,838
Public Health	12,181,617	9,441,349	9,799,965
Seniors Services	28,442,095	27,615,957	29,824,975
Arts and Culture	374,242	1,029,463	1,039,479
Total Revenue	115,800,630	111,637,449	110,151,661
Expense			
Community Human Services - Administration	210,306	209,732	218,927
Child Care, Recreation & Early Years	22,960,358	27,540,212	26,628,347
CK Public Library	4,730,202	4,804,606	5,216,834
Employment and Social Services	42,004,732	48,144,144	47,581,413
Housing Services	25,824,631	14,397,308	13,993,464
Public Health	14,155,588	11,422,432	11,935,159
Seniors Services	35,550,293	34,642,647	37,106,564
Arts and Culture	1,872,864	2,726,300	2,830,992
Total Expense	147,308,974	143,887,381	145,511,700

Community Human Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (31,508,344)	\$ (32,249,932)	\$ (35,360,039)

Community Human Services - Admin

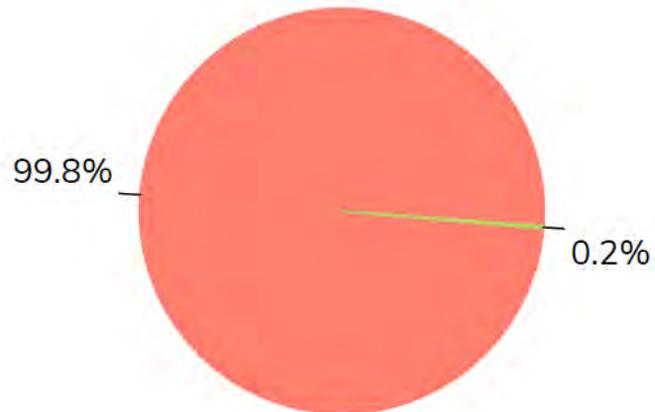
Provides the overall strategic planning, system management, and delivery of library, culture, recreation, child care, seniors services, public health, social services, and housing services.

The General Manager of Community Human Services also serves as Chatham-Kent's CEO of Public Health and is supported by six directors who lead CK Public Library; Childcare, Early Years & Community Recreation; Employment & Social Services; Housing Services; Public Health; and Seniors Services divisions. A manager oversees the Arts & Culture Services division who reports directly to the General Manager of Community Human Services.



Expense 2023

- Employee Related
- Other *



Community Human Services - Admin

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Expense			
Employee Related	\$ 387,579	\$ 387,149	\$ 396,344
Operating Related *	143	-	-
Transfer to Reserves *	870	870	870
Internal Allocations *	(178,287)	(178,287)	(178,287)
Total Expense	210,305	209,732	218,927
Net	\$ (210,305)	\$ (209,732)	\$ (218,927)

Child Care, Early Years & Community Recreation

The Child Care, Early Years & Community Recreation division is responsible for planning and managing early years services at the local level. All early years services are managed through a service planning process that reflect current child care legislation, regulations and directives. In addition, the division has recently been re-organized to include the management of recreation, community engagement, and aquatic services.

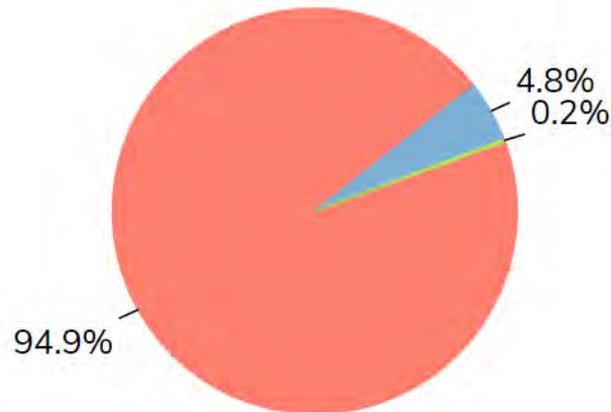
Key responsibilities include:

- Directly operating EarlyON Child and Family Centres
- Child care subsidy/registry
- Active engagement of Indigenous and Francophone partners in planning and delivering programs and services
- Financial support for child care centres
- Early Years system management
- Special Needs Resourcing



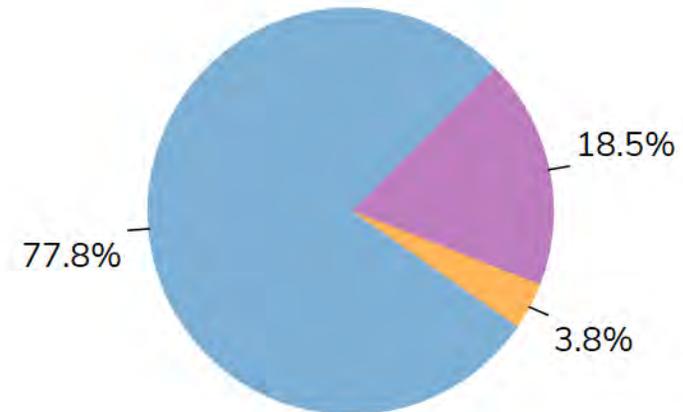
Revenue 2023

- Grants - Provincial
- User Fees
- Other *



Expense 2023

- Employee Related
- Other *
- Social Assistance



Child Care, Early Years & Community Recreation

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 18,999,468	\$ 23,078,973	\$ 20,962,114
User Fees	698,671	1,074,354	1,066,354
Miscellaneous Revenue *	16,186	68,655	31,602
Recoveries *	10,410	-	-
Sale of Items *	(11)	20,130	20,130
Transfer from Reserves *	48,513	-	-
Total Revenue	19,773,237	24,242,112	22,080,200
Expense			
Employee Related	3,457,506	4,411,511	4,913,883
Building Related	444,087	519,870	519,870
Contracted Services *	19,130	55,188	56,988
Material, Veh and Equip Related *	1,147,514	60,840	67,139
Operating Related *	308,165	262,994	230,509
Social Assistance	17,355,048	22,108,398	20,713,954
Other Expenses *	41,656	-	-
Transfer to Reserves *	145,608	52,968	20,952
Internal Allocations *	41,645	68,443	105,052
Total Expense	22,960,359	27,540,212	26,628,347

Child Care, Early Years & Community Recreation

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (3,187,122)	\$ (3,298,100)	\$ (4,548,147)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Canada Wide Early Learning and Child Care System	4,529,205	4,529,205

Business Case - Canada Wide Early Learning and Child Care System

Department: Community Human Services
Division: Child Care, Recreation & Early Years
Manager: Child Care & Early Years

March 28, 2022 marked a historic day for child care centres and families in Chatham-Kent as Ontario signed on to a \$13.2 billion agreement with the federal government regarding funding for a Canada-wide Early Learning and Child Care program. This initiative was approved by Council May 9, 2022. These entries are to set up Ministry funding and budget for this initiative. The positions needed to support this new initiative were based on increased accountability around funding (finance), hands on work with community non-profit and for-profit child care centres (Early Years Strategy Specialist) and AA2 position to support programming needs for EarlyON.

	2023 Approved Budget
Revenue	
Grants - Provincial	\$ 4,529,205
Total Revenue	4,529,205
Expense	
Employee Related	365,225
Contracted Services	1,800
Material, Veh and Equip Related	8,490
Operating Related	700
Social Assistance	4,151,006
Transfer to Reserves	1,984
Total Expense	4,529,205

	2023 Approved Budget
	<hr style="border: 1px solid black;"/>
Net	\$ -
	<hr style="border: 3px double black;"/>

Link to Strategic Plan: This initiative supports the following strategic focuses:

1. Economic Prosperity: Child care plays a key role in the economy and success of parents with young children in CK. Reducing child care fees will bring some financial stability to parents which will enhance the economy and success.
2. A Healthy and Safe Community: Increasing RECE wages will help to stabilize the staffing shortage for RECE's that CK is currently facing. Offering affordable child care has the potential to create a sustainable population growth in CK.

This initiative has the potential to support all areas of strategic focus.

Consequences/Risks of Not Proceeding: There is great risk to the community should CK not undertake this initiative: Loss of Ministry funding, parents will not receive reduced child care rates, child care Registered Early Childhood Educators will not receive increased wage compensations from the program, child care operators will lose viability.

Council Priority: Wellness - Prevent & reduce impacts of poverty

Strategic Focus: Health

	Description	Effective FTE
Base	Non Union Grade 5 - Accounting Assistant I	1.00
Base	Non Union Grade 5 - Administrative Assistant II EarlyON	1.00
Base	Non Union Grade 8 - Early Years Strategy Specialist	1.00
Base	Non Union Grade 8 MAG - Financial Analyst I	1.00
	Total FTE	<hr style="border: 1px solid black;"/> 4.00 <hr style="border: 3px double black;"/>

Business Case - Canada Wide Early Learning and Child Care System

For additional information, please view the [Canada Wide Early Learning and Child Care \(CWELCC\)](#) report to Council and the following appendices from the May 30, 2022 meeting.

[Appendix A](#)

[Appendix B](#)

CK Public Library

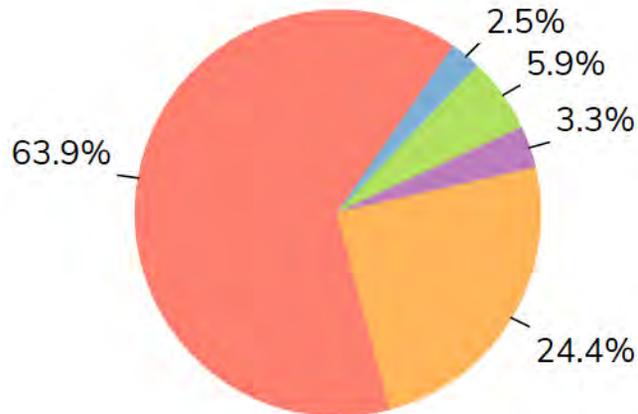
Chatham-Kent Public Library (CKPL) provides residents of Chatham-Kent with culture, community, and learning by connecting our communities and citizens with information and inspiration. CKPL provides a number of services, including circulation and information services, to the community as well as topical, timely, and literacy based programming across generations. Library services are delivered through 11 branch locations, the virtual library, and efficient delivery of library materials via the Library Services Courier.

Staff reach out to the community and with community partners to connect residents to both physical and digital collections to promote literacy and individual learning. Added value services provided by library staff include specialized professional assistance with research, including local history and genealogy, and curated reading selections for Home Bound patrons.



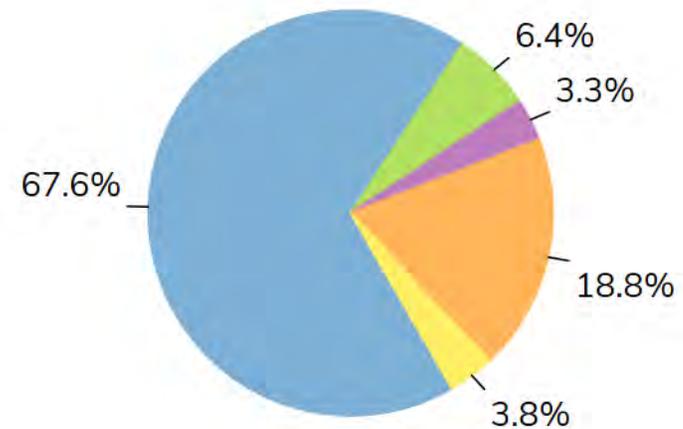
**Revenue
2023**

- Grants - Provincial
- Other *
- Fines and Penalties
- Sale of Items
- Transfer from Reserves



**Expense
2023**

- Employee Related
- Building Related
- Contracted Services
- Material, Veh and Equip Related
- Other *



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 258,490	\$ 257,616	\$ 257,616
User Fees *	848	2,552	2,552
Fines and Penalties	10,716	32,000	24,000
Miscellaneous Revenue *	32,673	1,957	1,957
Recoveries	3,379	5,492	5,492
Sale of Items	6,120	13,400	13,400
Transfer from Reserves	147,226	-	98,434
Total Revenue	459,452	313,017	403,451
Expense			
Employee Related	3,124,092	3,301,809	3,528,981
Building Related	316,416	322,815	334,302
Contracted Services	57,740	100,389	174,046
Material, Veh and Equip Related	959,736	913,429	983,321
Operating Related	141,317	104,256	112,586
Other Expenses *	(17,875)	-	-
Transfer to Reserves	134,479	41,951	63,641
Internal Allocations *	14,296	19,957	19,957
Total Expense	4,730,201	4,804,606	5,216,834

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (4,270,749)	\$ (4,491,589)	\$ (4,813,383)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Wheatley Page - increase in hours	1,939	1,939
Security for Chatham Library	41,000	41,000
Page - Bothwell Library	5,495	5,495
Overdue Fines	-	(8,000)
Lifecycle for RFID replacement	21,690	-
Licensing Increase	31,347	-
Equipment Replacement	50,000	50,000

Business Case - Wheatley Page - increase in hours

Department: Community Human Services
Division: CK Public Library
Manager: Library Services

Wheatley is a very busy small branch, open 16 hrs/wk. Library staffing for the branch is 16 hours a week so there is no additional time outside of open hours to work on library tasks. CKPL is requesting a 2 hr/wk increase to the page hours for Wheatley - currently Wheatley has a 4 hour a week page. Wheatley is consistently the highest circulating small branch among the five small branch locations.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 1,939
Total Revenue	<u>1,939</u>
Expense	
Employee Related	<u>1,939</u>
Total Expense	<u>1,939</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: 3.1 Promote Culture: Our community provides cultural engagement, inclusion and a culturally diverse community.

Business Case - Wheatley Page - increase in hours

Consequences/Risks of Not Proceeding: Customer service is a service priority for CKPL. Collections work will fall behind which means holds are not sent to other branches; items are not rotated to other branches keeping the browsing collection fresh, books are not on the shelves where patrons would expect to find them, Customer service will decline.

Wheatley has always been either the top circulating or the second highest circulating branch along with Thamesville. On average, the circulation is over 16,000 per year. Even operating out of the Depot for the last year Wheatley has demonstrated and maintained high circulation rates. A return to the regular branch will only increase the usage once again. Having a page available to shelve most of the material ensures that higher paid Library staff can concentrate their time on ensuring patrons receive the excellent customer service they have come to expect.

This also frees up Library staff so that they have more time to devote to connecting library patrons/community members with resources both in the library and in the community, resulting in higher customer satisfaction with Library and Municipal services as well as an expected increase in circulation of materials. Having a page available to work two nights a week in the branch will also add to the safety of the branch.

Pages assist branch staff by ensuring that materials are returned to the shelves efficiently and accurately. Pages free up library staff to do customer service work and tasks such as pulling holds, checking collection lists, program/outreach prep, etc. Pages also assist Library staff with outside maintenance of sidewalks and entrances to ensure patron safety in between visits from snow contractors.

Council Priority:

Wellness - Access to Social Infrastructure

Strategic Focus:

People

Business Case - Wheatley Page - increase in hours

	Description	Effective FTE
One-Time	Non Union PT Grade 1 - Library Page	0.06
	Total FTE	0.06

Business Case - Security for Chatham Library

Department: Community Human Services
Division: CK Public Library
Manager: Library Services

Security Guard for the Chatham Branch for 25 hrs/wk (Mon-Thurs 4:30-8:30, Fri 2:00-6:00 and Sat 12:00-5:00)
Chatham branch has experienced increased incidents of disruptive behaviour and violations of the Library's code of conduct. In Dec 2021, branch was understaffed, and security was engaged to assist with staff safety until the end of Feb 2022. Because of continued issues with public disturbances and suspicion of substance abuse, security was re-engaged.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 41,000
Total Revenue	<u>41,000</u>
Expense	
Contracted Services	<u>41,000</u>
Total Expense	<u>41,000</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: 3.1 Promote Culture and 2.2 Enhance Prosperity and Reduce Poverty

Business Case - Security for Chatham Library

Consequences/Risks of Not Proceeding: Providing a safe, open and welcoming environment for staff and patrons is a priority. Having security in an urban busy, large main branch is integral to ensure that safety issues are dealt with proactively so that no one is hurt while at the library. Without security staffing will need to be increased so that staff have the ability to be more vigilant and continually monitor the library. In 2022 from Jan - Nov Chatham branch has had 85 incidents ranging from public disturbance, violation of library policy, vandalism and substance usage. Of the 85 incidents 14 have resulted in calls to the Police and 8 individuals have been banned due to the severity of the incidents. In the month of October staff and managers have cleaned up needles, garbage and personal belongings in the front alcove of the library and behind the library as homeless individuals use the space to shelter over night.

Security is requested for times and days when staffing levels are minimal. For example, in the evenings there are only four library staff in the two-floor building. The second floor typically only has one library staff working. There are also one staff member each working at the service desks on the main floor, Circulation and Children's Services and another staff member who is out on the floor working with the collections.

The Chatham branch due to the increased evidence of substance usage in the public washrooms has had to close the washrooms in the evening beginning at 4:45pm. Providing access to the washrooms is important as we are a public facility however staff cannot leave public service desks in order open and relock the washrooms. Currently security opens the washroom for an individual in the evening and stays close by to relock.

Council Priority:

Wellness - Access to Social Infrastructure

Strategic Focus:

People

Department: Community Human Services
Division: CK Public Library
Manager: Library Services

Pages assist branch staff by ensuring that materials are returned to the shelves efficiently and accurately. Pages free up library staff to do customer service work and tasks such as pulling holds, checking collection lists, program prep, etc. The Bothwell branch has steadily increased circulation over the last few years. Even with the onset of COVID the branch has been in the top three branches circulating per month. Administration is requesting a page for six hours per week for the Bothwell branch.

	<u>2023 Approved Budget</u>
Revenue	
Transfer from Reserves	\$ 5,495
Total Revenue	<u>5,495</u>
Expense	
Employee Related	<u>5,495</u>
Total Expense	<u>5,495</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: 3.1 Promote Culture

Business Case - Page - Bothwell Library

Consequences/Risks of Not Proceeding: Bothwell is a very busy small branch, open 16 hrs/wk. Library staffing for the branch is 16 hrs/wk so there is no additional time outside of open hours to work on library tasks. CKPL is requesting a 6 hrs/wk page for Bothwell - currently Bothwell does not have a Page. Bothwell is consistently in the top three highest circulating small branches among the five small branch locations.

Circulation in Bothwell on average, is over 15,000 items per year. Having a page available to shelve most of the material ensures that higher paid Library staff can concentrate their time on ensuring patrons receive the excellent customer service they have come to expect.

This also frees up Library staff so that they have more time to devote to connecting library patrons/community members with resources both in the library and in the community, resulting in higher customer satisfaction with Library and Municipal services as well as an expected increase in circulation of materials. With the addition of a page position in Bothwell it is projected that circulation in Bothwell will increase by a minimum of 5% or approximately 750 - 1,000 items a year. Having a page available to work two nights a week in the branch will also add to the safety of the branch.

Pages assist branch staff by ensuring that materials are returned to the shelves efficiently and accurately. Pages free up library staff to do customer service work and library related tasks such as pulling holds, checking collection lists, program/outreach prep, etc. Pages also assist Library staff with outside maintenance of sidewalks and entrances to ensure patron safety in between visits from snow contractors.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union PT Grade 1 - Page	0.17
	Total FTE	0.17

Business Case - Overdue Fines

Department: Community Human Services
Division: CK Public Library
Manager: Library Services

With the implementation of a Teen Policy and a Youth Services Plan, CKPL would like to extend fines free to the Young Adult population across Chatham-Kent. This will allow some of our more vulnerable populations to have access to the Library.

The elimination of fines charged to the community continues to extend access to collections. Eliminating fines for young people ensures the elimination of economic barriers. Everyone will have access to Library service no matter their economic circumstances. Elimination of fines ensures that the library is inclusive and provides equitable access to library services no matter a person's income bracket and age. Young people utilize the library for a number of reasons for educational, recreational and for personal interest. CKPL provides a diverse range of materials to assist people, young people included in all areas of their lives. For many access to materials that help them with their sexuality in a private capacity helps them to better understand the world around them and themselves. CKPL will also be reducing the age at which young people can sign up for a card by themselves, without parental consent, again to increase access and provide privacy to young people using the library.

With reduced barriers, increased access to library cards, and the elimination of fear of accumulating fines CKPL is anticipating an increase in Young Adult cards of 10% and an increase in the circulation of Young Adult books also by 10%.

CKPL's base revenue for overdue fines would be adjusted from \$32,000 to \$24,000.

	2023 Approved Budget
Revenue	
Fines and Penalties	\$ (8,000)
Total Revenue	(8,000)

Business Case - Overdue Fines

	<u>2023 Approved Budget</u>
Expense	<u> </u>
Net	<u>\$ (8,000)</u>

Link to Strategic Plan: 2.2 Enhance Prosperity and Reduce Poverty
3.1 Promote Culture

Consequences/Risks of Not Proceeding: The elimination of fines charged to the community continues to extend access to collections. Eliminating fines for young people ensures the elimination of economic barriers. Everyone will have access to Library service no matter their economic circumstances. Elimination of fines ensures that the library is inclusive and provides equitable access to library services no matter a person's income bracket. With reduced barriers and the elimination of fear of fines CKPL is anticipating an increase in Young Adult cards of 10% and an increase in the circulation of Young Adult books also by 10%.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: People

Business Case - Lifecycle for RFID replacement

Department: Community Human Services
Division: CK Public Library
Manager: Library Services

Increase the amount in the Lifecycle ITS Hardware line. Lifecycle the replacement costs of RFID which is being implemented in 2022 - 2023. The original purchase was funded by a successful grant application through the Investing in Canada Infrastructure Program- COVID Stream (ICIP) for hardware, software, implementation, training and support services necessary to install and operate a RFID enabled system, (provides circulation, security, and collection management for CKPL). Original project includes RFID tags on physical materials and purchase/installation of RFID staff workstations, security gates and express checkout kiosks for all 11 CKPL branches. Also allows for implementation of a system to monitor the branch capacity to enable social distancing.

The touchless express checkouts will enable library patrons to check out their own materials, which allows for confidentiality and patron responsibility for their own safety.

Fees and fines integration will allow patrons to make payments with PayPal or credit cards at branches. RFID enabled security gates will provide better protection of the investment made in CKPL collections and user devices.

RFID work stations will reduce repetitive motion strain on staff. All of these efficiencies will provide staff with more time for personalized interactions and ensure excellent customer service standards. It will reduce wait times by allowing stacks of items to be checked out simultaneously.

	2023 Approved Budget
Revenue	
Expense	
Transfer to Reserves	\$ 21,690

Business Case - Lifecycle for RFID replacement

	<u>2023 Approved Budget</u>
Total Expense	<u>21,690</u>
Net	<u>\$ (21,690)</u>

Link to Strategic Plan: 2.4 Advocate Accessibility
1.1 Improve Infrastructure

Consequences/Risks of Not Proceeding: Required in order to have the funding in place to replace the RFID equipment at its end-of-life. The costing for the lifecycle costs was obtained through MK Solutions the company that was the successful bidder on the RFP.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: People

Business Case - Licensing Increase

Department: Community Human Services
Division: CK Public Library
Manager: Library Services

CKPL's ILS (Integrated Library System) is the technological backbone of library service: staff use it to order, process, check-out and check-in materials, and monitor CKPL's collection. It also includes the front facing library catalogue that all CKPL patrons use to see what the library has in its collections and to be able to place holds, create lists, renew materials, etc. RFID (implemented in 2022) requires licensing fees not covered by the \$506,000 ICIP grant.

Hosting Library Mgmt Ctr: \$3,200

RFID Staff connect gate software: \$4,950

RFID Fees & Fines integration: \$6,420

RFID Licensing 2023: \$14,930 (actuals \$22,200 but have \$7,270 in base budget already)

Vega discovery 2023: \$400

Innovative hosting 2023: \$198

Innovative License 2023: \$1,069

Iteva 2023: \$180

	2023 Approved Budget
Revenue	
Expense	
Contracted Services	\$ 31,347
Total Expense	31,347

Business Case - Licensing Increase

	<u>2023 Approved Budget</u>
Net	<u>\$ (31,347)</u>

Link to Strategic Plan: 2.4 Advocate Accessibility
3.1 Promote Culture

Consequences/Risks of Not Proceeding: Because the ILS is the backbone of library service, the licensing increases are necessary in order to maintain existing service.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: People

Business Case - Equipment Replacement

Department: Community Human Services
 Division: CK Public Library
 Manager: Library Services

Wallaceburg Branch is the 2nd busiest branch in the CKPL system. The current (old) shelving reduces sight lines and creates barriers. By lowering the height of the shelves, the branch will be brighter and more welcoming. It will also offer staff better sightlines throughout the building and improve accessibility to the collections.

Because of the size of the branch, CKPL is unable to purchase the required furniture within its current New Equipment budget (\$35,500 for all 11 locations).

The purchases would include: replacing all adult fiction and nonfiction shelving at the Wallaceburg Branch and purchasing lightweight tables with wheels. (accessibility and offer the option to move from programming, etc.)

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 50,000
Total Revenue	50,000
Expense	
Material, Veh and Equip Related	50,000
Total Expense	50,000
Net	\$ -

Business Case - Equipment Replacement

Link to Strategic Plan:	2.4 Advocate accessibility 3.1 Promote Culture
Consequences/Risks of Not Proceeding:	<p>Wallaceburg branch is a busy active library and a gathering space for many in the community. Library staff offer many programs within the branch and also accommodate community members providing tutors for the youth in the community. Wallaceburg has seen an increased number of vulnerable populations come into the library which has resulted in increased number of incidents, 15 in 2021 and 16 to date in 2022. The incidents range from violation of library policies, theft, public disturbance, graffiti and vandalism.</p> <p>The current shelving reduces sight lines and creates barriers to access to all library collections. Lowering the shelving heights will make the branch brighter and more welcoming. It will also ensure that staff have good sight lines across the library, making staff and patrons feel safer as well as provide increased access to library collections a key component of the library's strategic plan. Increased access to collections will result in increased circulation. Any barriers to access including ease of accessing materials on shelving restricts the circulation of materials.</p> <p>CKPL is unable to purchase the furniture within its current new equipment budget of \$35,500 for all 11 branch locations. It is estimated the shelving will cost approximately \$50,000.</p>
Council Priority:	Engage - Customer service
Strategic Focus:	People

Employment and Social Services

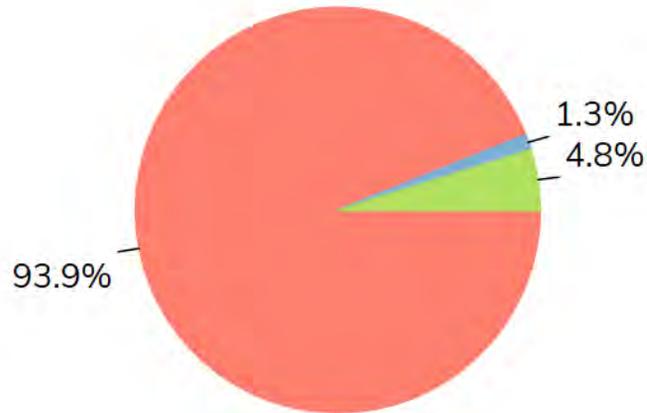
Employment & Social Services is the service manager for the following programs:

- Ontario Works Assistance
- Homes for Youth Program
- Wallaceburg and Chatham Employment Resource Centers
- Homemaker's Program
- Community Homelessness Prevention Initiative
- Survivors of Domestic Violence – Portable Housing Program



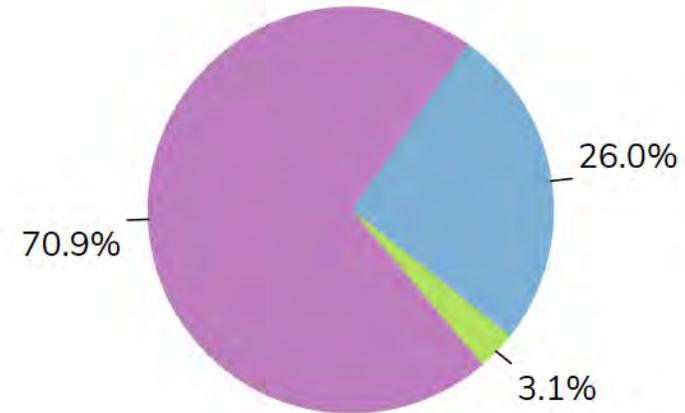
Revenue 2023

- Grants - Provincial
- Other *
- Transfer from Reserves



Expense 2023

- Employee Related
- Other *
- Social Assistance



Employment and Social Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 32,895,273	\$ 40,597,173	\$ 39,291,375
Miscellaneous Revenue *	21,703	-	-
Recoveries	465,762	530,000	530,000
Transfer from Reserve Funds *	6,264	-	-
Transfer from Reserves	3,210,453	1,888,096	2,006,378
Total Revenue	36,599,455	43,015,269	41,827,753
Expense			
Employee Related	10,403,617	11,874,355	12,361,587
Building Related	1,372,742	1,210,788	487,400
Contracted Services *	814,957	340,447	100,824
Material, Veh and Equip Related *	15,042	21,331	53,101
Operating Related *	458,782	327,446	308,524
Social Assistance	23,737,044	33,832,562	33,734,171
Other Expenses *	424,300	-	-
Transfer to Reserves *	3,876,556	88,576	88,576
Internal Allocations *	901,693	448,639	447,230
Total Expense	42,004,733	48,144,144	47,581,413

Employment and Social Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (5,405,278)	\$ (5,128,875)	\$ (5,753,660)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Emergency Rapid Rehousing Program (Homeless Shelter)	1,906,378	1,906,378
Chatham-Kent Renovates Program	100,000	100,000

Business Case - Emergency Rapid Rehousing Program (Homeless Shelter)

Department: Community Human Services
Division: Employment and Social Services
Manager: Homelessness Prevention Programs

The combination of the COVID-19 pandemic, the doubling of rents, lack of available motel rooms and low vacancy rate in Chatham-Kent lead to the community need for a temporary isolation shelter. The first isolation shelter was opened in early 2020 at the John D. Bradley Convention Centre and provided emergency shelter and the ability for unhoused residents to safely self-isolate. As COVID-19 progressed, the number of homeless individuals in Chatham-Kent has increased and new locations have been used to provide the necessary services to residents. The Chatham-Kent Emergency Rapid Rehousing Program operated out of the Travelodge in Chatham from September 2020 to May 2022 and then at Victoria Park Place.

Stayers in shelter are screened at intake for "diversion" which is a thorough review of other temporary housing options that could be used versus the shelter.

This program follows five principles:

1. Homelessness is first and foremost a housing problem
2. Homelessness should be rare, brief, and non-recurring
3. Permanent housing is a human right
4. Housing is harm reduction
5. Maintaining high professional standards ensures quality services which in turn ensures sustainable positive outcomes

In May 2022, the Municipality's lease agreement with the Travelodge ended and the shelter services were transferred to a new location in the former Victoria Park School Chatham, as per council approval on March 21, 2022. As part of Motion 12 a of the March 21, 2022 council meeting, "The Director of Employment and Social Services be authorized to enter into a lease agreement with a group of local investors to provide emergency shelter services at 215 Murray St., Chatham. The agreement would include rent of \$1.00 plus the costs of necessary leasehold improvements, insurance, utilities, and maintenance on an annual basis up to May 31st, 2025, with the approval of the final lease terms delegated to the General Manager, Community Human Services, and Director, Legal Services."

Business Case - Emergency Rapid Rehousing Program (Homeless Shelter)

	<u>2023 Approved Budget</u>
Revenue	
Transfer from Reserves	\$ 1,906,378
Total Revenue	<u>1,906,378</u>
Expense	
Employee Related	1,379,747
Building Related	217,400
Contracted Services	25,700
Material, Veh and Equip Related	15,181
Operating Related	243,350
Social Assistance	25,000
Total Expense	<u>1,906,378</u>
Net	<u>\$ -</u>

Link to Strategic Plan:

The Victoria Park Place Emergency Housing aligns with A Healthy and Safe Community.

Business Case - Emergency Rapid Rehousing Program (Homeless Shelter)

Consequences/Risks of Not Proceeding: The consequences of not continuing with the operation of the homeless shelter up to May 2025 as previously approved by Council would be:

- Significant impact to the health, safety and wellbeing of individuals and families experiencing homelessness or imminent risk of homelessness
- Larger encampments create more opportunity for organized crime (gangs move in and run larger encampments like they do drug houses)
- More calls to the municipality due to issues with people sleeping rough and in encampments on public and private property
- Increased police calls due to issues with people sleeping rough and in encampments on public and private property
- Reduced housing placements as more unhoused individuals become disconnected from services and supports
- Lack of value for money for repairs completed to open Victoria Park Homeless Shelter if only used for a few months

Council Priority: Wellness - Prevent & reduce impacts of poverty

Strategic Focus: Health

	Description	Effective FTE
One-Time	Non Union Grade 5 - Shelter Support Worker (Full Time)	6.00
One-Time	Non Union Grade 5 - Shelter Support Worker (Part Time)	4.00
One-Time	Non Union Grade 8 - Shelter Lead (Part Time)	5.00
One-Time	Non Union Grade 8 - Shelter Lead (Full Time)	1.00
	Total FTE	16.00

Business Case - Chatham-Kent Renovates Program

Department: Community Human Services
Division: Employment and Social Services
Manager: Homelessness Prevention Programs

In 2016, the former Director of ESS brought a proposal to Council to create a new program called CK Renovates to extend funding to more low-income homeowners beyond the limits of the Ontario Renovates program. The CK Renovates program offers forgivable loans and grants for essential repairs like doors and windows, electrical, plumbing, roofs and accessibility systems.

In its first year of operation (2016), a budget of \$300,000 out of OW Corporate Initiative reserves was approved in budget with the goals of homelessness prevention and to allow more seniors to safely age in place. The OW (ESS) Corporate Initiatives reserve is intended to fund sustainable initiatives that assist low-income individuals and families living within Chatham-Kent. This program had a strong uptake each year until the onset of the COVID-19 pandemic as many services were delayed or unavailable during this time including construction. As a result, the budget request for this program was temporarily reduced to \$100,000 starting in 2021, to adapt to the reduced requests.

CK Renovates has been jointly delivered by the Employment and Social Services Division and the Housing Services Division, with assistance and referrals from the Building and Legal Services Divisions as well as community partners. The Directors of Employment and Social Services and Housing Services both agreed that due to the changing housing market and local needs, this program should align fully with Ontario Renovates program and the divisions could deliver these programs seamlessly. With this change, the reduction of delays in the construction industry and the effects of inflation, it is believed that program uptake will again increase in 2023 and beyond.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 100,000
Total Revenue	100,000

Business Case - Chatham-Kent Renovates Program

	<u>2023 Approved Budget</u>
Expense	
Contracted Services	50,000
Social Assistance	<u>50,000</u>
Total Expense	<u>100,000</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

The Chatham-Kent Renovates Program aligns with A Healthy and Safe Community.

Consequences/Risks of Not Proceeding:

- More low-income seniors, individuals and families in the community will have to leave their homes because they are not habitable
- More low-income seniors will be seeking already overburdened long term care
- More low-income community members will be forced to seek housing in the rental market which is much less affordable per month
- Increased risk of homelessness for low-income community members
- Increased risk of ill health, poor mental health, or risk of injury of community members from substandard housing, or being displaced from housing they can't otherwise afford

Council Priority:

Wellness - Prevent & reduce impacts of poverty

Strategic Focus:

Health

Housing Services

Housing Services is responsible for the administration and funding of social housing providers and programs. The division also manages and operates 710 public housing units and partners with community agencies to provide housing services.

The division also looks to establish new affordable housing programs and participate in new funded programs when available. Currently, the Municipality administers the following affordable housing programs:

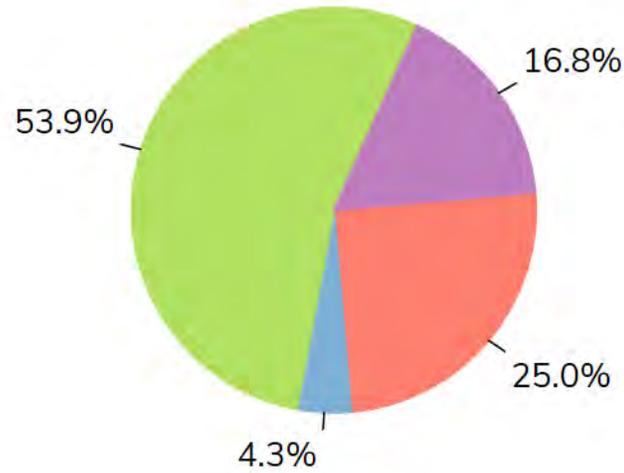
- Home Ownership Program
- Housing Allowance
- Rent Supplement
- New rental Build or Conversions
- Home Repairs and/or Renovations

In addition, the division is responsible for the implementation of the 10 Year Community Housing & Homelessness Plan and CK Directives and Social Housing Policies and Procedures.



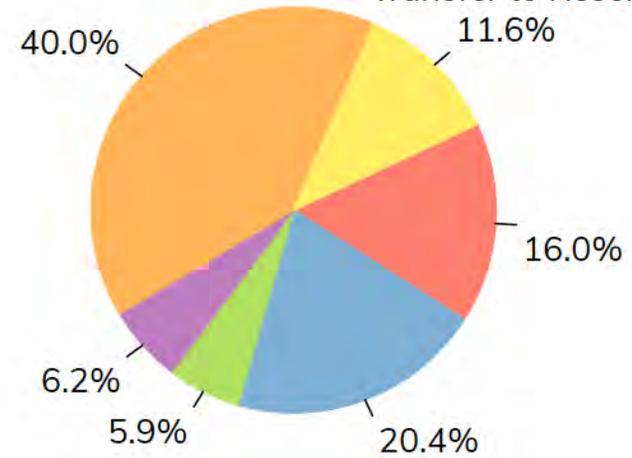
**Revenue
2023**

- Grants - Federal
- Other *
- User Fees
- Transfer from Reserves



**Expense
2023**

- Employee Related
- Building Related
- Other *
- Lifecycle/Lifeamp
- Social Assistance
- Transfer to Reserves



Housing Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Federal	\$ 2,097,080	\$ 1,880,311	\$ 1,294,423
Grants - Provincial	1,120,268	1,365,721	203,851
User Fees	2,672,766	2,623,633	2,788,245
Fines and Penalties *	640	1,500	1,500
Miscellaneous Revenue *	7,707	1,000	1,091
Recoveries *	395,928	15,401	15,453
Transfer from Reserves	11,676,144	92,716	871,275
Total Revenue	17,970,533	5,980,282	5,175,838
Expense			
Employee Related	1,635,810	1,672,025	2,241,375
Building Related	2,942,290	2,660,537	2,849,946
Contracted Services	1,183,334	1,071,648	571,856
Material, Veh and Equip Related *	6,038	3,200	11,535
Lifecycle/Lifeamp	703,021	1,069,166	865,628
Operating Related *	73,550	50,981	82,514
Social Assistance	5,154,091	6,055,724	5,597,448
Other Expenses *	3,408	-	-
Transfer to Reserves	14,158,081	1,529,924	1,618,734

Housing Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Internal Allocations	(34,991)	284,103	154,428
Total Expense	25,824,632	14,397,308	13,993,464
Net	\$ (7,854,099)	\$ (8,417,026)	\$ (8,817,626)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Affordable Housing Building-101 McNaughton Ave Chatham	149,183	149,183
ICM Rent Supplement Program with CMHA	29,293	29,293
Additional Summer Student - Clerical Assistant	10,062	10,062
Program Manager Housing Services	8,335	8,335
Tenant Relations Analyst	168,723	168,723
Housing Services Assistant	153,711	153,711
Building Condition Assessments	420,000	420,000
Canada-Ontario Social Housing Untargeted Funding	381,560	381,560
Increase in Transfer to the Affordable Housing Reserve	130,020	-

Business Case - Affordable Housing Building-101 McNaughton Ave Chatham

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

The need for affordable housing in Chatham-Kent has significantly increased in recent years. As of October 1, 2022, Chatham-Kent Housing Services (CKHS) had a total 801 active households on its Rent Geared to Income (RGI) Centralized Waitlist. Of these, 28% (224) were senior 1-Bedroom households. Another 9% (72) households will reach age 60 and be eligible for Senior designated housing within 5 years. On average, seniors on Chatham-Kent's centralized waitlist wait in excess of 7 years for an offer of affordable housing. They are the cohort with the longest wait time as only 16% of RGI units in Chatham-Kent (234/1,468) are dedicated to their housing needs and the six senior projects record exceptionally low turn over rates. In December 2021, Council authorized the design-build of a three story, 27 one-bedroom modular affordable unit apartment building designated for senior residents. A request to Council was made after Housing Services successfully applied for a Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative (RHI) grant providing \$4,988,687 in capital grant funding. The remaining \$3,846,625 in capital funding was approved to be taken from Housing Services reserves.

This infill project to be located at 101 McNaughton Avenue West in Chatham will contain modestly sized one-bedroom units appropriate for seniors. Building amenities include an elevator, universally accessible common spaces and unit balconies. The location is ideal for a senior lifestyle with grocery stores, pharmacies and a shopping plaza within one block. CKHS has entered into a Memorandum of Understanding with the Chatham-Kent Women's Centre for unit referrals, giving first priority to Survivors of Domestic Violence or elder abuse who are at least age 60. Since Chatham-Kent will own this building, it will be operated as community housing and tenant rents will be subsidized as required for perpetuity. This building is entirely funded through the CMHC RHI grant and Housing Services reserves and thus will have no mortgage. A financial feasibility assessment confirms that the project's operations are self-sustaining from rental revenues even though they will be set at 80% of Chatham-Kent's average market rents.

	<u>2023 Approved Budget</u>
Revenue	
User Fees	\$ 149,040
Miscellaneous Revenue	91
Recoveries	<u>52</u>
Total Revenue	<u>149,183</u>
Expense	
Employee Related	3,719
Building Related	189,409
Lifecycle/Lifeamp	(49,593)
Operating Related	<u>5,648</u>
Total Expense	<u>149,183</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

The Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This new Rapid Housing Initiative links with this strategic focus by ensuring there is a variety of affordable housing options to meet needs.

Business Case - Affordable Housing Building-101 McNaughton Ave Chatham

Consequences/Risks of Not Proceeding: From December 2018 to September 2022, the resale price of homes in Chatham-Kent increased by 123%. This unprecedented increase in 4 years caused increased demand for rental housing units further down the housing continuum. As such, average market rents increased to \$811 for 1-bedroom units during 2022. Given affordable housing costs less than 30% of a household's gross monthly income, the average household would need an income of \$2,703.33 per month to meet affordability for rent alone. Seniors in receipt of OAS/ CPP/GIS typically receive between \$1,600 and \$1,800 per month, meaning that the average 1 bedroom unit in Chatham-Kent is not affordable for any senior living solely on subsidized pensions. Given the low unit turn over in seniors' buildings, lack of affordable market rental options and a disparate number of RGI units dedicated to seniors vs the number of seniors in Chatham-Kent's overall population, affordable housing units dedicated to Chatham-Kent's low income seniors is its primary housing need. Without proceeding, Chatham-Kent will reduce already under-supplied senior community housing stock by 10% (27 out of 261 units) and impede senior residents access to safe, suitable and affordable housing.

Council Priority: Wellness - Affordable housing

Strategic Focus: Health

For additional information, please view the [Affordable Housing Development – 2021 Canada Mortgage and Housing Corporation \(CMHC\) Rapid Housing Initiative \(RHI\) and Municipal Contribution](#) report to Council from the September 13, 2021 meeting.

For additional information, please view the [Request for Proposal R21-329 Evaluation Results - Design-Builder for the Construction of a 27 Unit, Three Story Affordable Housing Project at 99 McNaughton Ave W, Chatham](#) and the following appendix from the December 20, 2021 Council meeting.

[Appendix 2 - Rapid Housing Initiative Agreement](#)

*Appendix 1 is already included in the RTC

Business Case - ICM Rent Supplement Program with CMHA

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

This is a transfer from the Wallace St reserve to fund the cost of the 7 additional Intensive Case Management (ICM) rent supplement units. Wallace St reserve was created from the sale of 770 Wallace Street, Wallaceburg on September 24, 2014.

2023 is year 7 of this program. The 22 ICM rent supplement units (15 in base budget and 7 additional funded by Wallace St reserve) were approved per report to council (RTC) dated September 26, 2014 regarding the sale of 770 Wallace Street, Wallaceburg and Ministerial consent; approved by council in the October 6, 2014 council meeting and subsequent information report dated March 23, 2015 and subsequent RTC November 17, 2016 regarding request for proposal (RFP) R16-268 CK Intensive Case Management for Homelessness approved at the December 12, 2016 council meeting.

Each year an analysis is completed to ensure Housing Services has enough funding for the 22 ICM rent supplement units. 15 of the units are covered by the Housing Services base budget while the remaining 7 units are funded from the Wallace St reserve per the aforementioned RTCs. Therefore, this reserve transfer request is to ensure there is adequate funding available for the 7 units which are not included in the base budget.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 29,293
Total Revenue	29,293
Expense	
Contracted Services	29,293

Business Case - ICM Rent Supplement Program with CMHA

	2023 Approved Budget
Total Expense	<u>29,293</u>
Net	<u>\$ -</u>

Link to Strategic Plan: The Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". These ICM rent supplement units provide affordable housing and supportive services via CMHA to individuals in Chatham-Kent.

Consequences/Risks of Not Proceeding: Tenants in these units would cease to receive the rent supplement and support from CMHA. This may cause their rent to become unaffordable or tenancy to breakdown. These tenants may be forced out of the units if unable to afford market rent or unable to be a successful tenant without the CMHA support. These tenants would then be forced to seek out alternative housing or become homeless. Tenants housed under this model have had long-term stability with 100% success of being housed after 2 years in the program. The use of Emergency Services was decreased from 50 to 4 interactions after 18 months in the program so there would be a risk of increase in these services if funding is not continued.

Council Priority: Wellness - Affordable housing

Strategic Focus: Health

For additional information, please view the [Sale of Public Housing Project at 770 Wallace St., Wallaceburg](#) on page 43 of the October 6, 2014 Council meeting minutes.

For additional information, please view the [Request for Proposal R16-268 Evaluation Results- CK Housing First Intensive Case Management for Chronic and Episodic Homelessness](#) on page 14 of the December 12, 2016 Council meeting minutes.

Business Case - Additional Summer Student - Clerical Assistant

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

Chatham-Kent Housing Services (CKHS) has a base budget that provides one summer student to be shared for our applications team, tenant relations team and general program administration. Housing Services has had a second summer student funded through the Social Housing operations reserve for the previous two years (2021 and 2022). Having two students allowed both the applications and tenant relations teams to have their own summer student for their community housing services. This has led to excellent results to the services we provide as the summer students time is not split between the two teams. Our summer students have been instrumental in our community engagement events such as the Indigenous Peoples Day Celebration, Blenheim Seniors Fair, and other community engagement sessions. Summer students are able to assist in organizing and participating in community events hosted on site at several public housing locations. This experience exposes students to an array of community agencies as we collaborate to bring education and services through outreach to various locations. The students have also contributed in grant funding application processes by doing research and providing information to bolster our applications' needs assessments.

Most housing services staff wish to use their vacation time during the summer months when their children and grandchildren are not in school. Having a second summer student to help cover their work provides greater opportunity for senior staff to be granted their vacation requests without compromising the excellent customer service standards of the division. In general, granting staff vacation requests reduces the liability of "unused vacation time" banks and improves job satisfaction and team morale. Having coverage via summer students also maximizes the chances for new staff to enjoy vacation time during peak periods.

	2023 Approved Budget
Revenue	
Transfer from Reserves	<u>\$ 10,062</u>

Business Case - Additional Summer Student - Clerical Assistant

	<u>2023 Approved Budget</u>
Total Revenue	<u>10,062</u>
Expense	
Employee Related	9,682
Internal Allocations	<u>380</u>
Total Expense	<u>10,062</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

A Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This summer student will help the Housing Services department support and increase the quality of life of our tenants through various initiatives as well as grant funding opportunities.

Council Priorities commit to Growth, specifically growing our population to support economic and labour force needs. The opportunity for summer students to experience a rewarding workplace experience in Housing Services increases the likelihood of attraction or retention of this individual into the future employment needs of the department.

Business Case - Additional Summer Student - Clerical Assistant

Consequences/Risks of Not Proceeding: The applications and tenant relations teams have significant workload as an on-going issue. It has been shown that having a summer student dedicated to each team has alleviated some of the additional workload pressures encountered due to additional workload and staff summer vacations being taken. Without this additional summer student employees could become overworked, increased levels of job dissatisfaction, difficulties in earned vacation scheduling and/or employee burn out experience. There could be a potential lack of resources to pursue and complete potential grant funding opportunities without student resources. Community and tenant engagement events could potentially not be as successful without sufficient resources that students provide. Housing Services staff include professionals in social work, accounting and project management yet Community Housing applications are rarely part of the curriculum in any of these disciplines. As a result, new graduates rarely target a career in the Community Housing sector as an area of interest. Without opportunities to introduce students to the Community Housing sector, future recruiting efforts for Housing Services positions will experience a reduced pool of interested applicants. These opportunities allow applicants to learn more about the various roles in Housing Services that provide service to the communities in the Municipality of Chatham-Kent as a whole.

Council Priority: Wellness - Affordable housing
 Strategic Focus: Health

	Description	Effective FTE
One-Time	Non Union Student Grade 2 - Clerical Assistant Housing	0.29
	Total FTE	0.29

Business Case - Program Manager Housing Services

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

Chatham-Kent Housing Services (CKHS) is in need of a Program Manager to assist in the development of more affordable housing units throughout the Municipality of Chatham-Kent. CKHS has identified several large parcels of land in the community which have been identified in the December 20, 2021 Recommendations to Encourage and Develop Affordable Housing in Chatham-Kent to develop affordable housing. CKHS is working to get these land parcels to be shovel ready for future grant funding opportunities in order to be successful in these applications towards housing development. Many grant funding opportunities have short timelines for submissions and are reliant on shovel ready parcels of lands for these projects. Chatham-Kent has greater opportunities to be successful than some of the other communities vying for these grants due to the land resources that are available to us. The Council approved report also contained recommendation #6 which stated -Housing Services staffing resources to be reviewed and recommendations brought forward in a future year budget deliberation process to support more affordable housing developments in the community.

It is critical that Chatham-Kent helps to identify land and/or building resources in our community and align them to be shovel ready projects in order to better position our grant applications for success. CKHS has been successful in obtaining over \$5 million of grant funding through applications such as the Rapid Housing Initiative grant that is being used for the new construction of a 27 unit affordable housing at 101 McNaughton Avenue West in Chatham and the CMHC SEED funding grant for an affordable housing development in Wallaceburg. CKHS also currently has over \$4 million in completed affordable housing grant funding applications that are currently awaiting notice. This Program Manager will help ensure that all future grant funding opportunities related to new affordable housing builds as well as grants for the repairs and green energy initiatives to reduce operating costs are maximized.

Business Case - Program Manager Housing Services

As of September 30, 2022, there were 801 households on the Centralized Wait List (CWL). 71% of these households require one-bedroom units and 29% require multi-bedroom units. 28% of the CWL are senior (age 60+ years) households. In the last 5 years, the CWL has been stable at around 800 households and demand has remained steadily proportionate with 70% of households requiring one-bedroom units and 30% requiring multi-bedroom units. Currently, waiting times for households on the CWL for any unit is approximately 5 years. CKHS' portfolio includes 774 units owned by 13 Private Non-Profit Housing Providers and 709 units owned by the Municipality of Chatham-Kent. Currently CKHS offers three different Portable Housing Benefits (PHBs): The Canada Ontario Housing Benefit (COHB) (enrolment 133 households), the OPHI Housing Allowance (enrolment 43 households) and the Rent Geared to Income (RGI)-PHB (enrolment 129 households). In an average year, the applications team receives 1,000 RGI applications and houses 150 households. Chatham-Kent's prescribed Service Level is 1,365 units. Including RGI units, allowable PHBs and Rent Supplement units.

This Program Manager will help CKHS to provide more RGI and affordable housing units across Chatham-Kent. Currently, there are five housing projects in the construction stage comprising of 77 units, all of which are set to be occupied between the end of 2022 and 2023. The next affordable housing project being developed is 36 McGeorge St. Blenheim, comprising of 17 affordable family units with work being done to develop several other large affordable housing builds in the communities.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 8,335
Total Revenue	8,335
Expense	
Employee Related	150,735
Contracted Services	1,791
Material, Veh and Equip Related	8,335
Lifecycle/Lifeamp	(153,945)

Business Case - Program Manager Housing Services

	2023 Approved Budget
Operating Related	700
Transfer to Reserves	719
Total Expense	8,335
Net	\$ -

Link to Strategic Plan:

A Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This Program Manager will help the Housing Services department support and increase the quality of life of our current and future tenants. This position will also help to facilitate the creation of new affordable housing units across Chatham-Kent as well continuous improvements and repairs to our existing housing stock.

Business Case - Program Manager Housing Services

Consequences/Risks of Not Proceeding: Tenants may experience a reduction in services and/or experience decreased quality of service. Both grant and affordable housing development opportunities will not be able to be capitalized on due to a lack of resources which will prevent housing developments from being constructed and/or existing units maintained to meet the needs of the tenants that we serve.

In addition, since the public housing buildings lifecycle reserve is not fully funded some repairs will not be able to be completed without additional grant funding. Therefore, without this position the public housing buildings will experience increased deterioration which will lead to a reduction in the quality of service that is provided to our tenants. This can lead to additional liability and safety concerns if repairs and maintenance are put on hold until further funding can be accessed and or obtained.

Finally, as outlined in the report to council dated November 15, 2019 and approved at the December 9, 2019 council meeting Action Plan for Achieving Service Level Standards for the Municipality of Chatham-Kent Service Manager of Housing Services the Municipality of Chatham-Kent is not currently meeting its Service Level Standards (SLS). This position will provide instrumental support to work towards meeting the Municipality of Chatham-Kent's SLS. For example, sourcing and obtaining grant funding to build additional public housing units which can count towards the SLS. Without this position there is an increased risk that the Municipality of Chatham-Kent will continue to not meet its SLS.

Council Priority: Wellness - Affordable housing
 Strategic Focus: Health

	Description	Effective FTE
Base	Non Union FT Grade 10 - Program Manager	1.00
	Total FTE	1.00

For additional information, please view the [Action Plan for Achieving Service Level Standards for the Municipality of Chatham-Kent Service Manager of Housing Services](#) from the December 9, 2019 Council meeting.

Business Case - Program Manager Housing Services

For additional information, please view the [Results of Expiry of Operating Agreement Analysis by Housing Services Corporation: Expiry of Operating Agreements, End of Mortgages & End of \(Ontario Housing Corporation Public Housing\) Debentures: End of Federal Funding](#) on page 453 of the June 29, 2020 Council meeting minutes.

For additional information, please view [Recommendations to Encourage and Develop Affordable Housing in Chatham-Kent](#) from the December 20, 2021 Council meeting.

For additional information, please view the [Request for Proposal R21-329 Evaluation Results - Design-Builder for the Construction of a 27 Unit, Three Story Affordable Housing Project at 99 McNaughton Ave W, Chatham](#) and the following appendix from the December 20, 2021 Council meeting.

[Appendix 2 - Rapid Housing Initiative Agreement](#)

*Appendix 1 is already included in the RTC

Business Case - Tenant Relations Analyst

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

As the number of affordable housing units which are owned and operated by the Municipality of Chatham-Kent increases, the Housing Services team will need additional resources to continue to build new affordable housing units and to help maintain service levels. The Housing Services team is working to provide more Rent Geared to Income (RGI) and affordable housing units across Chatham-Kent. The most recent of which is a three story, 27 one-bedroom modular affordable housing apartment building with plans to build other affordable housing projects throughout the community.

Housing Services created a Portable Housing Benefit (PHB) in 2020 originally offering 22 benefits to applicants on the central wait list in Chatham-Kent. This new workload was added to an already very busy position. The number of these PHBs increased in 2021 and again in 2022 to now offering 150 PHBs, which increase the ability for individuals to remain or become housed through private landlords. This is a permanent benefit for individuals requiring annual review and management throughout the year to ensure the guidelines of RGI and the requirements of the benefit are adhered to. Tenants receiving this benefit require support and are required to provide documentation on a regular basis.

Rent Supplement is a program offered by Housing Services with approximately 119 private landlords. The recent increase in rental income that is possible due to the shortage of housing has resulted in landlords becoming reluctant and withdrawing from the Rent Supplement program. As a result, Housing Services continues to reach out to landlords that may consider participating in the program. The on-boarding of new landlords and termination of exiting landlords requires documentation and input into the property management system as well as on-going tracking for provincial reporting.

Business Case - Tenant Relations Analyst

In the past 5 years we have experienced an increase in filing with the Landlord Tenant Board (LTB) from 1-3 cases annually, to 2-3 cases monthly seeing a 108% increase in the number of applications. The cases are much more complex requiring preparation of evidence, surveillance footage, affidavits, case notes, proof of supports provided, and organization of witnesses. Additionally, efforts have been increased to collaboratively work with stakeholders in on-going effort to enter into agreeable and reasonable payment plans and consent orders. Across the province Municipal Housing Services are recruiting Paralegal professionals and or dedicated staff to assist with this urgent workload. In the past three years, Chatham-Kent Housing Services have worked with support agencies, Employment & Social Services, and the Chatham-Kent Legal Clinic, to achieve mediated consent orders that will assist in tenants maintaining their housing while improving their tenancy to ensure a safe environment for other tenants while decreasing and removing arrears. In 2021, 28 applications were submitted to the LTB, 15 of these applications resulted in mediated consent orders allowing for tenants to retain their tenancy agreeing to supports and changes to improve tenancy and reduce the risk of safety and disturbance of other tenants. Consent orders require consistent review for a one-year period. All information collected and utilized in tribunal applications/orders are stored in a provincial portal as well as the property management software. The new provincial LTB portal requires consistent oversight to ensure all evidence, notices, certificates of service, and ledgers are input in prescribed periods of time. LTB communication on case status is now communicated through a portal system. In 2022, there are currently 28 applications that have been submitted to the LTB as of November 01, 2022.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 168,723
Total Revenue	168,723
Expense	
Employee Related	165,921
Contracted Services	522
Internal Allocations	2,280

Business Case - Tenant Relations Analyst

	<u>2023 Approved Budget</u>
Total Expense	<u>168,723</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

A Healthy and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This Tenant Relations Analyst will help the Housing Services department support and increase the quality of life of our current and future tenants.

Business Case - Tenant Relations Analyst

Consequences/Risks of Not Proceeding: Tenants may experience a reduction in services and or experience decreased quality of service. There is a risk that applicants on the Centralized Wait List who are currently housed with a private landlord may lose their current housing without the assistance of the Portable Housing Benefit (PHB). Tenants have declared at the time of approval of their PHB that they were one to two months away from losing their current accommodations. This benefit was created without staff support and managed by existing team members adding to the current busy caseload. To mitigate the risk of work overload and ensure accurate timely implementation of this growing benefit additional support is required.

A delay in preparation and submission of applications to hearings results in risk to other tenants and their right to an enjoyable safe place to live. Hostile Unit Takeovers (HUTS) are becoming an urgent issue across the province resulting in illegal drug activity, weapons, and in some cases accidental death. Unit turnover is experiencing increased costs for damages, and delays in vacancy rate due to the extensive repairs required. Delays in hearings in which a HUT has occurred has resulted in relapse of recovered individuals who were in good standing with tenancy, as well as long time tenants evacuating their units to couch surf or stay with other families out of fear and escalated disturbances. A delay in preparation of submissions results in increased arrears for the tenant, and ultimately bad debt write offs. Management of consent orders is critical in meeting legal requirements under the Residential Tenancy Act to protect the rights of all tenants.

There is a risk that current staff will not be able to complete the file reviews for compliance within the Ministry mandated period to meet the requirement for Rent Geared to Income asset level limits.

Council Priority:

Wellness - Affordable housing

Strategic Focus:

Health

	Description	Effective FTE
One-Time	Non Union Grade 6 - Tenant Relations Analyst (2 years)	2.00
	Total FTE	2.00

Business Case - Housing Services Assistant

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

As the number of affordable housing units which are owned and operated by the Municipality of Chatham-Kent increases the Housing Services team will need additional resources to help support new tenants and maintain service levels. The Housing Services team is working to provide more Rent Geared to Income (RGI) and affordable housing units across Chatham-Kent. The most recent of which is a three story, 27 one-bedroom modular affordable housing apartment building.

Rent Supplement is a program offered by Housing Services with approximately 119 private landlords. The recent increase in rental income that is possible due to the shortage of housing has resulted in landlords becoming reluctant to increase or maintain these units and withdrawing from the Rent Supplement program. As a result, Housing Services continues to reach out to landlords that may consider participating in the program. Marketing to new landlords and efforts to retain existing landlords is paramount in preserving these housing opportunities with private landlords. This Housing Services Assistant will assist with marketing, retention, and communication to landlords.

Currently the Tenant Relations Manager oversees a team of 17 Building Attendants and 6 internal team members. The anticipated growth in publicly owned housing will result in additional numbers to this team. The Housing Services Assistant position can assist with communication to Building Attendants and preparation of training and resource material.

Accountability and reporting continue to drive the work within Housing Services. Additional reports on vacancy, arrears and Rent Supplement are required to be developed, monitored, circulated, and utilized to set goals and drive improvement process.

	2023 Approved Budget
Revenue	
Transfer from Reserves	<u>\$ 153,711</u>

Business Case - Housing Services Assistant

	<u>2023 Approved Budget</u>
Total Revenue	<u>153,711</u>
Expense	
Employee Related	150,909
Contracted Services	522
Internal Allocations	<u>2,280</u>
Total Expense	<u>153,711</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

A Healthy and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This Housing Services Assistant will help the Housing Services department support and increase the quality of life of our current and future tenants.

Business Case - Housing Services Assistant

Consequences/Risks of Not Proceeding: Tenants may experience a reduction in services and/or experience decreased quality of service.

Landlords not recognized for their participation in the Rent Supplement Program may choose to exit the program decreasing housing opportunities and jeopardizing funding received from the Ministry for this specific program. The Private Landlord is an important piece to ending homelessness and the community benefits from these housing options, housing individuals without the cost of building operations. Without proper support, marketing and recognition efforts we risk the loss of Private Landlords offering affordable housing increasing the need for additional public housing and possibly increases in the need for larger shelters.

As teams increase in size, a commitment to supports that will ensure the team is connected, supported, and have access to necessary training tools and information is vital to continue a safe and valued service to tenants and stakeholders.

Tenant satisfaction and service could decrease if staff are unable to commit to reviewing benchmarks based on tenant feedback due to time constraints with other position priorities and increased workload.

The Internal Appeal process has a requirement to meet deadlines to ensure the process is not delayed. Without support for these meetings there is risk that deadlines may not be met, and the service standard not achieved.

Council Priority: Wellness - Affordable housing
 Strategic Focus: Health

	Description	Effective FTE
One-Time	Non Union Grade 5 - Housing Services Assistant (2 years)	2.00
	Total FTE	2.00

Business Case - Building Condition Assessments

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

A Building Condition Assessment (BCA) is a systematic inspection, review, and report on the state of a building's structure and systems. This evaluation intends to assist the building's owners and other stakeholders assess liabilities, understand short-term and long-term capital requirements and to provide information necessary for organizations to conduct informed strategic planning. Typically, BCAs are awarded to qualified contractors via RFP process and include not only community housing buildings owned by Chatham-Kent but also those owned by the 13 Private Non-Profit Housing Providers (PNPs) to whom Chatham-Kent is currently providing capital reserve funding.

The first BCA Reserve Fund Study on community housing in Chatham-Kent was completed in 2004-05, and also included a limited Accessibility Assessment. The BCAs were updated in 2010, with Energy Audits completed in 2011 and updated Reserve Fund Forecasts also completed in 2011. The most recent BCA, Energy Audits, Accessibility Assessment and Reserve Fund Forecast of the social housing buildings were completed in 2017. At the January 29, 2018 regular meeting, Council received and adopted the corporate 2017 Asset Management Plan (Report to council from the Chief Financial Officer and General Manager, Infrastructure and Engineering Services). This report notes the importance of BCAs with some of the benefits listed below:

Business Case - Building Condition Assessments

- Ensures municipal capital grants (like enhanced lifecycle funding) to PNPs are being used appropriately relative to its asset plans
- Allows for informed asset plan amendments based on the actual condition of the building and not just what was forecasted
- Understanding of overall network condition leads to better management practices
- Allows for the establishment of rehabilitation programs
- Prevents future failures and provides liability protection
- Potential reduction in operation/maintenance costs
- Accurate current asset valuation
- Allows for the establishment of risk assessment programs
- Establishes proactive repair schedules and preventive maintenance programs
- Avoids unnecessary expenditures
- Extends asset service life therefore improving level of service
- Improves financial transparency and accountability
- Enables accurate asset reporting which, in turn, enables better decision making

The benefits listed above illustrate how BCAs are essential in ensuring the Asset Management and Housing Services teams are making informed decisions about the best ways to efficiently maintain and improve its Community Housing stock.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 420,000
Total Revenue	<u>420,000</u>
Expense	
Contracted Services	<u>420,000</u>
Total Expense	<u>420,000</u>

	2023 Approved Budget
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

A Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". These BCAs will help the Housing Services department support and increase the quality of life of our current and future tenants. The BCAs will help to ensure efficient and effective use of our resources to repair and maintain public housing buildings as well as PNP housing buildings. This report will assist the Asset and Housing Services team to understand the physical condition and life expectancy of the building portfolio in order to explore funding options to sustain the physical integrity of the asset and plan for the future.

Business Case - Building Condition Assessments

- Consequences/Risks of Not Proceeding: The risk of not proceeding with updating the BCAs are outlined below:
- Capital reserve funding provided to 13 PNPs not completely monitored
 - Capital and strategic plans by Housing Services, Asset Management and PNPs informed by 6-year-old evaluations
 - Reduced quality of life of current and future tenants if buildings are not maintained in the most efficient and effective manner
 - Competitive funding programs like CMHCs Co-Investment funding and MMAH-s Housing Priority funds may review BCAs to assess organizational need. They require up to date BCA data for an organization to be a contender for funding
 - Increases liability since outdated information may lead to building failures not being identified in time
 - Increase in operation/maintenance costs
 - Inaccurate current asset valuation
 - Reduce the effectiveness and efficiency of repair schedules and preventive maintenance programs
 - Lead to unnecessary expenditures
 - Decrease asset service life therefore reducing level of service
 - Reduce effectiveness of decision making as decision could be based on outdated information
 - Loss of PNP RGI units thus leading to less community housing and more households unable to access community housing programming
- Council Priority: Wellness - Affordable housing
- Strategic Focus: Health

Business Case - Canada-Ontario Social Housing Untargeted Funding

Department: Community Human Services
Division: Housing Services
Manager: Public Housing (stage1)

Each year, as the Ontario Housing Corporation (OHC) debenture debt and private non-profit social housing provider mortgages end, the federal government derives a surplus from the funding no longer provided for these items. The federal government then shares this surplus with the provinces and territories and in turn, Ontario allocates at least some (if not all) of its share amongst the 47 designated Service Managers under the Housing Services Act.

Due to the significant shortage of affordable housing within the Municipality of Chatham-Kent, the Director of Housing Services recommends that the Untargeted Social Housing Agreement (SHA) funding be dedicated annually toward creating more affordable housing within Chatham-Kent. Hence, the recommendation to move this funding to the CK Affordable Housing Reserve to be utilized for an upcoming affordable housing build.

	2023 Approved Budget
Revenue	
Grants - Federal	\$ 381,560
Total Revenue	<u>381,560</u>
Expense	
Transfer to Reserves	<u>381,560</u>
Total Expense	<u>381,560</u>
Net	<u><u>\$ -</u></u>

Business Case - Canada-Ontario Social Housing Untargeted Funding

Link to Strategic Plan:	A Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This funding will help increase the affordable housing stock within the Municipality of Chatham-Kent. Thus, helping more individuals in Chatham-Kent gain access to affordable housing.
Consequences/Risks of Not Proceeding:	The shortage of affordable housing within the Municipality of Chatham-Kent continues to grow and without this funding being approved to go the Affordable Housing Reserve the shortage will only further increase. This means less Chatham-Kent individuals will have access to affordable housing and the time spent on the wait list will continue to rise.
Council Priority:	Wellness - Affordable housing
Strategic Focus:	Health

Business Case - Increase in Transfer to the Affordable Housing Reserve

Department: Community Human Services
Division: Housing Services
Manager: Affordable Housing Programs

The recommendation per Report to Council (RTC) dated April 14, 2020 regarding Municipal Policies to Encourage Development of Affordable Housing in Chatham-Kent -The following be deferred to 2021 Budget Deliberations: Build Up Municipal Affordable Housing Reserve Fund (Section 2.3): request to increase the minimum base budget (from \$800,000) to \$1 million plus annual increases equivalent to the average Building Construction Price Index of Toronto and Ottawa CMAs as a way of further supporting affordable and supportive housing projects.: was approved by Council June 1, 2020.

Affordable Housing is different from social housing in that it exists outside of the Housing Services Act, and instead is subject of time limited Contribution Agreements. In exchange for the capital funding provided, the Proponent must provide the (capital funded) rental units at affordable rents (i.e. 20% below Average Market Rent) for the term of the Contribution Agreement (for 20 to 25 year terms, including a 5-year phase out period for the affordable rents).

In the 2022 budget process the \$100,000 base budget increase from \$1,000,000 to \$1,100,000 was approved. In addition, the 2022 briefing note stated -Housing Services will be bring forward the annual increases equivalent to the average Building Construction Price Index (BCPI) of Toronto and Ottawa CMAs as an inflationary component in the 2023 budget process.:

Over the most recent year of available data the average building construction price index (BCPI) of Toronto and Ottawa increased from 128.80 in Q1 of 2021 to 161.15 in Q2 2022. This is an increase of 25.46%. This would lead to an increase to this transfer to reserve of \$280,060 (\$1,100,000 x 25.46%). Housing Services looked at the 4 most recent years, the yearly increases in the BCPI were 5.08%, 2.78%, 13.98% and as mentioned above 25.46%. This equals an average yearly increase of 11.82%. Therefore, given the current economic climate Housing Services has reduced the \$280,060 to \$130,020 to aid in keeping the 2023 budget increase to a lower percentage.

Housing Services will be bringing forward the annual increases equivalent to the average Building Construction Price Index (BCPI) of Toronto and Ottawa CMAs as an inflationary component in the 2024 budget process.

Business Case - Increase in Transfer to the Affordable Housing Reserve

	<u>2023 Approved Budget</u>
Revenue	<u> </u>
Expense	
Transfer to Reserves	<u>\$ 130,020</u>
Total Expense	<u> 130,020</u>
Net	<u><u> \$ (130,020)</u></u>

Link to Strategic Plan:

A Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This funding will help increase the affordable housing stock within the Municipality of Chatham-Kent. Thus, helping more individuals in Chatham-Kent gain access to affordable housing.

Business Case - Increase in Transfer to the Affordable Housing Reserve

Consequences/Risks of Not Proceeding: The shortage of affordable housing within the Municipality of Chatham-Kent continues to grow and without this investment in affordable housing the shortage will only further increase. This means less Chatham-Kent individuals will have access to affordable housing and the time spent on the wait list will continue to rise.

This base budget increase to affordable housing may also help to achieve Chatham-Kent's Service Level Standards (SLS) as identified in the RCT dated November 15, 2019 and was received by Council in the December 9, 2019 meeting. Therefore, without this investment it will become more difficult to meet the SLS.

Each year the price of construction materials and labour increase with inflation and without an increase in the reserve transfer Housing Services loses purchasing power. It is important that this reserve transfer stays in line with inflationary increases to the cost of construction in order to develop affordable housing in the community. If this reserve transfer does not keep up with inflation less affordable housing units will be able to be built than in previous years.

Council Priority:

Wellness - Affordable housing

Strategic Focus:

Health

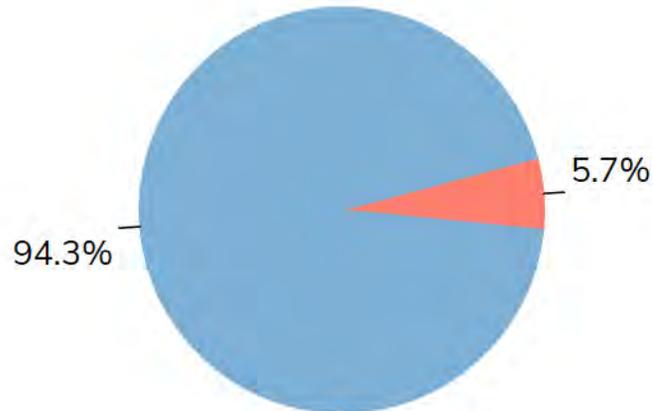
Public Health

The Chatham-Kent Public Health unit's mission is to work together to deliver evidence-informed, equity focused programs and services to protect and promote health and advocate for positive social change within the Municipality. To achieve this mission, CK Public Health provides programs and services to the residents of Chatham-Kent in accordance with the Ontario Public Health standards.



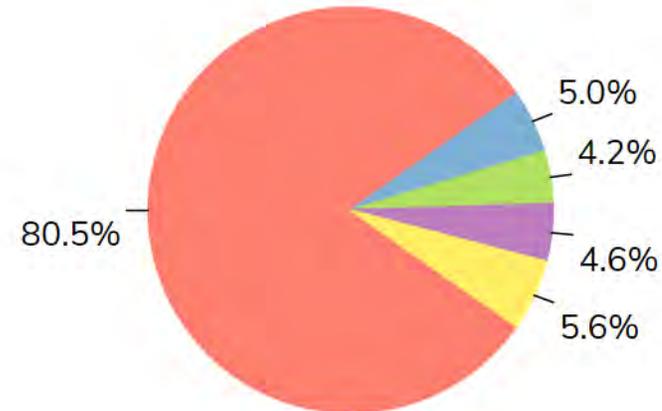
Revenue 2023

- Other *
- Grants - Provincial



Expense 2023

- Employee Related
- Building Related
- Other *
- Operating Related
- Internal Allocations



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Federal *	\$ 79,490	\$ 83,890	\$ 83,890
Grants - Provincial	12,020,087	9,238,591	9,238,591
User Fees *	48,757	42,350	42,350
Licenses, Permits and Fees *	-	500	500
Miscellaneous Revenue *	16,494	25,018	25,018
Recoveries *	1,891	13,000	13,000
Sale of Items *	14,897	38,000	38,000
Transfer from Reserves	-	-	358,616
Total Revenue	12,181,616	9,441,349	9,799,965
Expense			
Employee Related	10,834,179	9,345,234	9,613,187
Building Related	767,563	595,956	602,622
Contracted Services	842,203	207,282	420,371
Material, Veh and Equip Related *	27,855	15,592	15,592
Operating Related	688,982	545,371	546,971
Other Expenses *	3,504	-	-
Transfer to Reserves *	160,015	64,760	63,179
Internal Allocations	831,287	648,237	673,237

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Total Expense	14,155,588	11,422,432	11,935,159
Net	\$ (1,973,972)	\$ (1,981,083)	\$ (2,135,194)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
PH Wage and Other Cost Compression - Mandated by Province	-	358,616
2023 Mitigation Funding	-	968,000

Business Case - PH Wage and Other Cost Compression - Mandated by Province

Department: Community Human Services
Division: Public Health
Manager: Mandatory

By receiving the grant under section 76 of the Health Protection and Promotion Act (HPPA), the Board of Health is expected to deliver mandatory and related public health programs and services that meet the Ontario Public Health Standards and other requirements of the Act. The current provincial base funding and municipal budget are insufficient to meet wage and cost increases of CK Public Health. To meet the increased cost and wage compression additional one-time funding from reserve required.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 358,616
Total Revenue	<u>358,616</u>
Expense	
Net	<u><u>\$ 358,616</u></u>

Link to Strategic Plan: A Health and Safe Community- Support Quality of Life: health services, emergency preparedness and safety.

Consequences/Risks of Not Proceeding: If we don't proceed, CK Public Health will need to re-examine services provided to the community, including their frequency and the target population served.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

Business Case - 2023 Mitigation Funding

Department: Community Human Services
Division: Public Health
Manager: Mandatory

At the Association of Municipalities of Ontario (AMO) conference Minister Elliott announced that the mitigation funding for public health units will continue in 2023-24. For this period \$968,000 in funding is allocated to Chatham-Kent Public Health

Mitigation funding is one-time cost-sharing mitigation funding and must be used to offset the increased costs of municipalities as a result of the 70% (provincial) / 30% (municipal) cost-sharing change for mandatory programs.

	2023 Approved Budget
Revenue	
Grants - Provincial	\$ 968,000
Total Revenue	<u>968,000</u>
Expense	
Net	<u><u>\$ 968,000</u></u>

Link to Strategic Plan: Supports healthy and safe community, supports quality of life including health services
Consequences/Risks of Not Proceeding: Unused funding returned to the Ministry, reduced revenue or funding.
Council Priority: Wellness - Access to Social Infrastructure
Strategic Focus: Health

Seniors Services

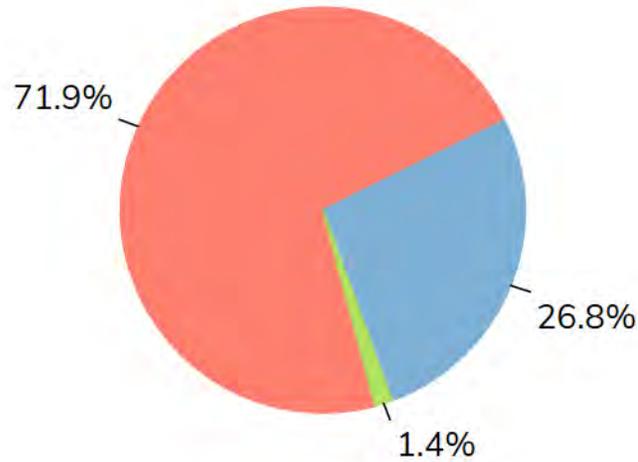
Seniors Services operates a 320 bed long term care home that provides a variety of services and programs to meet residents' needs. This includes nursing and personal care, as well as emotional and spiritual needs. The home offers 24 hour nursing care as well as support from Riverview Garden's physician, the Medical Director.

Riverview Gardens offers a number of services including medical services, pastoral care, housekeeping, restorative care, laundry, recreation and social activities and building maintenance services. The home also contracts services including food and dietitian services, physiotherapy, occupational therapy, speech therapy, pharmacy services, hairdressing, and nail care and manicures.



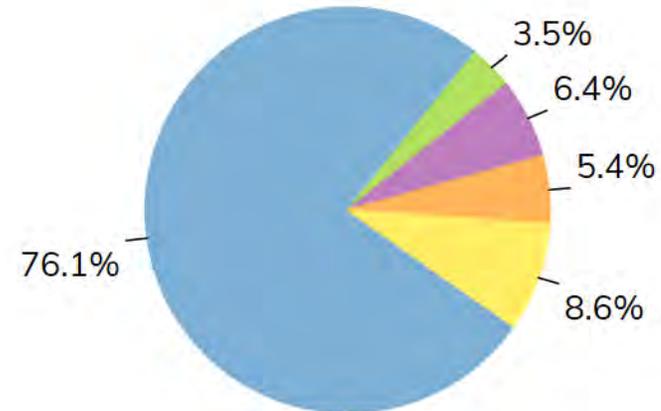
Revenue 2023

- Grants - Provincial
- User Fees
- Other *



Expense 2023

- Employee Related
- Building Related
- Other *
- Operating Related
- Infrastructure and Debt



Seniors Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 20,426,887	\$ 19,187,381	\$ 21,430,531
User Fees	7,575,096	7,979,736	7,979,736
Miscellaneous Revenue *	65,232	-	-
Recoveries *	374,880	106,069	106,069
Sale of Items *	-	7,300	7,300
Transfer from Reserves	-	335,471	301,339
Total Revenue	28,442,095	27,615,957	29,824,975
Expense			
Employee Related	25,263,980	25,910,402	28,251,057
Building Related	1,172,792	1,237,320	1,292,874
Contracted Services	835,229	1,067,218	1,010,818
Material, Veh and Equip Related *	415,130	282,080	280,328
Operating Related	2,555,059	2,002,784	2,010,564
Infrastructure and Debt	3,194,600	3,194,600	3,194,600
Social Assistance *	264,960	265,060	265,060
Other Expenses *	8,274	-	-
Transfer to Reserves	1,845,131	620,388	740,388
Internal Allocations *	(4,860)	62,795	60,875

Seniors Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Total Expense	35,550,295	34,642,647	37,106,564
Net	\$ (7,108,200)	\$ (7,026,690)	\$ (7,281,589)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Infection Prevention and Control (IPAC) Lead	122,889	-
Four Hours of Care 2023 Funding	1,792,028	1,772,328
Allied Health Professionals Staffing Supplement Funding	480,347	470,822
Scheduler	301,339	301,339
Timekeeping software upgrade	40,000	-
Riverview Gardens Wi-Fi Managed Service	38,000	-

Business Case - Infection Prevention and Control (IPAC) Lead

Department: Community Human Services
Division: Seniors Services
Manager: Riverview Gardens

In February 2022 council approved the FTE, the budget request is added here.

A permanent full-time (1 FTE) Infection Prevention and Control (IPAC) Lead for Riverview Gardens Long-Term Care be hired in compliance with Ministry of Long-Term Care Order be approved.

Riverview Gardens is a non-profit long-term care home to 320 residents, has 450 employees, and operates 24 hours per day, seven days a week, 365 days per year. The Ministry has stated that a home the size of Riverview Gardens must have dedicated IPAC staff including back up, to ensure proper infection prevention and control protocols are in place and are adhered to.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Employee Related	\$ 122,889
Total Expense	<u>122,889</u>
Net	<u><u>\$ (122,889)</u></u>

Link to Strategic Plan: [A healthy and safe community](#)

Business Case - Infection Prevention and Control (IPAC) Lead

Consequences/Risks of Not Proceeding: Noncompliance with Long-Term Care Act, risk of safety of staffs and residents.
Council Priority: Wellness - Access to Social Infrastructure
Strategic Focus: Health

	Description	Effective FTE
Base	Non Union FT Grade 9 - Infection Prevention and Control (IPAC) Lead	1.00
	Total FTE	1.00

For additional information, please view the [Infection Prevention and Control \(IPAC\) Lead for Riverview Gardens Long Term Care](#) report from the March 7, 2022 Council meeting.

Business Case - Four Hours of Care 2023 Funding

Department: Community Human Services
Division: Seniors Services
Manager: Riverview Gardens

Under the Fixing Long-Term Care Act, 2021, the province provided additional funding to increase nursing and personnel level of care to four (4) hours of care per day per resident by March 2025. For 2023 the province allocated additional funding of \$1,777,328, bringing the total to \$4,073,928 minimum funding in 2023. The funding is to be used for wages and salaries of Registered Nurses, Registered Practical Nurses and Personal Support Workers.

	2023 Approved Budget
Revenue	
Grants - Provincial	\$ 1,772,328
Total Revenue	<u>1,772,328</u>
Expense	
Employee Related	1,779,848
Contracted Services	3,000
Operating Related	9,180
Total Expense	<u>1,792,028</u>
Net	<u><u>\$ (19,700)</u></u>

Business Case - Four Hours of Care 2023 Funding

Link to Strategic Plan: Supports healthy and safe community plan, helps to achieve goal of supporting quality of life and accessibility to social infrastructure.

Consequences/Risks of Not Proceeding: Noncompliance with Fixing Long-Term Care Act, 2021

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
Base	RVG UNIFOR PT - Personal Support Workers	10.11
Base	RVG ONA PT - Registered Nurses	1.74
Base	RVG UNIFOR PT - Registered Practical Nurses	10.12
	Total FTE	21.97

Business Case - Allied Health Professionals Staffing Supplement Funding

Department: Community Human Services
Division: Seniors Services
Manager: Riverview Gardens

Staffing is essential to meet the needs of all long-term care residents across Ontario. All long-term care homes across Ontario are required to have a staffing mix that provides an appropriate level of care and services. The requirements under the Fixing Long-Term Act, 2021 include various specified staffing roles, including administrators, personal support workers, registered nursing staff, and allied health professionals.

On October 15, 2021, a memo was received from the Ministry of Long Term Care outlining the three new funding investments for the 2021-2022 fiscal year to increase direct care time for residents and to support education and training for staff in long-term care. Homes are required to provide three hours of care per resident per day by March 31, 2022, and four hours of care per resident per day by March 31, 2025.

On October 22, 2021, Riverview Gardens Long Term Care received a letter from the Strategic Initiatives Branch of the Ministry of Long-Term Care outlining the details of home-level allocations for Riverview Gardens for this fiscal year as well as projected out-year allocations. The funding is to enable the hiring of more staff to increase direct hours of care provided to residents and is to be solely used for this purpose according to the Long-Term Care Staffing Increase Funding Policy.

This will increase the homes' capacity to tailor care plans to individual resident needs and support a more mobile and fulfilled resident population. Allied Health Care Staff refers to both professional and non-professional workers such as physiotherapists, attending nurse practitioner, speech language therapist, occupational therapists, social workers, activity director/activity assistants, dietitians and restorative aides supporting a Restorative Care Program, among others.

	2023 Approved Budget
Revenue	
Grants - Provincial	\$ 470,822

Business Case - Allied Health Professionals Staffing Supplement Funding

	2023 Approved Budget
Total Revenue	<u>470,822</u>
Expense	
Employee Related	479,547
Contracted Services	<u>800</u>
Total Expense	<u>480,347</u>
Net	<u><u>\$ (9,525)</u></u>

Link to Strategic Plan: A Healthy and Safe Community - Supports quality of life and accessibility to the social infrastructure.

Consequences/Risks of Not Proceeding: Noncompliance with the mandatory Fixing Long-Term Care Act, 2021

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
Base	Non Union Grade 8 - Social Worker	2.00
Base	RVG UNIFOR PT - Recreation/Restorative Aides	<u>4.00</u>
	Total FTE	<u><u>6.00</u></u>

Business Case - Allied Health Professionals Staffing Supplement Funding

For additional information, please view the [Ministry of Long-Term Care - Long-Term Care Home Funding Policy](#) dated October 15, 2021.

Business Case - Scheduler

Department: Community Human Services
Division: Seniors Services
Manager: Riverview Gardens

The Ontario long-term care sector faces sector wide staffing related challenges across the province along with other health care sectors. Riverview Gardens (RVG) long term care employs approximately 450 staff in a 24 hour a day 7 day a week operation. In 2022, the Fixing Long Term Care Act was proclaimed mandating 4 hours of care by 2025 for front line nursing care, which will mean added shifts and employees, at a time when there is a shortage of health care workers across Ontario (PSWs, RPNs, RNs). An independent consultant, Workforce Edge Consulting was hired to review staff rotations and the ability to fill shifts. The consultant's recommendation was to have an additional 2.4 FTEs in scheduling to bring the scheduling department to a total of 2.8 FTEs, in order to effectively schedule the staff. This brings financial benefit like reduced over time and non-financial benefits like increased staff satisfaction, staff retention, stability and prediction of work, as well as effectively and efficiently manages available human resources at RVG. It is required to have 2.4 FTEs for next two years, to be funded out of Riverview Garden's operational reserves. In this two-year period, Riverview Gardens will continue to work on stabilizing staffing by recruiting to fill vacant shifts, and implementing Workforce Edge Consulting recommendations on new rotations, that optimize schedules and allow for greater rest times for employees and allow employees to add shift availability.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 301,339
Total Revenue	301,339
Expense	
Employee Related	301,339

Business Case - Scheduler

	2023 Approved Budget
Total Expense	<u>301,339</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: A Health and Safe Community- Support Quality of Life: health services and safety.

Consequences/Risks of Not Proceeding: Higher overtime, ineffectively and inefficiently managing available human resources, adverse impact on long term staffing strategy of retention and recruitment, and reduced care to the resident.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
One-Time	Non Union Grade 3 - 2.4 Administrative Assistants III FTEs for two years	<u>4.80</u>
	Total FTE	<u><u>4.80</u></u>

Business Case - Timekeeping software upgrade

Department: Community Human Services
 Division: Seniors Services
 Manager: Riverview Gardens

Senior services current timekeeping system is very old and outdated technology, there is no customer service support for this outdated product. Current system has broken in the past which resulted in increased cost to fix it and to switch to manual process. To sustain the operation, it is required to upgrade current punch clock system in line with other scheduling technology.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Contracted Services	\$ 40,000
Total Expense	<u>40,000</u>
Net	<u><u>\$ (40,000)</u></u>

Link to Strategic Plan: Supports quality of life and advocate accessibility.
 Consequences/Risks of Not Proceeding: Risk of not paying employees on time or paying inaccurately, increased manual work and cost.
 Council Priority: Wellness - Access to Social Infrastructure
 Strategic Focus: Health

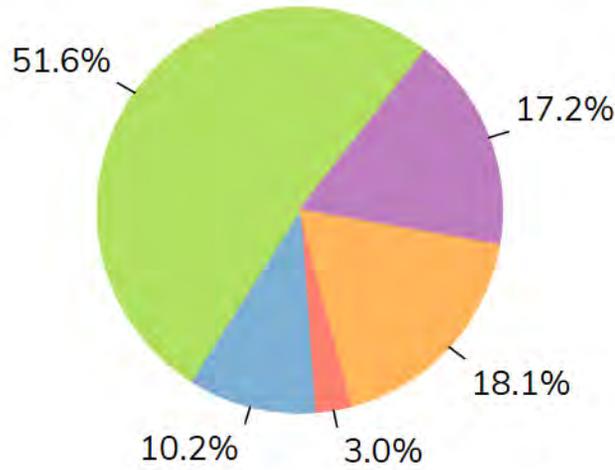
Arts and Culture

The Municipality of Chatham-Kent's Arts & Culture Services support cultural sector growth in Chatham-Kent. The division supports key initiatives and provides arts programming to build a stronger connection and awareness of arts and culture. This includes the establishment of a public arts and culture policy, growing the reputation of municipal arts and culture venues, and maintenance of arts and culture facilities. Space rentals and event management are provided across all arts and culture venues.



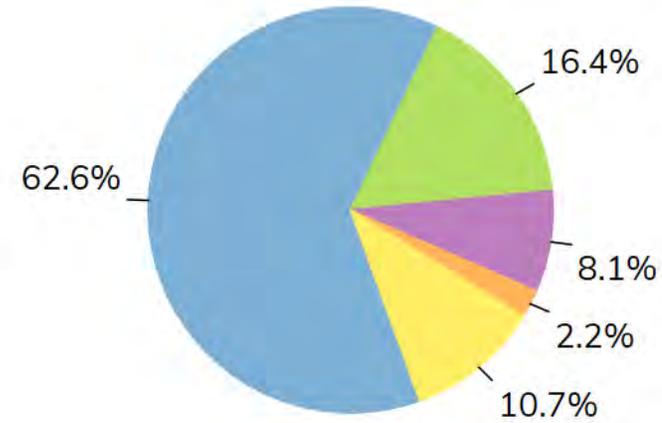
**Revenue
2023**

- Other *
- Grants - Provincial
- User Fees
- Recoveries
- Sale of Items



**Expense
2023**

- Employee Related
- Building Related
- Contracted Services
- Other *
- Operating Related



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Federal *	\$ 42,199	\$ 5,496	\$ 5,496
Grants - Provincial	133,128	106,061	106,061
User Fees	64,777	525,950	535,966
Miscellaneous Revenue	55,493	25,728	25,728
Recoveries	18,764	178,507	178,507
Sale of Items	25,075	187,721	187,721
Transfer from Reserves *	34,805	-	-
Total Revenue	374,241	1,029,463	1,039,479
Expense			
Employee Related	1,254,409	1,683,938	1,773,027
Building Related	295,075	448,389	463,992
Contracted Services	135,559	228,842	228,842
Material, Veh and Equip Related	40,348	55,119	55,119
Operating Related	131,612	302,827	302,827
Other Expenses *	3,282	-	-
Transfer to Reserves *	22,499	7,185	7,185
Internal Allocations *	(9,920)	-	-
Total Expense	1,872,864	2,726,300	2,830,992

Arts and Culture

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (1,498,623)	\$ (1,696,837)	\$ (1,791,513)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Gallery Summer Camp Staffing	10,016	10,016

Business Case - Gallery Summer Camp Staffing

Department: Community Human Services
Division: Arts and Culture
Manager: Cultural Centre

Gallery summer camps have grown in size and popularity, and are now a core offering of the Arts and Culture division. Part-time summer students staff the camps, which comprise four weeks of programming each summer, and currently there is no FTE in the base budget for this staffing expense. Gallery Summer Camp annual gross revenue (fees for registration) is typically \$18,000 - \$20,000 per year; base budget, however, is currently \$7,653. We are requesting to offset an addition of .30 FTE (two part-time summer students) to Summer Camp Staffing with an equivalent increase to the base budget revenue for Gallery Summer Camps. Summer staff wages may also be partially offset by the Canada Summer Jobs Wage Subsidy should this subsidy application be successful.

	2023 Approved Budget
Revenue	
User Fees	\$ 10,016
Total Revenue	<u>10,016</u>
Expense	
Employee Related	<u>10,016</u>
Total Expense	<u>10,016</u>
Net	<u><u>\$ -</u></u>

Business Case - Gallery Summer Camp Staffing

Link to Strategic Plan: Demand for arts and culture summer camps continues to grow, and we anticipate demand for these camps to continue well into the future.

Consequences/Risks of Not Proceeding: Without a budget for summer camp staff, we will not be able to offer these camps in 2023; negative impact re: public demand, youth exposure to arts and culture, and division revenue goals.

Council Priority: Engage - Customer service

Strategic Focus: People

	Description	Effective FTE
Base	Non Union Student Grade 2 - Summer camp student leaders (2)	0.30
	Total FTE	0.30

Corporate Services

The Corporate Services department provides the overall strategic planning, management and delivery of the Municipality's human resources, organizational development, municipal governance, and customer services. The General Manager of Corporate Services also serves as Chief Human Resource Officer.



Corporate Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Human Resources & Organizational Development	\$ 1,361,016	\$ 2,768,847	\$ 488,553
Customer Services	1,753,642	380,027	680,297
Municipal Administration	2,277,289	3,260,349	2,765,388
Total Revenue	<u>5,391,947</u>	<u>6,409,223</u>	<u>3,934,238</u>
Expense			
Human Resources & Organizational Development	5,204,664	6,939,444	4,845,191
Customer Services	3,094,220	2,220,174	2,993,529
Municipal Administration	2,901,175	4,059,450	3,667,423
Total Expense	<u>11,200,059</u>	<u>13,219,068</u>	<u>11,506,143</u>
Net	<u>\$ (5,808,112)</u>	<u>\$ (6,809,845)</u>	<u>\$ (7,571,905)</u>

Human Resources & Organizational Development

Human Resources provides strategic and operational human resource management programs and services to support Chatham-Kent's workforce and enable the Municipality to meet its business objectives and regulatory requirements.

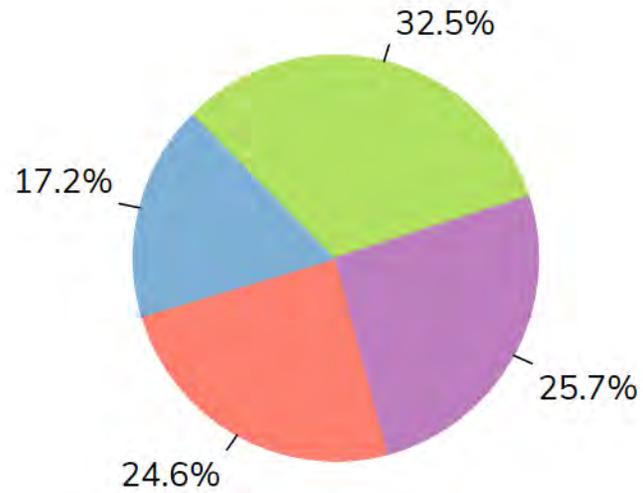
Overall, the division is responsible for the following services:

- Occupational health, safety and wellness
- Employee and labour relations
- Talent acquisition and development
- Total rewards (compensation, benefits and other rewards)
- Human resources strategy and workplace culture
- Payroll and human resource information systems
- Diversity, Equity, Inclusion and Justice



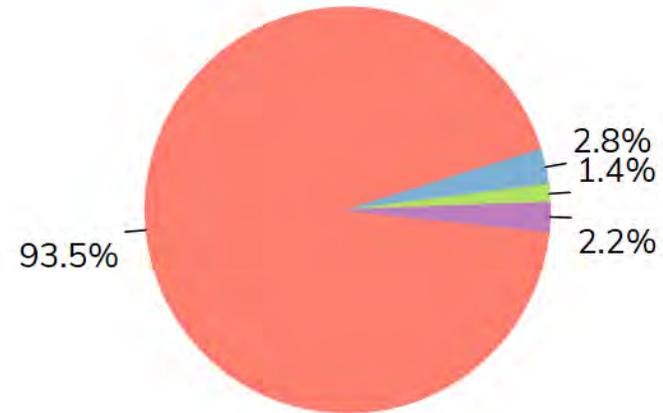
Revenue 2023

- Service Level Agreements
- Miscellaneous Revenue
- Recoveries
- Transfer from Reserves



Expense 2023

- Employee Related
- Contracted Services
- Other *
- Transfer to Reserves



Human Resources & Organizational Development

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial *	\$ 55,999	\$ -	\$ -
Service Level Agreements	83,963	119,532	119,957
Miscellaneous Revenue	3,885	-	84,000
Recoveries	70,086	157,600	158,794
Transfer from Reserves	1,147,084	2,491,715	125,802
Total Revenue	1,361,017	2,768,847	488,553
Expense			
Employee Related	4,507,828	4,989,977	4,540,493
Contracted Services	215,378	1,227,445	137,225
Material, Veh and Equip Related *	23,292	637,452	16,645
Operating Related	42,366	54,577	51,777
Other Expenses *	7,824	-	-
Transfer to Reserves	572,000	24,713	109,163
Internal Allocations *	(164,024)	5,280	(10,112)
Total Expense	5,204,664	6,939,444	4,845,191
Net	\$ (3,843,647)	\$ (4,170,597)	\$ (4,356,638)

Human Resources & Organizational Development

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Council Remuneration: 2022 to 2026 Term	96,254	-
Return to Work Specialist	7,445	7,445

Business Case - Council Remuneration: 2022 to 2026 Term

Department: Mayor, Council & Administrative Support
Division: Human Resources and Organization Development
Manager: Human Resources -Administration

On January 23, 2017, the Citizen Review Committee on Council Compensation (the Committee) recommended that the Committee be appointed to review Council compensation every third year of a Council term and to set the Council compensation for the subsequent term of Council.

In 2021, through the Expression of Interest process, the Committee was formed to review Council Compensation. The Committee recommended and was later approved by Council that:

- Remuneration for Mayor - Training budget be increased by \$2,043 to bring the total base budget to \$5,000
- Remuneration for Councillors:
 - i) Honorarium be increased to bring the total base budget honorarium to \$36,900
 - ii) Health Care Spending Account (HCSA) be introduced in the amount of \$1,200 per calendar year

	2023 Approved Budget
Revenue	
Expense	
Employee Related	\$ 96,254
Total Expense	<u>96,254</u>
Net	<u><u>\$ (96,254)</u></u>

Business Case - Council Remuneration: 2022 to 2026 Term

Link to Strategic Plan:	As Council continues to move forward with CKPlan2035 initiatives all components of the strategic plan are linked to this recommendation.
Consequences/Risks of Not Proceeding:	The risk of not proceeding with this recommendation may impact our ability to attract a diverse and civilly minded pool of individuals for a position in public office. Even taking a temporary pause on the implementation of this strategy will further erode the market position of council compensation to its municipal comparators.
Council Priority:	Engage - CK vision
Strategic Focus:	People

Business Case - Return to Work Specialist

Department: Corporate Services
Division: Human Resources and Organization Development
Manager: Occupation Safety

The Health, Safety, and Wellness (HSW) Team currently comprises of a Manager, Health, Safety, and Wellness, a Return to Work Specialist, a Safety Compliance Officer, and a temporary full-time Return to Work Specialist (2-year pilot project approved during the 2021 budget process) that helps to support the management and coordination of tasks to facilitate timely and effective return to work for staff who have experienced both occupational (Workplace Safety Insurance Board) and non-occupational injuries/illnesses.

From February 1, 2019 to June 30, 2021, the Municipality had retained TRAC Group Inc., a Disability Management Service provider, to support the Corporation's Injury/Illness Management Program. The Municipality's intent of retaining TRAC Group Inc. on a pilot basis was to reduce the use of sick time and sick time costs, facilitate better access for employees with respect to health care specialists, and provide overall disability management services that could not be fulfilled internally with the existing staff complement.

Through an analysis of TRAC Group Inc. services in the summer of 2020, employees reported they would prefer these services be provided internally and felt local health care service recommendations would be better provided by their treating practitioner. TRAC Group Inc. services were eliminated on June 30, 2021, and the implementation of a 2-year pilot project for one full-time Return to Work Specialist was approved during the 2021 budget process to help support the Corporate Injury/Illness Management Program and our corporate occupational health and safety program targeting departments that were seeing higher absence rates and more injuries and illnesses.

Since January 2021, the temporary Return to Work Specialist has been primarily supporting our Senior Services division for case management of both occupational and non-occupational injuries and illnesses. This additional support has been successful statistically with a reduction of 1.1 average sick days per employee from 2020 to 2021.

Business Case - Return to Work Specialist

	<u>2023 Approved Budget</u>
Revenue	
Transfer from Reserves	\$ 7,445
Total Revenue	<u>7,445</u>
Expense	
Employee Related	(4,430)
Contracted Services	1,780
Material, Veh and Equip Related	7,445
Operating Related	2,200
Transfer to Reserves	450
Total Expense	<u>7,445</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

This recommendation supports a Healthy & Safe Community and Exceptional Customer Service.

The permanent full-time equivalent will directly support our employees' physical and mental health, before, during and after an injury or illness and will also facilitate a reduction in corporate sick time costs.

Business Case - Return to Work Specialist

Consequences/Risks of Not Proceeding: If this recommendation is not approved:

a) The Injury Illness Program for reporting occupational and non-occupational injuries would suffer. Administration would not be able to respond in as timely a fashion to return employees to safe and suitable work quickly. The domino effect would be potential further decline of employee health and wellness and an increase in current sick time costs.

b) There is the potential risk of increased fines from the Workplace Safety and Insurance Board and Ministry of Labour for untimely submission of paperwork.

Council Priority:

Wellness - Access to mental health & addiction srv

Strategic Focus:

Health

	Description	Effective FTE
Base	Non Union Grade 7 - Return to Work Specialist	1.00
	Total FTE	1.00

Customer Services

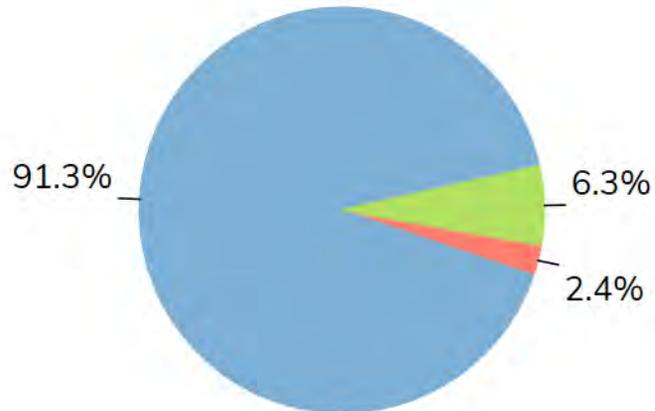
The Customer Service division is the citizen-facing customer services areas for the Municipality of Chatham-Kent. Customer Service areas are present in six municipal centres (Blenheim, Chatham, Dresden, Ridgetown, Tilbury, Wallaceburg) and three municipal information desks (Bothwell, Thamesville, Wheatley). The Municipality also operates a virtual call centre/CK311 number. Customer service areas provide citizens with the ability to make payments, apply for permits, program registration, obtain licenses, dispute parking infractions, and request services/information.

The Customer Service Division is also responsible for the administration of parking enforcement and the municipal parking lot permit program. The division also operates/manages two private issuing offices for ServiceOntario (Chatham and Dresden). Services offered at these offices include Ontario Health Cards, Driver and Vehicle Licensing, and Ontario Photo Identification.



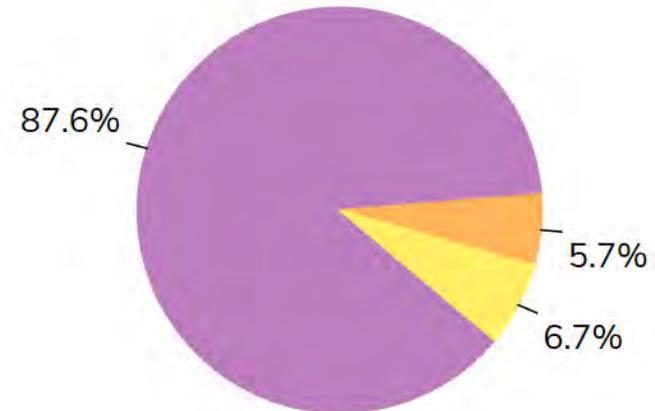
Revenue 2023

- Other *
- Recoveries
- Sale of Items



Expense 2023

- Employee Related
- Building Related
- Other *



Customer Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Service Level Agreements	\$ 333,707	\$ 340,351	\$ 12,725
Miscellaneous Revenue *	12,300	3,800	3,895
Recoveries	511,869	-	620,900
Sale of Items	63,476	35,876	42,777
Transfer from Reserves *	832,289	-	-
Total Revenue	1,753,641	380,027	680,297
Expense			
Employee Related	2,302,938	1,960,274	2,623,209
Building Related	160,782	127,729	169,446
Contracted Services	576,119	82,484	82,984
Material, Veh and Equip Related *	3,587	5,758	5,758
Operating Related *	28,673	16,692	23,890
Other Expenses *	552	-	-
Transfer to Reserves	30,462	30,462	30,462
Internal Allocations	(8,892)	(3,225)	57,780
Total Expense	3,094,221	2,220,174	2,993,529
Net	\$ (1,340,580)	\$ (1,840,147)	\$ (2,313,232)

Municipal Governance

The Municipal Governance division provides support to Municipal Council and Committees of Council.

Key activities include the following:

Municipal Clerk

Council administration (agenda, minutes, by-laws)

Administration for 17 elected Councillors

Integrity Commissioner

Licensing services (business, lottery, marriage)

Animal control and licensing

Records management

Elections

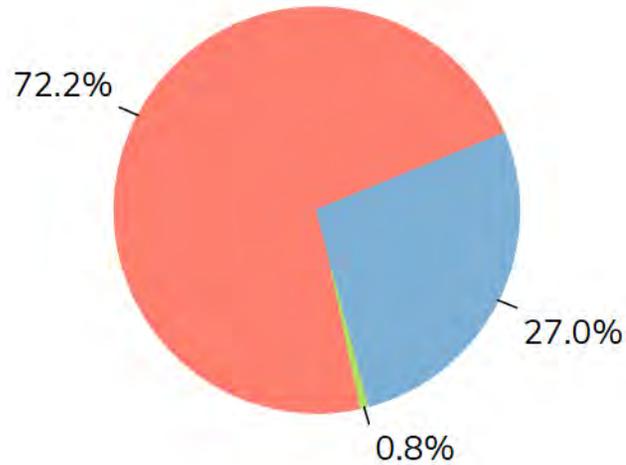
Freedom of information

The Clerk also serves as the Municipality's privacy officer.



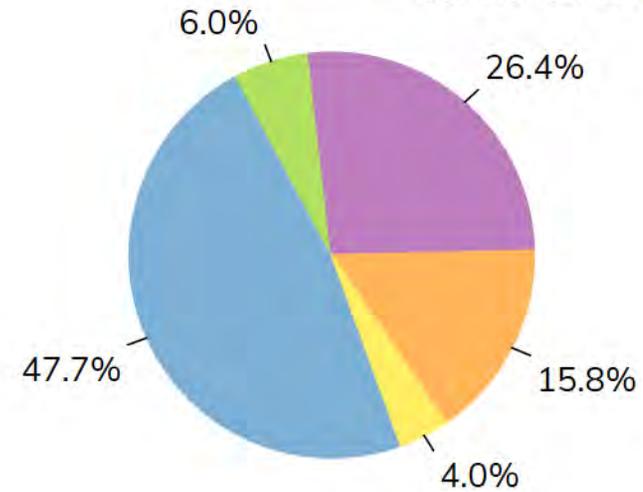
**Revenue
2023**

- Other *
- Fines and Penalties
- Licenses, Permits and Fees



**Expense
2023**

- Employee Related
- Other *
- Contracted Services
- Operating Related
- Transfer to Reserves



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial *	\$ 75,285	\$ 1,500	\$ 1,500
Fines and Penalties	1,585,459	1,995,913	1,995,913
Licenses, Permits and Fees	568,223	741,644	746,683
Miscellaneous Revenue *	45,803	20,792	20,792
Recoveries *	2,519	500	500
Transfer from Reserves *	-	500,000	-
Total Revenue	2,277,289	3,260,349	2,765,388
Expense			
Employee Related	1,219,979	1,848,086	1,750,230
Building Related	118,971	112,654	103,170
Contracted Services	896,185	976,388	969,643
Material, Veh and Equip Related *	1,582	7,505	17,505
Operating Related	393,847	868,673	580,731
Other Expenses *	25,159	-	-
Transfer to Reserves	145,245	145,937	145,937
Internal Allocations	100,207	100,207	100,207
Total Expense	2,901,175	4,059,450	3,667,423

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (623,886)	\$ (799,101)	\$ (902,035)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
MFIPPA Software	10,000	-

Business Case - MFIPPA Software

Department: Corporate Services
 Division: Municipal Governance Administration
 Manager: Municipal Governance Administration

This recommendation covers the annual Freedom of Information (FOI) Assistant Software license fees for two users and will streamline the current manual process administration is using when Municipal Freedom of Information and Protection of Privacy ACT (MFIPPA) requests are submitted. Municipal Governance continues to see an increase in the number of annual Freedom of Information (FOI) requests taking a considerable amount of staff time to complete the process and ensuring compliance is being met under MFIPPA. Based on the last five years, the average number of FOI files processed were 88, previous to that the five-year average was 49 and YTD as of October 31, 2022 is 81.

This software program will:

- assist with producing fee estimates and tracking fee payments, thereby improving cost-recovery for staff time and resources,
- assist with the mandatory annual reporting that must be completed and submitted to the Province each year,
- increase productivity by making processes more efficient and reducing the workload and time spent, processing requests, maintaining tracking spreadsheets, and completing annual statistical reporting,
- enhance customer service by processing FOI requests more quickly and ensuring deadlines are not missed, and
- reduce the risk of errors, appeals and litigation, as the software is continually updated in full compliance with all applicable legislation, directives and guidance.

	2023 Approved Budget
Revenue	
Expense	
Material, Veh and Equip Related	\$ 10,000

Business Case - MFIPPA Software

	<u>2023 Approved Budget</u>
Total Expense	<u>10,000</u>
Net	<u>\$ (10,000)</u>

Link to Strategic Plan:

- Critical Success Factor - truly is "Open, Transparent and Effective Government"
- Priorities - Community Engagement - "Provide exceptional customer service while fulfilling daily operations"
- Strategic Focus - A Healthy and Safe Community - 2.1 Public Policies: Our community supports and advocates for healthy policies

Business Case - MFIPPA Software

Consequences/Risks of Not Proceeding: Every municipality in Ontario must respond to Freedom of Information (FOI) requests, where the public can request any record held by the institution. The FOI process can be stressful and time consuming with potentially high stakes in the case of a mistake or missed deadline. This software is designed to assist institutions with the process and to assist with full compliance of the legislation. Tracking is done to ensure deadlines are not missed, a dashboard of the status of outstanding requests, templates for decision letters, fee estimates and other correspondence. At year-end, reporting of the requests must be completed and submitted to the Provincial Information Privacy Commission.

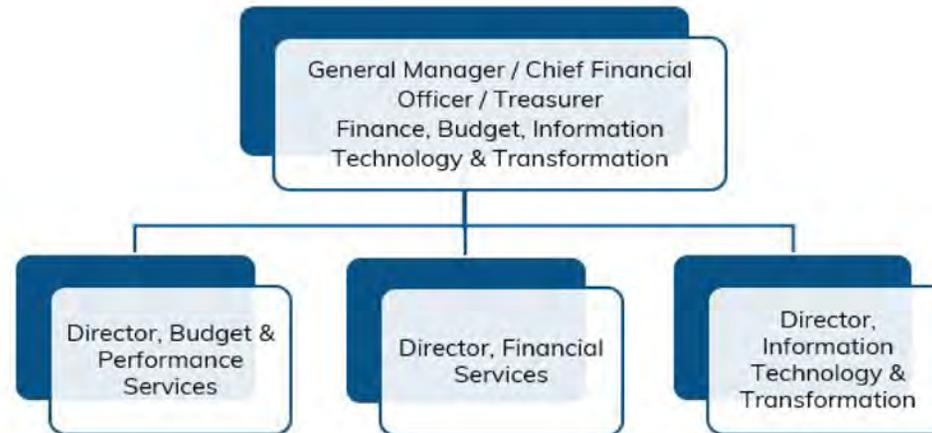
This software would allow for quicker reports saving staff time and ensuring accuracy. Time management and organization is critical for processing FOI requests. Software would increase productivity and improve compliance.

The number of FOI requests has increased year over year and a central database is required. Should this recommendation not be approved, a manual process will continue where errors and missed deadlines could be experienced due to the number of requests and multiple timelines associated with each request. Manual entry is not efficient and doesn't optimize the ways in which data can be accessed, analyzed and used.

Council Priority: Engage - Customer service
Strategic Focus: Health

Finance, Budget, Information Tech & Transformation

The Finance, Budget, Information Technology and Transformation department provides the overall support and direction for the Municipality's financial and technological business units, including strategic planning, management of business processes, and delivery of services. The Department provides operational overview of the John D. Bradley Convention Centre in conjunction with a contracted management group. The General Manager, who is also Chatham-Kent's CFO and Treasurer, is supported by three directors who lead the divisions of Budget & Performance Services, Financial Services, and Information Technology & Transformation.



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Budget and Performance Services	\$ 164,587	\$ 213,619	\$ -
Financial Services	2,844,814	1,053,347	1,110,509
Information Technology & Transformation	2,916,961	2,732,217	1,894,118
Total Revenue	<u>5,926,362</u>	<u>3,999,183</u>	<u>3,004,627</u>
Expense			
Finance, Budget, Information Technology & Transformation - Admin	1,041,887	380,805	395,204
Budget and Performance Services	849,153	960,920	759,333
Financial Services	4,905,536	3,245,441	3,567,043
Information Technology & Transformation	10,385,473	11,762,961	12,820,048
John D Bradley Convention Centre	1,208,240	1,026,286	1,028,621
Total Expense	<u>18,390,289</u>	<u>17,376,413</u>	<u>18,570,249</u>
Net	<u>\$ (12,463,927)</u>	<u>\$ (13,377,230)</u>	<u>\$ (15,565,622)</u>

FBITT - Admin

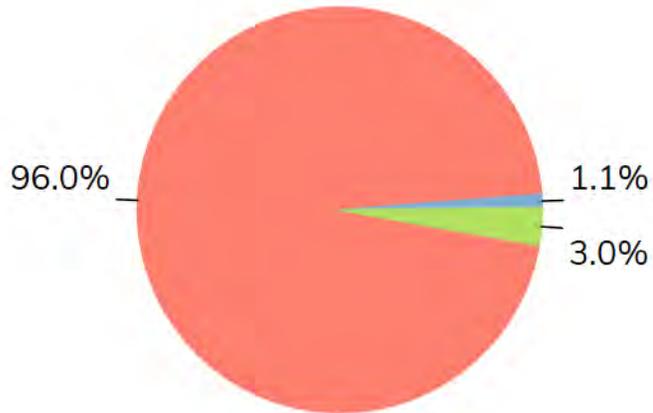
Provides the overall support and direction for the Municipality's finance, budget, and information technology & transformation business units, including strategic planning, management of business processes, and delivery of services.

The General Manager of FBITT, who is also Chatham-Kent's CFO and Treasurer, is supported by three directors leading the three divisions of Budget & Performance Services, Financial Services, and Information Technology & Transformation.



Expense 2023

- Employee Related
- Other *
- Operating Related



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Expense			
Employee Related	\$ 364,254	\$ 364,937	\$ 379,336
Contracted Services *	670,674	-	-
Material, Veh and Equip Related *	-	2,770	2,770
Operating Related	5,529	11,668	11,668
Transfer to Reserves *	1,430	1,430	1,430
Total Expense	1,041,887	380,805	395,204
Net	\$ (1,041,887)	\$ (380,805)	\$ (395,204)

Budget and Performance Services

The Budget and Performance Services division is responsible for providing operating budget development and monitoring services along with performance measurement and overall financial planning leadership for the Corporation and Council.

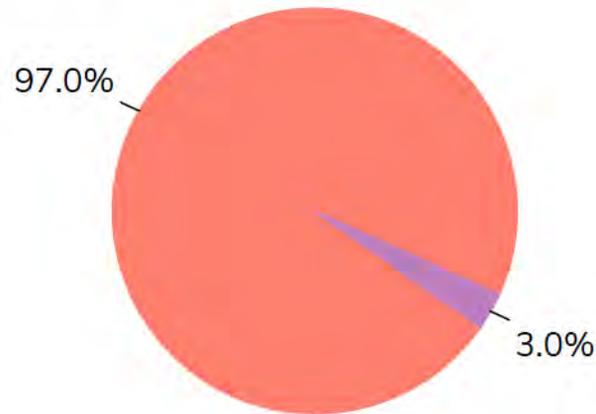
In addition, the division assists the development of budgetary policies and the preparation of operating budget drafts and other reports for Senior Management and Council.

The division also supports the Municipality's business units with developing financial models for business cases and business plans to meet corporate goals and objectives and provides financial guidance and support during labour negotiations.



Expense
2023

- Employee Related
- Other *



Budget and Performance Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial *	\$ 95,550	\$ -	\$ -
Transfer from Reserves *	69,037	213,619	-
Total Revenue	164,587	213,619	-
Expense			
Employee Related	705,181	761,136	787,279
Contracted Services	156,536	73,838	10,219
Material, Veh and Equip Related *	1,137	150,566	566
Operating Related	6,690	10,770	10,770
Transfer to Reserves *	17,610	2,610	2,610
Internal Allocations *	(38,000)	(38,000)	(52,111)
Total Expense	849,154	960,920	759,333
Net	\$ (684,567)	\$ (747,301)	\$ (759,333)

Financial Services

Financial Services ensures that the Municipality's finances are managed in accordance with legislative and contractual requirements, and provides strategic fiscal advice to Council, and internal businesses.

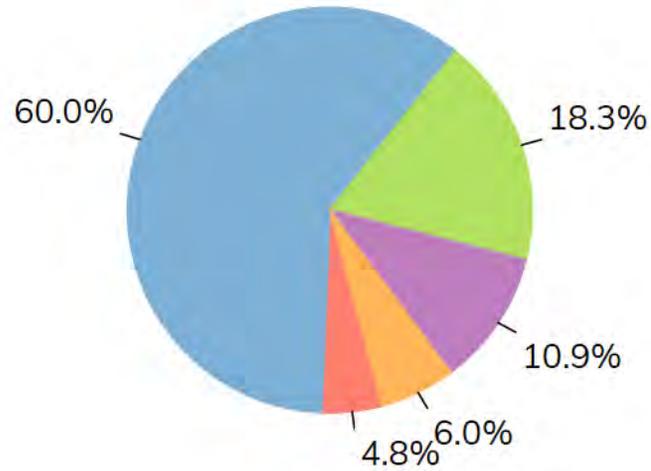
The Financial Services division is responsible for the following activities:

- Accounts payable
- Accounts receivable
- Taxes and collections
- Cash flow management
- Purchasing
- Property management and disposition
- Financial analysis
- Accounting operations
- Financial Statements



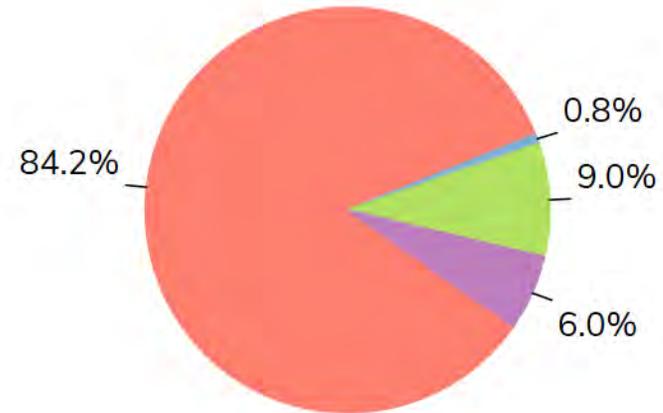
**Revenue
2023**

- Other *
- Licenses, Permits and Fees
- Service Level Agreements
- Miscellaneous Revenue
- Sale of Items



**Expense
2023**

- Employee Related
- Other *
- Contracted Services
- Operating Related



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
User Fees *	\$ 29,425	\$ 7,000	\$ 7,000
Fines and Penalties	9,188	14,113	14,113
Licenses, Permits and Fees	455,504	616,447	666,447
Service Level Agreements	202,524	202,786	203,053
Miscellaneous Revenue	245,916	120,540	120,540
Recoveries	8,047	25,461	25,461
Sale of Items	854,646	67,000	67,000
Transfer from Reserves *	1,039,564	-	6,895
Total Revenue	2,844,814	1,053,347	1,110,509
Expense			
Employee Related	2,714,513	2,827,695	3,002,368
Building Related *	846	7,474	7,497
Contracted Services	726,038	182,270	321,785
Material, Veh and Equip Related *	426	2,792	9,687
Operating Related	140,284	214,915	214,915
Other Expenses *	100,000	-	-
Transfer to Reserves *	1,241,786	10,295	10,791
Internal Allocations *	(18,358)	-	-

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Total Expense	4,905,535	3,245,441	3,567,043
Net	\$ (2,060,721)	\$ (2,192,094)	\$ (2,456,534)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Outsource Property Valuation Specialist	-	-

Business Case - Outsource Property Valuation Specialist

Department: Finance, Budget, Information Technology & Transformation
Division: Financial Services
Manager: Accounting Services

In 2018, Financial Services underwent a re-organization to eliminate an Accounts Processing Assistant and to create the position of a Property Valuation Specialist. A Property Valuation Specialist had been identified as a key resource to support Chatham-Kent's Assessment Base Management Policy. The position was posted and CK was not successful in finding a candidate with suitable skills to fill this position. At the time, it was decided to retain an external consultant that could provide the expertise required. Since this time, an external consultant has been retained on a contract basis to provide the necessary expertise in this field. Over the last 3 years, the consulting expenses have been offset with the budget dollars of the vacant staff position. Financial Services management do not anticipate that a candidate with the required skills can be recruited and the most efficient use of the budget dollars is to continue to contract these services externally.

	2023 Approved Budget
Revenue	_____
Expense	
Employee Related	\$ (101,460)
Contracted Services	101,460
Net	<u><u>\$ -</u></u>

Business Case - Outsource Property Valuation Specialist

Link to Strategic Plan:	<p>This request supports Chatham-Kent's Assessment Base Management Policy. Specifically the policy promotes the following principles:</p> <ol style="list-style-type: none">1. Promote greater equity, fairness and transparency of the assessment base;2. Determine assessment and taxation activities that are designed to maximize the amount of revenue available for collection by the Municipality;3. Protect the assessment base from unnecessary losses;4. Provide a means of effectively combating the need to increase the tax rate and cut primary services when additional revenue is required;
Consequences/Risks of Not Proceeding:	<p>Assessment Base Management is a key element of the Municipality's long-term financial strategy by protecting the Municipality's assessment base and subsequently its largest source of revenue. This is demonstrated by the following principles in maintaining fair and accurate assessments:</p> <ol style="list-style-type: none">1. Promote greater equity, fairness and transparency of the assessment base;2. Determine assessment and taxation activities that are designed to maximize the amount of revenue available for collection by the Municipality;3. Protect the assessment base from unnecessary losses;4. Provide a means of effectively combating the need to increase the tax rate and cut primary services when additional revenue is required; <p>The loss of these budget dollars would prevent Chatham-Kent from adhering to its Assessment Base Management Policy. Particularly the following expertise would be lost:</p> <ul style="list-style-type: none">-expertise in property valuation and property valuation methodology-expertise in cross referencing building permit activity and the tax roll-expertise in reviewing the returned tax roll from MPAC for errors-analyzing minutes of settlement from appeals-representing the municipality through appeals-bringing forward appeals on behalf of the municipality where it is believed MPAC did not value a property accurately-detailed annual review of municipal owned properties
Council Priority:	Engage - Customer service

Business Case - Outsource Property Valuation Specialist

Strategic Focus: Econ/Jobs

	Description	Effective FTE
Base	Non Union FT Grade 8 - Property Valuation Specialist	<u>(1.00)</u>
	Total FTE	<u><u>(1.00)</u></u>

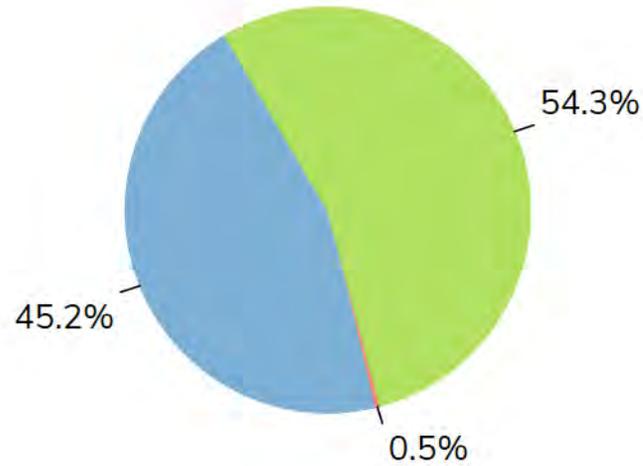
Information Technology & Transformation

Responsible for providing innovative, reliable and secure solutions that align business process and technology for the Municipality and its customers. Long range planning of technical infrastructure; stewardship of corporate level strategies and priorities involving Information Technology. The Division provides support and consulting services to over 32 different business units over 109 locations throughout Chatham-Kent including IT project management and business analysis services. In addition, the division monitors, manages, and maintains information, applications, technical infrastructure, geographic information and communication systems.



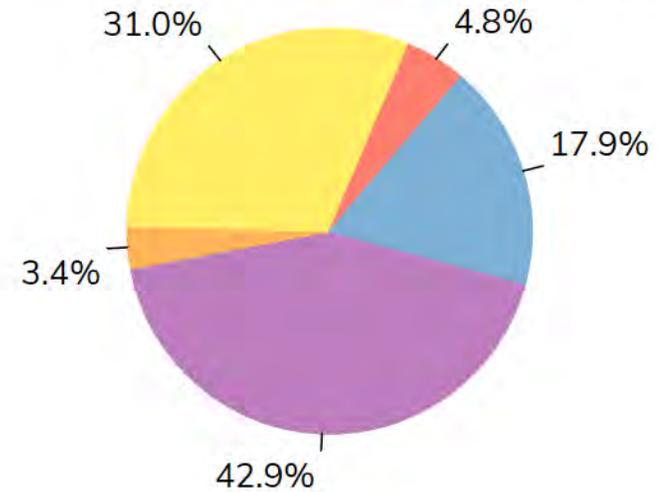
Revenue 2023

- Other *
- Service Level Agreements
- Transfer from Reserves



Expense 2023

- Employee Related
- Other *
- Contracted Services
- Operating Related
- Transfer to Reserves



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
User Fees *	\$ 9,000	\$ 9,000	\$ 9,000
Service Level Agreements	706,861	774,665	856,208
Miscellaneous Revenue *	536	-	-
Recoveries *	66,955	-	-
Transfer from Reserves	2,133,610	1,948,552	1,028,910
Total Revenue	2,916,962	2,732,217	1,894,118
Expense			
Employee Related	4,225,927	5,642,942	5,696,594
Building Related *	37,363	40,541	40,541
Contracted Services	2,220,114	3,853,563	4,119,198
Material, Veh and Equip Related	369,985	283,718	389,662
Operating Related	561,675	642,728	642,088
Other Expenses *	1,752	18,147	18,147
Transfer to Reserves	3,554,670	1,728,306	2,380,702
Internal Allocations *	(586,012)	(446,984)	(466,884)
Total Expense	10,385,474	11,762,961	12,820,048
Net	\$ (7,468,512)	\$ (9,030,744)	\$ (10,925,930)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Managed Print Services	215,932	215,932
End User Device Operating System and Management Upgrades	93,188	93,188
Cyber Security Specialist	2,535	2,535
Network and Systems Lifecycle	228,308	228,308
JD Edwards Infrastructure and Application Upgrade	188,958	188,958
Utility Network Project - ITT Components	287,364	287,364
NG911 Implementation	475,000	-
Riverview Gardens Wi-Fi Managed Service	38,000	-

Business Case - Managed Print Services

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

The existing managed print services contract hosted with Xerox was previously extended and ends in June 2024. In order to comply with the Municipal procurement by-law, a Request for Proposal (RFP) or equivalent Vendor of Record/market assessment will be conducted.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 215,932
Total Revenue	<u>215,932</u>
Expense	
Employee Related	209,077
Material, Veh and Equip Related	<u>6,855</u>
Total Expense	<u>215,932</u>
Net	<u><u>\$ -</u></u>

Business Case - Managed Print Services

Link to Strategic Plan: Optimizing print services facilitates the organization in providing exceptional customer service while fulfilling daily operations. Optimizing print options through efficient on-premise, managed print equipment can also assist the organization in the environmental priority of reducing costs and environmental impact of energy use. Analysis can result in operational efficiencies, reducing overall organizational costs of on-site and off-site printing.

Consequences/Risks of Not Proceeding: The managed print services with Xerox will expire and the existing contract is not approved for renewal. Post pandemic and with Hybrid Work from Home options for some staff, it is an opportune time to do an in-depth analysis of our future print needs and rationalize the printing infrastructure prior to the release of the RFP.

Council Priority: Engage - Customer service

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 7 - 50% of 1 FTE Service Analyst (1 year)	0.50
One-Time	Non Union Grade 8 - Business Analyst (1 year)	1.00
One-Time	Non Union Grade 9 - 50% of 1 FTE Project manager (1 year)	0.50
	Total FTE	2.00

Business Case - End User Device Operating System and Management Upgrades

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

To establish a new operating system setup for computers and begin trial installations with the rollout in 2023.
To perform upgrades to the operating model and put in place regular update processes.
Additionally, cleanup of deployment image, managing bookmarks, driver and bios cleanup, assessment of image and maintenance options.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 93,188
Total Revenue	<u>93,188</u>
Expense	
Employee Related	91,628
Operating Related	420
Internal Allocations	1,140
Total Expense	<u>93,188</u>
Net	<u><u>\$ -</u></u>

Business Case - End User Device Operating System and Management Upgrades

Link to Strategic Plan: From the Corporate Technology Strategic Plan: Ties to Innovation and Efficiency corporate imperatives and addresses security, governance and performance Information Technology Services (ITS) operational needs. Relates to 3 of the 9 strategic priorities (Sustainability, Modern Technologies, and Automate and Optimize Existing Systems).

Consequences/Risks of Not Proceeding: Insufficient preparation for operating system upgrades, incomplete rollout, errors with workstation setup process, loss of efficiencies with computer management.

Council Priority: Growth - Infrastructure

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 7 - Service Analyst (1 year)	1.00
	Total FTE	1.00

Business Case - Cyber Security Specialist

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

A cyber security incident, whether a data breach, ransomware event or simple act of malicious destruction relies on finding and exploiting a vulnerable system.

Vulnerabilities can come in many shapes and sizes, but can generally be grouped into the following categories:

- Misconfigured systems - Many attackers gain access via a system that was created or modified in a way that inadvertently creates a weakness that can be exploited.
- Missing patches - A sad reality is that vendors will often put security considerations second to shipping a new product. It is extremely common for vendors to release security patches on a monthly or even weekly schedule. The problem is that when a vendor releases a security patch, they advertise the weakness to attackers. There is now a race to see if attackers can exploit the weakness before an organization is able to patch all of their systems.
- Weak and Exposed Passwords - You don't need to break in if you have a key. Every day, attackers send hundreds of phishing e-mails to our staff attempting to trick them into giving their passwords away.
- Excessive Permissions - A regret that many organizations have after a data breach is that the account(s) that were attacked had considerably more access than their job required. Had the permissions been more restricted in the system, applications or file structure, the result of the data breach could have been lessened or even negated.

Once we consider all of these possible sources of vulnerabilities in relation to our existing systems composed of:

- Over 1000 users using
- Over 1000 workstations and over 600 mobile devices running
- Over 150 installed applications supported by
- Over 300 servers and
- Over hundreds of devices like Switches, Routers and Firewalls plus
- Over 100 Cloud-based services

Business Case - Cyber Security Specialist

The sheer magnitude of monitoring, patching and correcting these systems becomes very evident. We must also consider that Information Technology & Transformation (ITT) has been and continues to be in a constant state of adding services requested by departments while rarely taking any away which results in the complexity of this situation increasing on a weekly basis.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 2,535
Total Revenue	<u>2,535</u>
Expense	
Employee Related	100,515
Contracted Services	(30,246)
Material, Veh and Equip Related	1,985
Operating Related	(70,215)
Transfer to Reserves	496
Total Expense	<u>2,535</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: [Corporate Technology Strategic Plan](#)

Business Case - Cyber Security Specialist

Consequences/Risks of Not Proceeding: Patching our many existing systems is a best effort by the team that supports it with the Security and Risk team providing oversight. This has been generally successful with vulnerabilities classified as "Critical" and requiring immediate attention; however, vulnerabilities classified as High or Medium risk are prioritized by the person deploying the fixes and weighed against their operational duties like fixing an existing system, performing user requests and moving projects forward.

The Status Quo means that critical fixes will still get deployed, but anything below critical may linger for weeks or months leaving us vulnerable during this period.

Council Priority: Engage - Customer service

Strategic Focus: People

	Description	Effective FTE
Base	Non Union Grade 7 MAG - Cyber Security Specialist	1.00
	Total FTE	1.00

Business Case - Network and Systems Lifecycle

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

A significant portion of the Municipality's Core Server and Network Infrastructure is at end of life and needs to be replaced. A small team of front-line Information Technology (IT) professionals will replace end of life equipment and maintain our core network and compute infrastructures at current levels of service. These Lifecycle replacements will ensure these core IT services remain functional, available, and reliable for use. All departments use these services in their daily use of technology.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 228,308
Total Revenue	<u>228,308</u>
Expense	
Employee Related	225,188
Operating Related	840
Internal Allocations	2,280
Total Expense	<u>228,308</u>
Net	<u><u>\$ -</u></u>

Business Case - Network and Systems Lifecycle

Link to Strategic Plan: Corporate Technology Strategic Plan 2020-2025, these initiatives relate to Information Technology & Transformation (ITT) strategic priorities while aligning with all Corporate Imperatives and IT Operational Needs.

Consequences/Risks of Not Proceeding: Decreased IT Services for Network and Systems (compute) for all Departments.
 Increase in recommendations to decommission IT services due to lack of sustainment/replacement.
 Increased Security Risks for the municipality as IT equipment will be no longer supported or maintainable by vendors and IT.

Council Priority: Engage - Customer service

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 8 MAG - Network Administrator	1.00
One-Time	Non Union Grade 8 MAG - Systems Administrator	1.00
	Total FTE	2.00

Business Case - JD Edwards Infrastructure and Application Upgrade

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

JD Edwards is our corporate ERP (Enterprise Resource Planning) platform. This platform is deployed to manage and house financial information around work-orders management, infrastructure, payroll, Accounts Payable (AP)/Accounts Receivable (AR) and has live integrations into our GIS (Geographic Information system), CRM (Customer Relationship Management) system, On1Call, Questica, Point of Sale (PerfectMind), CityView, Scanman, and Winfuel.

This platform is currently utilized primarily by the following departments - Finance, HROD, PUC, Public Works, AR/AP, Procurement, Engineering, and Fleet.

This migration and upgrade plan will reduce our risk to security issues related to outdated and exploitable infrastructure. It will also provide the opportunity to extend the longevity and stability to this core corporate system while providing our end users with increased improvement in performance.

For this project to be successful, business units will commit to helping with some of the housekeeping of their data prior to migration. This project will also require these business units to provide their staff for the Quality Assurance/Quality Control portion of the project in order to ensure a seamless deployment to our production environment.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 188,958
Total Revenue	188,958
Expense	
Employee Related	137,248

Business Case - JD Edwards Infrastructure and Application Upgrade

	2023 Approved Budget
Contracted Services	50,000
Internal Allocations	1,710
Total Expense	188,958
Net	\$ -

Link to Strategic Plan: Maintaining a functional, effective and secure financial management system is essential for the financial sustainability of the organization.

Consequences/Risks of Not Proceeding: Not moving forward with this program of work would result in opening up our core financial system to potential security exploits. Additionally, it would result in increased performance degradation over time, and increased strain on operational support resources to ensure the current obsolete environment is accessible.

Council Priority: Engage - Customer service

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 8 MAG - Application Administrator	0.40
One-Time	Non Union Grade 8 MAG - Application Integration Specialist	0.40
One-Time	Non Union Grade 8 MAG - Cloud & Systems Administrator	0.20
One-Time	Non Union Grade 9 - Project Manager	0.20
	Total FTE	1.20

Business Case - Utility Network Project - ITT Components

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

PUC and Municipal Asset models are maintained in the Enterprise Geographic Information System. This project migrates all utility assets to a new connectivity model for improved modelling of system function, operation and capacity planning. Improved models of utility assets will support improved decisions related to design, maintenance and optimization of water, wastewater, storm and drainage assets.

	2023 Approved Budget
Revenue	
Service Level Agreements	\$ 211,783
Transfer from Reserves	75,581
Total Revenue	287,364
Expense	
Employee Related	184,904
Contracted Services	100,750
Internal Allocations	1,710
Total Expense	287,364
Net	\$ -

Business Case - Utility Network Project - ITT Components

Link to Strategic Plan: Improved management of information related to utility assets supports the Council Strategic Priority of investing in essential infrastructure to maintain and grow our economy.

Consequences/Risks of Not Proceeding: The current model is end of life and will no longer be supported in the software. The improved utility network model improves functionality and ensures the system is fully supported.

Council Priority: Growth - Infrastructure

Strategic Focus: Econ/Jobs

	Description	Effective FTE
One-Time	Non Union Grade 9 - Project Manager for 18 months	1.50
	Total FTE	1.50

Business Case - NG911 Implementation

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

On October 3, 2022, Council approved an additional \$475,000 in the annual budget to fund a secondary site location and technology for the Emergency Communications Centre.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Contracted Services	<u>\$ 475,000</u>
Total Expense	<u> 475,000</u>
Net	<u><u>\$ (475,000)</u></u>

Link to Strategic Plan: Enhanced 9-1-1 will support emergency communications for Chatham-Kent Police Services and Chatham-Kent Fire and Emergency Services, including integration with Ambulance dispatch.

Consequences/Risks of Not Proceeding: Migration to Next Generation 9-1-1 is a mandatory requirement for agencies providing 9-1-1 service. A secondary site is a mandatory requirement. Not proceeding with this backup center would mean that Chatham-Kent can no longer provide a local 9-1-1 response service.

Business Case - NG911 Implementation

Council Priority: Engage - Customer service
Strategic Focus: Health

For additional information, please view the [Next Generation 9-1-1 Additional Budget Request](#) from the October 3, 2022 Council meeting.

Business Case - Riverview Gardens Wi-Fi Managed Service

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation
Manager: ITT Corporate Programs

Implement a managed service for improved Wi-Fi at Riverview Gardens. This will improve wireless access for residents, visitors, staff and third-party vendors.

The existing Wi-Fi infrastructure does not currently provide full coverage of the building. As a result, staff cannot use existing technology in some areas of the building resulting in operational inefficiencies. Also, due to the lack of full coverage, some technologies cannot be used in portions of the building, limiting the ability of Riverview Gardens to implement solutions that support staff and residents.

In addition, Riverview Gardens does not currently have Wi-Fi available to the public or residents. Wi-Fi as a managed service will provide access to the internet for residents and visitors.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Contracted Services	\$ 38,000
Total Expense	<u> 38,000</u>
Net	<u><u> \$ (38,000)</u></u>

Business Case - Riverview Gardens Wi-Fi Managed Service

Link to Strategic Plan:	The Corporate Technology Strategic Plan recommended alternative service delivery models be assessed for improved service levels. This initiative aligns with the Plan.
Consequences/Risks of Not Proceeding:	The existing wireless infrastructure is end of life and has not provided full coverage for all resident and staff areas, resulting in operational inefficiencies and challenges in delivering resident care in all areas of the building. This improved wireless network will provide better coverage for the entire building, enabling opportunities to support additional technologies that improve staff efficiency and resident care. If not implemented, once the existing equipment fails, there will be a very limited wireless network at Riverview Gardens, resulting in the loss of ability to use existing mobile carts or any other technologies that rely on wireless connectivity to function.
Council Priority:	Engage - Customer service
Strategic Focus:	People

John D Bradley Convention Centre

At 40,000 square feet, the Chatham-Kent John D. Bradley Convention Centre is an ideal location for conventions, conferences, tradeshow and special events in Southwestern Ontario. The centre offers breakout rooms, a carpeted ballroom and a 25,000 square foot pillar-free Expo Centre featuring a drive-in entrance for large vehicles.

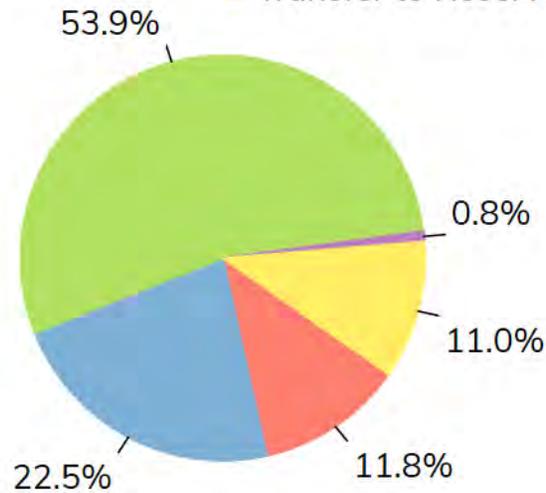
The centre is managed by Compass Group Canada and provides access to the latest in audio-visual equipment and teleconferencing, as well as chef-inspired cuisine. With rooms that accommodate from 10 to 1,800 people, guests enjoy a safe, high-quality facility on one level allowing easy access, setup and dismantling of events.

Chatham-Kent is situated along the 401 corridor making the centre easily accessible for any out-of-town guests, and provides a broad range of nearby accommodations for overnight stays.



**Expense
2023**

- Contracted Services
- Operating Related
- Infrastructure and Debt
- Other *
- Transfer to Reserves



	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Expense			
Contracted Services	\$ 83,177	\$ 118,788	\$ 121,123
Operating Related	458,438	231,212	231,212
Infrastructure and Debt	554,536	554,536	554,536
Other Expenses *	23,716	8,376	8,376
Transfer to Reserves	88,374	113,374	113,374
Total Expense	1,208,241	1,026,286	1,028,621
Net	\$ (1,208,241)	\$ (1,026,286)	\$ (1,028,621)

Fire and Emergency Services

Fire and Emergency Services provides the overall leadership and management of the Municipality's Fire and Emergency Services, coordinating all aspects of service delivery, including fire prevention, fire suppression, technical rescues, fire investigations, public education, emergency medical services, emergency response and emergency management. The Fire Chief is a visible partner in the community and workplace and a champion of community engagement, development and sustainability.



Fire and Emergency Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Fire and Emergency Management	\$ 1,799,830	\$ 362,436	\$ 362,436
Land Ambulance	7,687,740	7,632,664	8,113,930
Total Revenue	<u>9,487,570</u>	<u>7,995,100</u>	<u>8,476,366</u>
Expense			
Fire and Emergency Management	20,610,747	17,228,761	17,773,845
Land Ambulance	14,602,289	15,003,728	15,889,939
Total Expense	<u>35,213,036</u>	<u>32,232,489</u>	<u>33,663,784</u>
Net	<u>\$ (25,725,466)</u>	<u>\$ (24,237,389)</u>	<u>\$ (25,187,418)</u>

Fire and Emergency Management

The Municipality's Fire & Emergency Services is an all-hazards community safety department responsible for fire prevention, fire suppression, technical rescues, fire investigations, public education, emergency medical services, emergency response and emergency management.

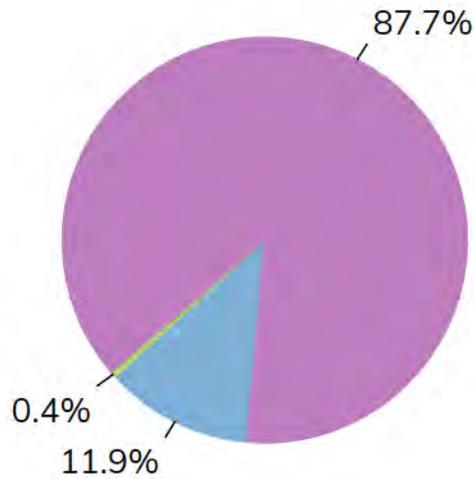
Services are delivered as per the Fire Prevention and Protection Act (F.P.P.A), Ambulance Act of Ontario and other relevant legislation.



Fire and Emergency Management

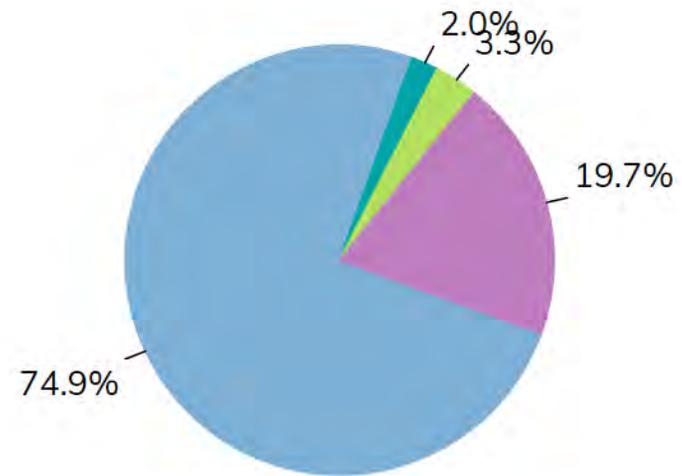
Revenue 2023

- Licenses, Permits and Fees
- Other *
- Recoveries



Expense 2023

- Employee Related
- Building Related
- Other *
- Material, Veh and Equip Related



Fire and Emergency Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial *	\$ 46,118	\$ -	\$ -
Licenses, Permits and Fees	10,210	16,920	16,920
Miscellaneous Revenue *	1,281	600	600
Recoveries	49,627	124,916	124,916
Transfer from Reserves *	617,050	-	-
Total Revenue	724,286	142,436	142,436
Expense			
Employee Related	13,867,704	12,803,594	13,153,922
Building Related	326,554	343,011	354,887
Contracted Services *	907,950	108,933	108,933
Material, Veh and Equip Related	3,371,295	3,271,900	3,465,368
Operating Related *	129,333	75,788	75,788
Other Expenses *	244,900	-	-
Transfer to Reserves	539,122	269,824	269,824
Internal Allocations *	148,346	135,711	125,123
Total Expense	19,535,204	17,008,761	17,553,845
Net	\$ (18,810,918)	\$ (16,866,325)	\$ (17,411,409)

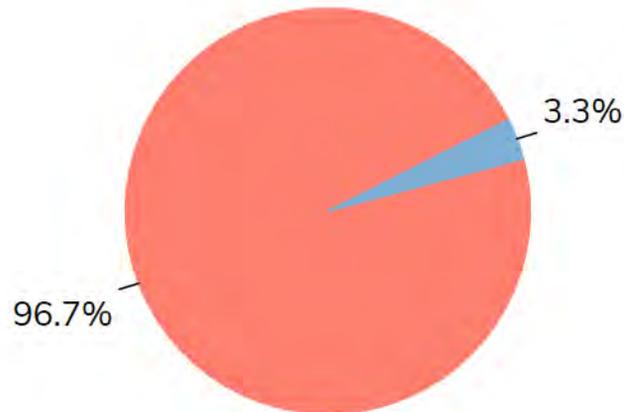
Land Ambulance

Chatham-Kent EMS provides ambulance services and Mobile Integrated Health/Community Paramedicine programs. Chatham-Kent EMS maintains a strong working relationship with all our stakeholders and provides a high level of patient care and service delivery to the public of Chatham-Kent.



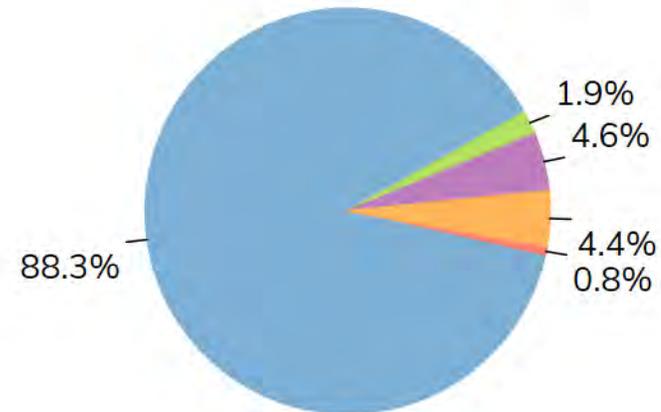
Revenue 2023

- Grants - Provincial
- Transfer from Reserves



Expense 2023

- Other *
- Contracted Services
- Material, Veh and Equip Related
- Transfer to Reserves
- Internal Allocations



Land Ambulance

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 8,453,748	\$ 7,291,505	\$ 8,061,930
Transfer from Reserves	309,536	561,159	272,000
Total Revenue	8,763,284	7,852,664	8,333,930
Expense			
Building Related *	107,286	115,300	119,194
Contracted Services	13,874,446	13,356,204	14,223,978
Material, Veh and Equip Related	116,153	301,512	301,512
Operating Related *	9,782	14,000	14,000
Transfer to Reserves	889,530	742,158	744,711
Internal Allocations	680,636	694,554	706,544
Total Expense	15,677,833	15,223,728	16,109,939
Net	\$ (6,914,549)	\$ (7,371,064)	\$ (7,776,009)

Land Ambulance

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
2022 Land Ambulance Service Increase Funded by 2023 Growth	-	289,159

Business Case - 2022 Land Ambulance Service Increase Funded by 2023 Growth

Department: Non Departmental
Division: Fire and Emergency Services
Manager: Land Ambulance

During the 2022 budget deliberations a base service increase was approved by Council. As this service increase wasn't due to start until July of that year the financial impact of January to June was removed one time from the budget increase. It was further suggested by the Budget Committee that the 2023 annualized impact of the service increase would be funded from 2023 assessment growth. This request takes that impact from the prior year deficit and funds it from the taxation increase due to 2023 assessment growth.

Budget

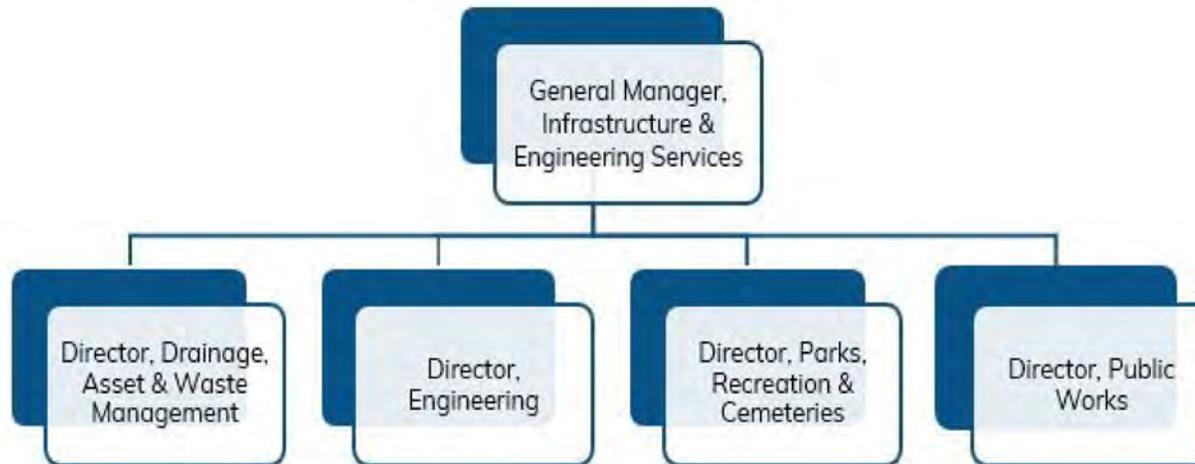
	2023 Approved Budget
Revenue	
Taxation Revenue	\$ 289,159
Total Revenue	<u>289,159</u>
Expense	
Net	<u><u>\$ 289,159</u></u>

Business Case - 2022 Land Ambulance Service Increase Funded by 2023 Growth

Link to Strategic Plan:	Financial Sustainability - This is an example of growth paying for growth where an increase of expense due in part to community growth is partially funded from the increased assessment base from that growth.
Consequences/Risks of Not Proceeding:	As the contract increase has already been agreed with Medavie, if this request is not approved there will be a deficit in this area that will impact our overall variance. In the long run we will not be able to sustain the current level of land ambulance service provided.
Council Priority:	Wellness - Access to Social Infrastructure
Strategic Focus:	Health

Infrastructure & Engineering Services

The Infrastructure and Engineering Services department provides the overall strategic planning, maintenance and management of the Municipality's infrastructure and assets. The Municipality has a large portfolio and wide variety of assets including roads, sidewalks, bridges and culverts, water lines, sewer and wastewater lines, recreational facilities, municipal buildings, parks, trees, trails, cemeteries, fleet, municipal drains, leaf and yard depots, Chatham-Kent Airport and public housing assets. Additional services include special events coordination, transit (urban and inter-urban), waste management and climate change. The General Manager of Infrastructure and Engineering Services is supported by four directors who lead the divisions of Engineering & Transportation; Public Works; Drainage, Asset & Waste Management; and Parks, Recreation & Cemeteries.



Infrastructure & Engineering Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Infrastructure & Engineering Services - Admin	\$ 700,000	\$ -	\$ -
Drainage	597,563	638,359	638,359
Fleet Management	6,408,038	44,053	900
Asset Management	2,004,686	1,577,698	1,606,859
Waste Management	5,812,849	4,735,337	5,687,268
Housing Services Management	547,351	433,632	257,531
Public Works	11,965,087	20,137,370	23,265,397
Parks, Recreation & Cemeteries	2,767,096	5,332,938	4,583,932
Engineering, Transportation Services	2,606,954	2,032,894	2,093,626
Total Revenue	33,409,624	34,932,281	38,133,872
Expense			
Infrastructure & Engineering Services - Admin	578,182	318,280	302,007
Drainage	2,740,436	2,103,621	2,180,627
Fleet Management	5,702,949	(190,905)	172,446
Asset Management	6,015,314	5,866,126	6,151,447
Waste Management	10,317,555	9,168,134	10,305,288
Housing Services Management	2,071,932	2,333,412	2,469,140
Public Works	65,268,295	67,570,052	74,759,193

Infrastructure & Engineering Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Parks, Recreation & Cemeteries	12,393,289	14,676,873	15,280,748
Engineering, Transportation Services	7,359,351	7,744,939	8,566,487
Total Expense	112,447,303	109,590,532	120,187,383
Net	\$ (79,037,679)	\$ (74,658,251)	\$ (82,053,511)

Infrastructure & Engineering Services - Admin

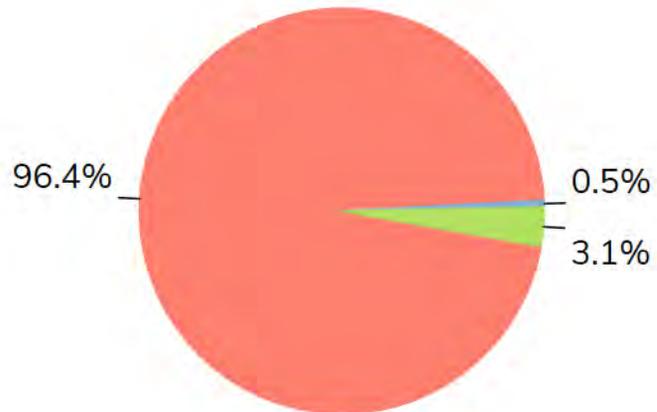
Provides the overall strategic planning, maintenance and management of Chatham-Kent's infrastructure and assets. The Municipality has a large portfolio and wide variety of assets spanning across roads, bridges and culverts, water/wastewater pipes, facilities, parks, trails, cemeteries, fleet, drainage, and housing assets.

The General Manager of Infrastructure & Engineering Services is supported by four directors who lead the divisions of Engineering & Transportation Services, Public Works, Drainage, Asset & Waste Management, and Parks, Recreation & Cemeteries divisions.



Expense
2023

- Employee Related
- Other *
- Operating Related



Infrastructure & Engineering Services - Admin

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Transfer from Reserves *	\$ 700,000	\$ -	\$ -
Expense			
Employee Related	355,173	397,329	381,056
Material, Veh and Equip Related *	2,218	500	500
Operating Related	12,577	12,237	12,237
Transfer to Reserves *	301,585	1,585	1,585
Internal Allocations *	(93,371)	(93,371)	(93,371)
Total Expense	578,182	318,280	302,007
Net	\$ 121,818	\$ (318,280)	\$ (302,007)

Drainage

Drainage Services is responsible for maintaining the Municipality's 4200, municipal drains and 167 pumping stations. Municipal drains support both urban and rural communities and industrial and agricultural businesses in Chatham-Kent.

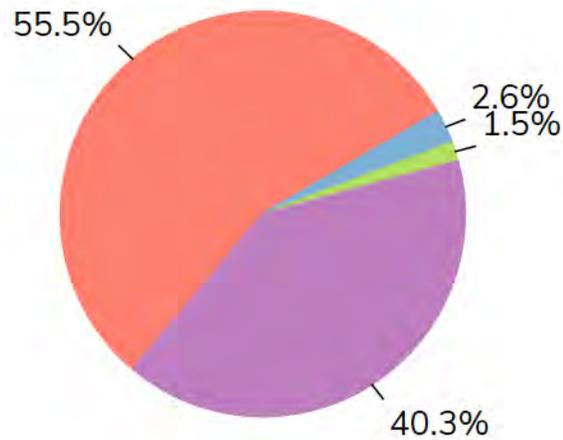
Drainage services are provided in accordance with the Tile Drainage Act, Agricultural Drainage Installation Act and the Drainage Act.

In addition, Drainage Services works with agricultural property owners to apply for funding through the Ontario Ministry of Agriculture, Food and Rural Affairs and acts as a liaison between agricultural property owners and government entities.



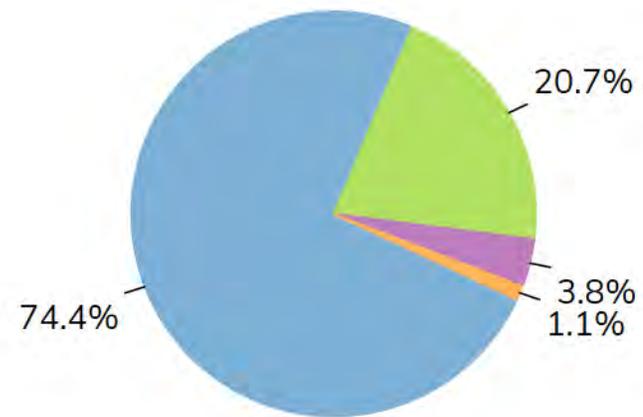
**Revenue
2023**

- Grants - Provincial
- User Fees
- Miscellaneous Revenue
- Recoveries



**Expense
2023**

- Employee Related
- Contracted Services
- Material, Veh and Equip Related
- Other *



Drainage

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 394,375	\$ 354,313	\$ 354,313
User Fees	7,891	16,848	16,848
Miscellaneous Revenue	3,563	9,698	9,698
Recoveries	191,734	257,500	257,500
Total Revenue	597,563	638,359	638,359
Expense			
Employee Related	1,396,620	1,549,426	1,622,417
Contracted Services	282,023	450,571	450,571
Material, Veh and Equip Related	74,089	78,767	82,782
Operating Related *	8,251	16,772	16,772
Other Expenses *	15,551	-	-
Transfer to Reserves *	963,902	8,085	8,085
Total Expense	2,740,436	2,103,621	2,180,627
Net	\$ (2,142,873)	\$ (1,465,262)	\$ (1,542,268)

Fleet Management

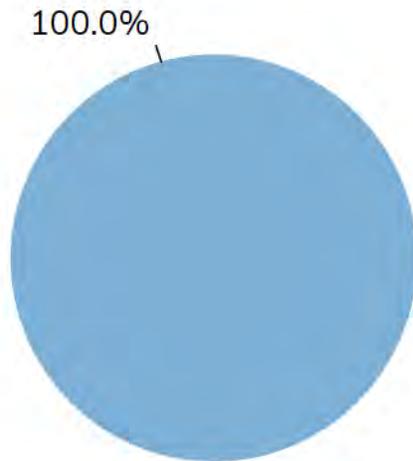
Fleet Services is responsible for the procurement and management of municipal vehicles (i.e., fire trucks, police vehicles, public works vehicles, engineering vehicles, etc.) and fuel sites including forecasting lifecycle costing and maintenance for all municipal vehicles.

Fleet Services is also responsible for training and compliance of equipment operations and monitoring the fleet Automated Vehicles Locator (AVL) Systems.



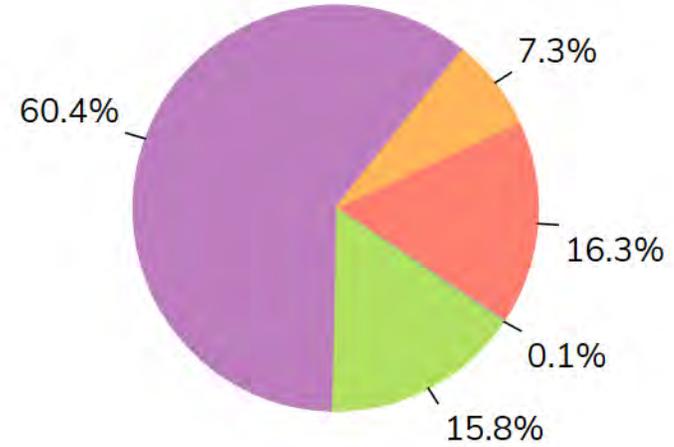
Revenue 2023

- Miscellaneous Revenue



Expense 2023

- Employee Related
- Other *
- Operating Related
- Transfer to Reserves
- Internal Allocations



Fleet Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Miscellaneous Revenue	\$ (774)	\$ 900	\$ 900
Recoveries *	6,137	-	-
Sale of Items *	2,818	-	-
Transfer from Reserves *	6,399,856	43,153	-
Total Revenue	6,408,037	44,053	900
Expense			
Employee Related	1,725,678	1,539,920	1,569,115
Contracted Services	14,084	11,700	11,700
Material, Veh and Equip Related *	(3,491,884)	(9,458,217)	(9,440,900)
Operating Related	1,613,326	1,523,530	1,523,530
Transfer to Reserves	5,262,896	5,491,485	5,808,324
Internal Allocations	578,849	700,677	700,677
Total Expense	5,702,949	(190,905)	172,446
Net	\$ 705,088	\$ 234,958	\$ (171,546)

Asset Management

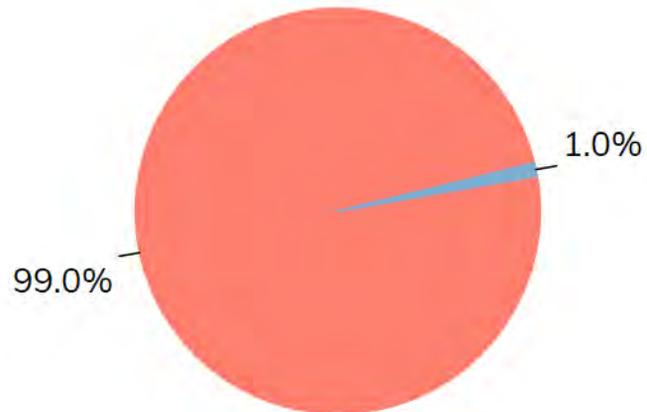
The Building Asset Management division is responsible for the management of Chatham-Kent's 115 facilities including day-to-day maintenance, management of contracted services, lease agreements, lifecycle/capital projects and ensuring compliance to the Building Code.

The portfolio of municipally owned buildings includes police stations, fire halls, ambulance stations, municipal centres, public works garages, libraries, cultural centres, and courthouse facilities.



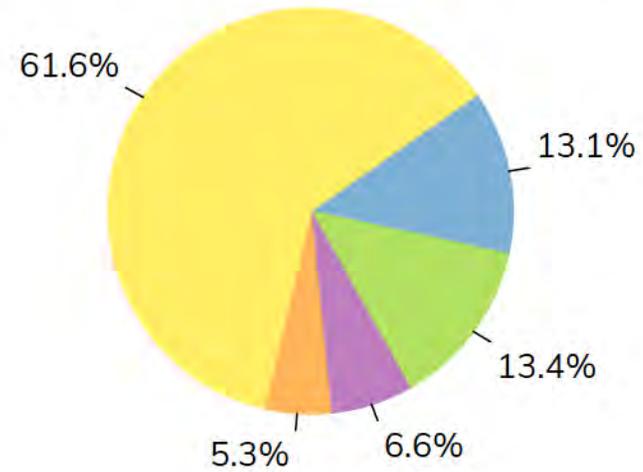
Revenue 2023

- User Fees
- Service Level Agreements



Expense 2023

- Employee Related
- Building Related
- Contracted Services
- Other *
- Transfer to Reserves



Asset Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
User Fees	\$ 1,961,983	\$ 1,561,174	\$ 1,590,322
Service Level Agreements	22,109	16,524	16,537
Recoveries *	20,594	-	-
Total Revenue	2,004,686	1,577,698	1,606,859
Expense			
Employee Related	759,069	774,911	809,754
Building Related	627,850	777,323	829,638
Contracted Services	502,809	406,075	406,075
Material, Veh and Equip Related	192,945	216,412	214,575
Operating Related *	42,987	37,763	37,763
Other Expenses *	164,083	(18,114)	(18,114)
Transfer to Reserves	3,612,957	3,599,048	3,799,048
Internal Allocations	112,615	72,708	72,708
Total Expense	6,015,315	5,866,126	6,151,447
Net	\$ (4,010,629)	\$ (4,288,428)	\$ (4,544,588)

Waste Management

Waste & Recycling Services provide weekly curbside garbage and bi-weekly recycling collection in 20 communities for approximately 33,000 households, operation of 8 transfer stations for approximately 12,000 households, and operation of 9 leaf and yard depots for approximately 45,000 households located within Chatham-Kent.

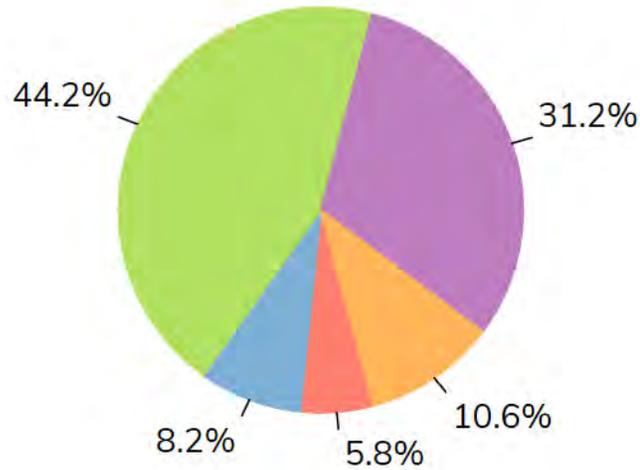
Waste & Recycling also provides free waste diversion options for scrap metal, refrigerant units, white goods, used tires, electronic waste, used oil/antifreeze, empty oil jugs/pails, oil filters, empty propane cylinders, batteries and leaf and yard waste service to residents of Chatham-Kent.

In addition, Waste & Recycling manages landfill agreements and oversees the development of the Climate Change Action Plan for the Municipality.



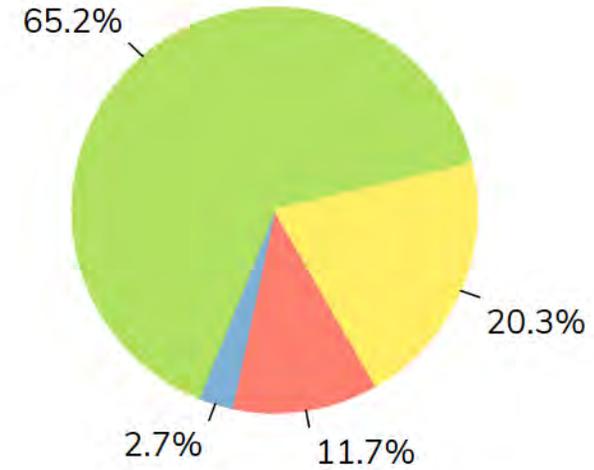
Revenue 2023

- Other *
- Grants - Federal
- User Fees
- Recoveries
- Transfer from Reserves



Expense 2023

- Employee Related
- Other *
- Contracted Services
- Transfer to Reserve Funds



Waste Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Taxation Revenue	\$ 273,754	\$ 273,754	\$ 273,754
Grants - Federal	656,663	466,839	466,839
Grants - Provincial *	25,702	-	-
User Fees	2,833,363	2,455,167	2,515,167
Miscellaneous Revenue *	69,597	20,040	55,749
Recoveries	1,865,158	1,473,537	1,771,775
Sale of Items *	5,886	1,000	1,000
Transfer from Reserves	82,726	45,000	602,984
Total Revenue	5,812,849	4,735,337	5,687,268
Expense			
Employee Related	702,598	585,576	1,207,212
Building Related *	28,181	33,371	33,883
Contracted Services	6,686,550	6,245,734	6,721,891
Material, Veh and Equip Related	144,487	134,207	165,116
Operating Related *	32,831	63,430	65,670
Transfer to Reserves *	283,183	13,533	13,533
Transfer to Reserve Funds	2,444,388	2,096,311	2,096,311
Internal Allocations *	(4,663)	(4,028)	1,672

Waste Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Total Expense	10,317,555	9,168,134	10,305,288
Net	\$ (4,504,706)	\$ (4,432,797)	\$ (4,618,020)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Project Coordinator - 2 Year Contract	206,376	206,376
Waste, Recycling & Climate Change Operations Supervisor	148,963	148,963
Organics Diversion Project Manager - 2 Year Contract	250,108	250,108
Waste, Recycling & Climate Change Student	12,537	12,537
Electric Vehicle Charging Stations	35,709	35,709

Business Case - Project Coordinator - 2 Year Contract

Department: Infrastructure and Engineering Services
Division: Drainage, Asset, Waste Management
Manager: Waste Management

Council approved a two-year contract Blue Box Coordinator position on June 6, 2022. This position is to be funded this one time from the Recycling WDO reserve, at no impact to the tax base. The title of this position has been revised to Project Coordinator.

On June 3, 2021, the Ministry of Environment, Conservation and Parks (MECP) released the Blue Box Regulation (O. Reg. 391/21) under the Resource Recovery and Circular Economy Act (RRCEA), 2016. The new Regulation transitions the Ontario Blue Box Program to an Extended Producer Responsibility (EPR) model, requiring producers to -be fully accountable and financially responsible for establishing and operating systems for the collection, recycling, and reuse of blue box materials'. The new Regulation allows for multiple Producer Responsibility Organizations (PRO's) to act on behalf of the producers of blue box materials and provide a standardized Blue Box Program across Ontario starting in 2026. Chatham-Kent will transition to the EPR model on January 1, 2024 as per the Regulation's Transition Schedule but under the PRO's jurisdiction. During this transition however, PRO's are responsible for continuing to deliver existing blue box programs without service interruptions.

The new Blue Box Regulations is geared towards residential sources of blue box materials and not industrial, commercial and institutional (ICI) sources. Currently, Chatham-Kent's ICI properties are serviced if they are located within a curbside collection area and adhere to our program's guidelines. Administration needs time and resources to investigate how these properties are to be serviced during and after the transition. However there are gaps of data related to the number of ICI participants, types of containers utilized, quantity and quality of materials generated.

Currently there are no resources within the Waste Recycling & Climate Change team to dedicate adequate time and attention to all items related to the transition. This position will be responsible for evaluating and consulting on legal, environmental, and social risks associated with the proposed agreement terms with the PRO's; leading the Ineligible Source Data Collection Project, Liaising with the PRO's and the Productivity and Recovery Authority, the enforcement body of the Blue Box Program; developing and delivering a communication plan related to the transition and its implications and assisting in the preparation of the next Waste Management RFP. This position will also spearhead the preparation of the transfer stations for the transition.

Business Case - Project Coordinator - 2 Year Contract

	<u>2023 Approved Budget</u>
Revenue	
Transfer from Reserves	\$ 206,376
Total Revenue	<u>206,376</u>
Expense	
Employee Related	203,256
Operating Related	840
Internal Allocations	<u>2,280</u>
Total Expense	<u>206,376</u>
Net	<u><u>\$ -</u></u>

Business Case - Project Coordinator - 2 Year Contract

Link to Strategic Plan: This position aligns with Council's Environmental Sustainability and Economic Prosperity Strategic Focus areas. Blue Box recycling collection has been a mandated municipal service since the inception of the Waste Diversion Act in 2002, aiming to divert as much household glass, metal, plastic, fiber, and paper materials from the landfill stream. In Chatham-Kent, the average diversion rate in the past few years hovered around 34%, which is a significant portion of the community's efforts in reducing anthropogenic pollution and promoting environmental stewardship.

Consequences/Risks of Not Proceeding: The Blue Box Transition, occurring in CK in 2024, will have significant impacts to the community, especially the IC&I sector. Providing curbside recycling collection to the IC&I sector is a valuable service that promotes economic growth and business attraction. This service is at risk of being discontinued if significant efforts are not taken by CK administration, which is intended to be focus of this position.

Simply stated, if this position is not approved CK will not be involved in many aspects of the recycling transition. Serious negative impacts for residents and ICI properties such as service interruptions and excess waste at the curb, are highly possible as current staff are not able to consistently attend stakeholder meetings related to the transition or collect the data required to negotiate agreement terms for recycling collection with PRO'S. CK will be forced to accept a standard agreement created by a PRO rather than negotiate terms that will potentially mimic the current program that residents and businesses are accustomed to.

Council Priority: Enviro - Environmental stewardship

Strategic Focus: Enviro

	Description	Effective FTE
One-Time	Non Union Grade 8 - Project Coordinator (2 years)	2.00
	Total FTE	2.00

For additional information, please view [Chatham-Kent's Blue Box Transition to Extended Producer Responsibility \(EPR\) Model](#) from the June 6, 2022 Council meeting.

Business Case - Waste, Recycling & Climate Change Operations Supervisor

Department: Infrastructure and Engineering Services
Division: Drainage, Asset, Waste Management
Manager: Waste Management

This position was one of the recommendations resulting from the 2022 Waste Management Service Review, presented to Council in August 2022. This position was approved by Council to be referred to the 2023 budget as a permanent role. However, this request reflects a request for a supplementary one-year contract position request. The primary purpose of this position will be to supervise 21 part-time operation staff and manage the short-term needs of all 17 waste management facilities, tasks that currently fall under the role of the Manager of Waste, Recycling, and Climate Change.

This position will be partially funded from the garbage disposal revenues at both Harwich and Wallaceburg Transfer Stations. The rest is recommended to be funded from the Recycling Waste Diversion Ontario reserve as a one-time request.

Waste, Recycling and Climate Change (WRCC) is responsible for a suite of programs and contract administration ranging from curbside garbage and recycling collection in 17 communities; the operation of 8 transfer stations/9 leaf and yard depots; waste disposal; special waste events such as Household Hazardous Waste days and the corporate climate change portfolio.

In addition to overseeing all of WRCC programs and contracts the Manager is also responsible for supervising and the weekly scheduling of 20+ part-time operators. The time commitment alone to complete the weekly scheduling and day-to-day supervision of part-time staff is in excess of 35%. To complicate things further there has been a high turnover in operation staff and continual recruitment challenges in hiring reliable staff who can dedicate anywhere from 0-24 hours per week.

	2023 Approved Budget
Revenue	
User Fees	\$ 60,000

Business Case - Waste, Recycling & Climate Change Operations Supervisor

	2023 Approved Budget
Transfer from Reserves	88,963
Total Revenue	148,963
Expense	
Employee Related	123,269
Contracted Services	6,410
Material, Veh and Equip Related	17,724
Operating Related	420
Internal Allocations	1,140
Total Expense	148,963
Net	\$ -

Link to Strategic Plan:

This role enhances Council's Healthy and Safe Community initiative. It will analyze current operations and complete a study to improve the accessibility and safety at all transfer stations for residents and operators. It will also attend to health and safety concerns in a timely manner and complete the legislated weekly and monthly inspections of Waste Management sites.

It also links to the Environmental Sustainability initiative. This position will be responsible for enhancing and improving the operation of leaf and yard depots and transfer stations that provide residents with a solution to dispose of yard waste, tires and hazardous material and divert them from the landfill. In addition, this position will assist in enforcing the curbside waste by-law, thereby assisting in promoting clean neighbourhoods by streamlining site inspections and infraction validation.

Consequences/Risks of Not Proceeding:

The risks associated with not approving the Waste, Recycling and Climate Change Operations Supervisor are great. With the myriad of programs, climate change initiatives, managing 10+ operational sites, and supervising 20+ staff, the Manager of WRCC is unable to dedicate the time needed to oversee all these sites and manage WRCC programs effectively. As a result, the transfer station and leaf & yard depot operations and infrastructure will continue to deteriorate resulting in inadequate levels of service, serious liability due to delayed responses and repairs, and risky health and safety issues due to unmet ministry and internal requirements.

A Supervisory role within WRCC will alleviate some of the operational pressures from the Manager. This position would oversee all 8 transfer stations/9 leaf and yard depots including all maintenance and repairs as well as recruit, manage and schedule all part-time staff. A standard work week would be Tuesday to Saturday to allow availability to staff and attend numerous sites while they are open on Saturday. Standardizing operational policies and procedures for all transfer stations through a by-law, coordinating the development of the WM Facility Improvement Plan approved to be completed by Council in Aug 2022, examining the gaps for operational and infrastructure accessibility, and leading vandalism reduction efforts, are some of the major tasks that will be completed by this position on an on-going basis. In addition, the Supervisor would assist in the countless number of property complaints requiring site inspections and by-law enforcement notices that the Manager and Engineering Technologist - Climate Change currently complete. Therefore, this position will assist in enforcing the current Curbside Waste Collection by-law and the future WM Facility Use by-law.

Business Case - Waste, Recycling & Climate Change Operations Supervisor

Council Priority: Enviro - Environmental stewardship
Strategic Focus: Enviro

	Description	Effective FTE
One-Time	Non Union Grade 9 - Supervisor (1 year)	1.00
	Total FTE	1.00

For additional information, please view the [Waste Management Service Review 2022](#) and the following appendices from the August 8, 2022 Council meeting.

[Appendix A](#)

[Appendix B](#)

[Appendix C](#)

[Appendix D](#)

Business Case - Organics Diversion Project Manager - 2 Year Contract

Department: Infrastructure and Engineering Services
Division: Drainage, Asset, Waste Management
Manager: Waste Management

This position was one of the recommendations resulting from the 2022 Waste Management Service Review, presented to Council in August 2022. This position was approved by Council to be referred to the 2023 budget.

The Food and Organic Waste Policy Statement, issued in 2018 and updated in 2021, under the Resource and Recovery and Circular Economy Act requires communities like Chatham-Kent to collect food and organic waste from single-family dwellings in urban settlement areas to reduce food and organic waste by 50% by 2025. Currently all garbage collected at the curb and at transfer stations including food and organic waste in CK is delivered to the landfill. Organic waste in landfills lead to significant greenhouse gas emissions and increases the production of leachate and putrid odours.

The landfill disposal capacity in Ontario is very limited and expected to be exhausted by 2032, if the current rate of waste generation continues . Population growth and increased waste generation only exacerbates this issue. Blue Box recycling and organics diversion are two primary approaches communities can take to maximize diversion and extend the life of the landfills.

Chatham-Kent's garbage generation has been increasing steadily since 2015, reaching an increase of about 25% in 2021. Not surprisingly, garbage is mostly generated from curbside areas, where the vast majority of Chatham-Kent's population resides.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 250,108
Total Revenue	250,108

Business Case - Organics Diversion Project Manager - 2 Year Contract

	<u>2023 Approved Budget</u>
Expense	
Employee Related	246,538
Contracted Services	450
Operating Related	840
Internal Allocations	<u>2,280</u>
Total Expense	<u>250,108</u>
Net	<u><u>\$ -</u></u>

Business Case - Organics Diversion Project Manager - 2 Year Contract

Link to Strategic Plan:

Links to Environmental - climate change mitigation. This role will explore the feasibility of a multi-faceted organics diversion program that will significantly advance CK's efforts in protecting the environment. For example, anaerobic digestion of organics material increase the production of renewable energy and recover resources that are essential for the agriculture sector in the form of a nutrient-rich fertilizer.

Links to Economic Prosperity and community growth: environmental sustainability and climate protection is consistently one of the top five factors considered by young people when moving communities. A comprehensive organics program, such as the one proposed to be explored by this position, is one of the major waste management programs expected by the community in Chatham-Kent. Therefore, conducting a feasibility study of this program will not only help draw a roadmap for CK to meet its provincial obligations, but will also meet the environmental stewardship level expected by society.

Furthermore, this position has the potential of implementing a program that will see CK partner with a local expanding business. If a green bin program is implemented, it will expand the developing anaerobic digestion plant project significantly, leading to many jobs created in CK.

Finally, this position is essential to completing community engagement activities that will provide residents with a voice on the design of an organics diversion program, as two of the position's main deliverables are a successful public engagement initiative and an effective communication plan to residents, stakeholders, and Council.

Consequences/Risks of Not Proceeding:

Without the approval of this position, CK will not meet provincial targets of reducing food and organic waste by 50% by 2025. In addition administration will not be able to conduct the Council approved feasibility studies for a green bin program, backyard composters and potential drop-off hubs at transfer stations. Simply stated, there are no existing resources available to dedicate to this initiative, and, therefore, any type of organics program in CK cannot be explored or implemented.

Council Priority:

Enviro - Environmental stewardship

Strategic Focus:

Enviro

Business Case - Organics Diversion Project Manager - 2 Year Contract

	Description	Effective FTE
One-Time	Non Union Grade 9 - Organics Diversion Project Manager (2 years)	2.00
	Total FTE	2.00

For additional information, please view the [Waste Management Service Review 2022](#) and the following appendices from the August 8, 2022 Council meeting.

[Appendix A](#)

[Appendix B](#)

[Appendix C](#)

[Appendix D](#)

Business Case - Waste, Recycling & Climate Change Student

Department: Infrastructure and Engineering Services
Division: Drainage, Asset, Waste Management
Manager: Waste Management

Council approved a student position within Waste, Recycling and Climate Change (WRCC) in 2022. This role assisted the WRCC team with varying environmental assignments relating to the corporate climate change action plan and waste management. Essential responsibilities included collecting and analyzing data related to waste audits, energy audits, greenhouse gas emissions inventories; developing proposals to increase waste diversion; applying for grants; academic literature reviews related to long term environmental impacts and assisting in the design and delivery of communication plans as well as investigating/applying for funding of corporate climate change plan projects.

This request is a four-month student position that would continue to provide assistance in research, design and data analysis required for corporate climate change plan, promotional and educational material, and current and future waste management programs. Hiring a student is the most cost-effective way to reduce the gaps between tasks to be completed and the resources currently allocated to them. Applicants would be required to be enrolled in a post secondary institution and have completed at least two years in an environmental engineering, environmental science or relevant program.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 12,537
Total Revenue	12,537
Expense	
Employee Related	12,017

Business Case - Waste, Recycling & Climate Change Student

	2023 Approved Budget
Material, Veh and Equip Related	380
Operating Related	140
Total Expense	12,537
Net	\$ -

Link to Strategic Plan:

This position aligns with Council's Environmental Sustainability Strategic Focus. In 2019, Chatham-Kent Council declared a climate emergency directing administration to develop a Climate Change Action Plan (CCAP). This position will assist in the implementation of the CCAP by providing assistance in designing and analyzing services, data collection for greenhouse gas emission inventories and performing research and development tasks, such as academic literature reviews of various corporate climate change and waste management projects.

It also links to Growing in population and building a stable labour force by attracting young talented individuals to CK.

Consequences/Risks of Not Proceeding:

Waste, Recycling and Climate Change currently only has 0.60 FTE dedicated to the Corporate Climate Change Action Plan (CCAP). The Engineering Technologist - Climate Change role is split between the CCAP and overseeing the waste and recycling issues/complaints. The student role will assist with some of the tasks full-time staff are not able to complete at all or on a timely basis. The Corporation will essentially be paying more in wages if the full-time technologist position completing the day-to-day mundane, but time consuming, tasks that a student would complete. Hence, the investment value taxpayers is higher.

Council Priority:

Enviro - Environmental stewardship

Business Case - Waste, Recycling & Climate Change Student

Strategic Focus: Enviro

	Description	Effective FTE
One-Time	Non Union Student Grade 3 - Waste, Recycling & Climate Change	0.33
	Total FTE	0.33

Business Case - Electric Vehicle Charging Stations

Department: Infrastructure and Engineering Services
Division: Drainage, Asset, Waste Management
Manager: Waste Management

The capital cost of this project was already approved and funded with the help of \$70,000 from NRCan's ZEVIP grant program.

This request is for an ongoing operation & maintenance budget and a lifecycle budget that will allow for the management of these new assets. These expenses were approved by Council to be referred to the 2023 budget in June, 2022 and are relatively minimal, as this is a low-dollar project.

The lifecycle reserve contribution amounts (\$24,998) is calculated based on the replacement costs of the charging stations over a 10-year span, which is the typical lifespan of the equipment.

Operational expenses include electricity consumption, cloud plan fee, part replacement and service fees, and banking service fees. These costs are estimated to total \$10,721 annually. In 2023, administration intends to seek Council approval for a charging price structure that will aim to recover the electricity consumption costs associated with their operations.

	2023 Approved Budget
Revenue	
Miscellaneous Revenue	\$ 35,709
Total Revenue	35,709
Expense	
Contracted Services	24,988
Material, Veh and Equip Related	10,721

Business Case - Electric Vehicle Charging Stations

	2023 Approved Budget
Total Expense	35,709
Net	\$ -

- Link to Strategic Plan: This initiative links to the Environmental Sustainability and Growth areas of strategic focus. As the use of EVs presents a proven overall cleaner alternative to fuel-based vehicles and its growth is dependent on the availability of a strong charging infrastructure network, this project contributes to the mitigating GHG emissions, thereby promoting environmental sustainability. Furthermore, the charging stations of this project have been strategically selected where residents and visitors to Chatham-Kent can work and play, including CK employees. This enhances tourism and the retention of residents who rely on the convenience of a strong EV charging infrastructure network.
- Consequences/Risks of Not Proceeding: If the operation and maintenance budget request is not approved, the charging stations will not be kept in working order. In addition, there will be no funds to manage these assets in the short or the long-term. More critically, this project is unique and the first of its kind. It presents a new class of infrastructure that cannot be funded from other existing lifecycle reserves or operational budget. This request will establish these two items for the first time.
- Council Priority: Enviro - Environmental stewardship
- Strategic Focus: Enviro
- For additional information, please view the [Single Source Contract Award – Supply and Installation of Electric Vehicle](#) report from the June 20, 2022 Council meeting.

Housing Services Management

The Social Housing Assets is responsible for 709 units owned by the Municipality of Chatham-Kent and provide technical resource support for an additional 774 units owned by private non-profit groups.

Activities for the publicly owned units include management of day-to-day maintenance, contracted services, unit turn over process, lifecycle projects and major capital projects for all locations.

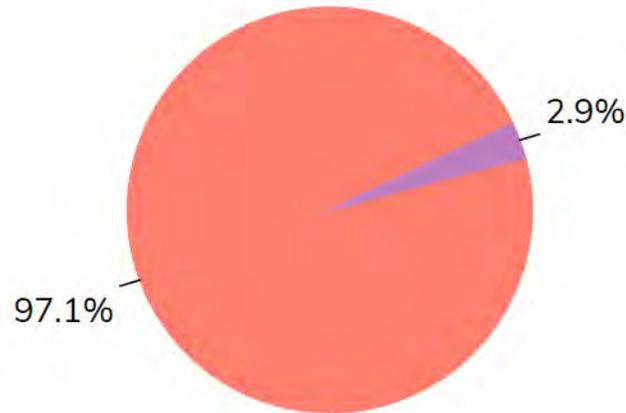
For all private non-profits the department acts a technical resource to assist with capital projects and perform operational reviews of the buildings/properties. The department also acts as a technical resource for two renovation programs.

The building locations are spread throughout the Municipality in the following communities: Bothwell, Dresden, Wallaceburg, Chatham, Tilbury, Blenheim, Ridgetown and Wheatley.



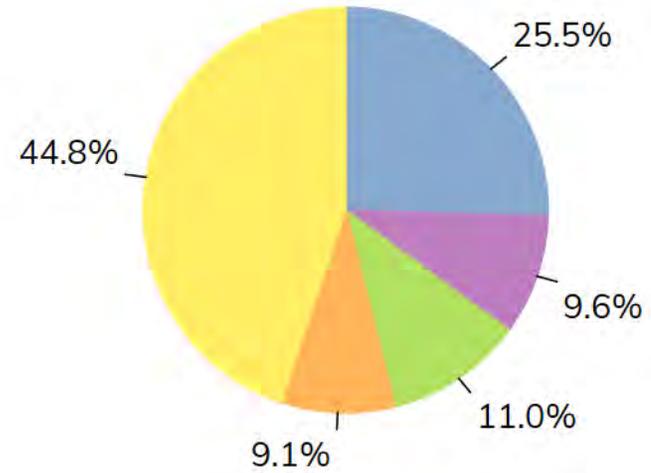
Revenue 2023

- Grants - Federal
- User Fees



Expense 2023

- Employee Related
- Other *
- Infrastructure and Debt
- Social Assistance
- Transfer to Reserves



Housing Services Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Federal	\$ 521,239	\$ 431,432	\$ 250,089
User Fees	5,104	1,000	7,442
Recoveries *	1,920	-	-
Transfer from Reserves *	19,088	1,200	-
Total Revenue	547,351	433,632	257,531
Expense			
Employee Related	791,529	852,617	950,167
Building Related *	(1,339,633)	(1,222,116)	(1,258,612)
Contracted Services	229,779	158,870	182,111
Material, Veh and Equip Related	110,274	56,339	78,896
Operating Related *	16,508	14,636	16,335
Infrastructure and Debt	409,828	409,828	409,828
Social Assistance	567,625	501,476	340,156
Other Expenses *	132,233	134,615	-
Transfer to Reserves	1,215,915	1,486,215	1,670,417
Internal Allocations	(62,126)	(59,068)	79,842
Total Expense	2,071,932	2,333,412	2,469,140

Housing Services Management

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (1,524,581)	\$ (1,899,780)	\$ (2,211,609)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Affordable Housing Building 101 McNaughton Ave Chatham	6,442	6,442

Business Case - Affordable Housing Building-101 McNaughton Ave Chatham

Department: Infrastructure and Engineering Services
Division: Drainage, Asset, Waste Management
Manager: Housing Services Management

The need for affordable housing in Chatham-Kent has significantly increased in recent years. As of October 1, 2022, Chatham-Kent Housing Services (CKHS) had a total 801 active households on its Rent Geared to Income (RGI) Centralized Waitlist. Of these, 28% (224) were senior 1-Bedroom households. Another 9% (72) households will reach age 60 and be eligible for "Senior" designated housing within 5 years. On average, seniors on Chatham-Kent's centralized waitlist wait in excess of 7 years for an offer of affordable housing. They are the cohort with the longest wait time as only 16% of RGI units in Chatham-Kent (234/1,468) are dedicated to their housing needs and the six senior projects record exceptionally low turn over rates. In December 2021, Council authorized the design-build of a three story, 27 one-bedroom modular affordable unit apartment building designated for senior residents. A request to Council was made after Housing Services successfully applied for a Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative (RHI) grant providing \$4,988,687 in capital grant funding. The remaining \$3,846,625 in capital funding was approved to be taken from Housing Services reserves.

This infill project to be located at 101 McNaughton Avenue West in Chatham will contain modestly sized one-bedroom units appropriate for seniors. Building amenities include an elevator, universally accessible common spaces and unit balconies. The location is ideal for a "senior lifestyle" with grocery stores, pharmacies and a shopping plaza within one block. CKHS has entered into a Memorandum of Understanding with the Chatham-Kent Women's Centre for unit referrals, giving first priority to Survivors of Domestic Violence or elder abuse who are at least age 60. Since Chatham-Kent will own this building, it will be operated as community housing and tenant rents will be subsidized as required for perpetuity. This building is entirely funded through the CMHC RHI grant and Housing Services reserves and thus will have no mortgage. A financial feasibility assessment confirms that the project's operations are self-sustaining from rental revenues even though they will be set at 80% of Chatham-Kent's average market rents.

In addition, one building maintenance staff position is necessary for the day-to-day operations, maintenance and repairs of this apartment building. This position was Council approved as part of the development of this project which will also contribute to the already understaffed Housing Assets team by assisting with other municipally owned social housing properties. As mentioned above, the project's operations are self-sustaining and thus this building maintenance staff position is fully funded with no additional cost to taxpayers.

	<u>2023 Approved Budget</u>
Revenue	
User Fees	\$ 6,442
Total Revenue	<u>6,442</u>
Expense	
Employee Related	70,446
Building Related	(117,802)
Contracted Services	9,885
Material, Veh and Equip Related	5,416
Transfer to Reserves	34,202
Internal Allocations	4,295
Total Expense	<u>6,442</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

The Health and Safe Community point 2.3 is "Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect". This new Rapid Housing Initiative links with this strategic focus by ensuring there is a variety of affordable housing options to meet needs.

Business Case - Affordable Housing Building 101 McNaughton Ave Chatham

Consequences/Risks of Not Proceeding: From December 2018 to September 2022, the resale price of homes in Chatham-Kent increased by 123%. This unprecedented increase in 4 years caused increased demand for rental housing units further down the housing continuum. As such, average market rents increased to \$811 for 1-bedroom units during 2022. Given affordable housing costs less than 30% of a household's gross monthly income, the average household would need an income of \$2,703.33 per month to meet affordability for rent alone. Seniors in receipt of OAS/ CPP/GIS typically receive between \$1,600 and \$1,800 per month, meaning that the average 1 bedroom unit in Chatham-Kent is not affordable for any senior living solely on subsidized pensions. Given the low unit turn over in seniors' buildings, lack of affordable market rental options and a disparate number of RGI units dedicated to seniors vs the number of seniors in Chatham-Kent's overall population, affordable housing units dedicated to Chatham-Kent's low income seniors is its primary housing need. Without proceeding, Chatham-Kent will reduce already under-supplied senior community housing stock by 10% (27 out of 261 units) and impede senior residents access to safe, suitable and affordable housing.

Council Priority: Wellness - Affordable housing
 Strategic Focus: Health

	Description	Effective FTE
Base	CUPE 12.1 FT - Building Maintenance	1.00
	Total FTE	1.00

Business Case - Affordable Housing Building-101 McNaughton Ave Chatham

For additional information, please view the [Affordable Housing Development – 2021 Canada Mortgage and Housing Corporation \(CMHC\) Rapid Housing Initiative \(RHI\) and Municipal Contribution](#) report to Council from the September 13, 2021 meeting.

For additional information, please view the [Request for Proposal R21-329 Evaluation Results - Design-Builder for the Construction of a 27 Unit, Three Story Affordable Housing Project at 99 McNaughton Ave W, Chatham](#) and the following appendix from the December 20, 2021 Council meeting.

[Appendix 2 - Rapid Housing Initiative Agreement](#)

*Appendix 1 is already included in the RTC

Public Works

Public Works is responsible for maintaining and responding to issues related to the Municipality's road network, winter control program, sidewalks, bridges, culverts and public spaces.

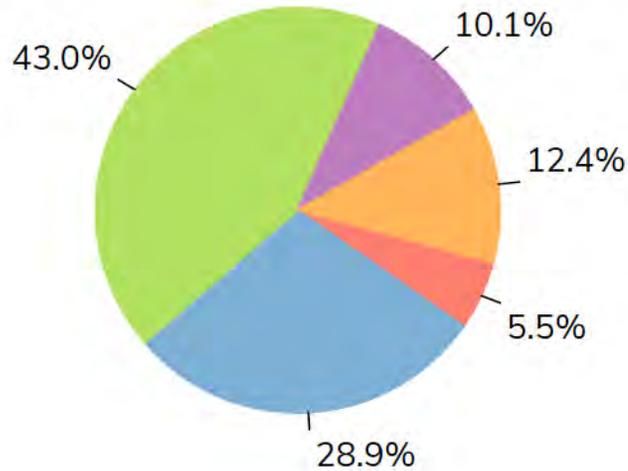
Public Works is also responsible for providing control of noxious weeds and enforcement under the Weed Control Act and Pesticides. Maintenance of the water distribution network under the Safe Drinking Water Act, and the wastewater collection network under the Water Resources Act.

The operation of the Chatham-Kent airport also falls under the Public Works portfolio of services.



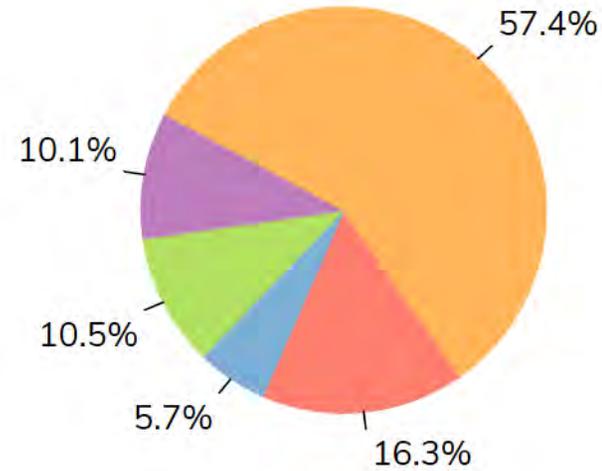
**Revenue
2023**

- Other *
- Grants - Federal
- Grants - Provincial
- Service Level Agreements
- Transfer from Reserves



**Expense
2023**

- Employee Related
- Other *
- Contracted Services
- Material, Veh and Equip Related
- Transfer to Reserves



Public Works

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Taxation Revenue	\$ 552,886	\$ 554,567	\$ 554,567
Grants - Federal	-	6,447,500	6,727,826
Grants - Provincial	5,366,718	10,000,000	10,000,000
User Fees	176,833	269,149	269,149
Fines and Penalties *	25,520	33,405	33,405
Licenses, Permits and Fees *	20,752	83,417	83,417
Service Level Agreements	231,532	2,359,373	2,359,373
Miscellaneous Revenue *	451	-	-
Recoveries	393,724	236,759	330,082
Sale of Items *	267,567	18,900	9,600
Transfer from Reserve Funds *	-	9,300	9,300
Transfer from Reserves	4,929,105	125,000	2,888,678
Total Revenue	11,965,088	20,137,370	23,265,397
Expense			
Employee Related	9,809,439	11,563,456	12,171,171
Building Related	1,226,426	1,405,761	1,465,029
Contracted Services	11,539,958	5,030,651	7,883,740
Material, Veh and Equip Related	6,659,086	7,158,875	7,535,409

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Operating Related	2,875,494	2,397,206	2,650,484
Other Expenses *	41,062	12,600	12,600
Transfer to Reserves	33,008,820	39,897,698	42,936,955
Transfer to Reserve Funds *	11,885	8,450	8,450
Internal Allocations *	96,126	95,355	95,355
Total Expense	65,268,296	67,570,052	74,759,193
Net	\$ (53,303,208)	\$ (47,432,682)	\$ (51,493,796)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Salt Materials 4 Year Phase-In Base Budget Increase (Year 3)	62,500	-
New 3 Tonne Dump Truck - Kent Centre	153,100	186,366
Tree Trimming	60,000	60,000
New 6-Tonne Snow Plow - Chatham	400,000	470,525
Public Works By-Law Officer	95,858	95,858
New asphalt roller + trailer	80,000	80,000
New CUPE Public Works Employee - Chatham	69,860	69,860

Public Works

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Lifecycle costs - Signs for Green Flashing Lights	2,000	-
Increase to Salt Materials Due to Infrastructure Growth	100,000	100,000
One year pause on transfer to Windfarm reserve	(50,000)	-
Funding for Gravel Road Study	-	-
One year pause on transfer to Windfarm reserve	(50,000)	-

Business Case - Salt Materials 4 Year Phase-In Base Budget Increase (Year 3)

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

This request is year 3 of 4 of an extended phase-in approach approved in 2021 as a result of Council's decision during the 2013 budget process to cut \$500,000 from the winter control budget. Council originally approved \$125,000 per year for 4 years for a total of \$500,000 by 2022, and in 2021 reduced the annual amount to \$62,500 extending the phase in to the 2024 budget.

The winter control budget has been historically underfunded in relation to Ontario Minimum Maintenance Standards.

	2023 Approved Budget
Revenue	
Expense	
Operating Related	\$ 62,500
Total Expense	62,500
Net	\$ (62,500)

Business Case - Salt Materials 4 Year Phase-In Base Budget Increase (Year 3)

Link to Strategic Plan:	<p>1.1 - Improve Infrastructure: Our community invests in essential infrastructure to maintain and grow our economy</p> <p>2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect</p> <p>2.4 - Advocate Accessibility: Our community promotes accessibility for all ages and abilities</p>
Consequences/Risks of Not Proceeding:	<p>Ontario's Municipal Act, Reg. 239/02: Minimum Maintenance Standards for Municipal Highways (MMS) sets out minimum standards for road, highway and sidewalk maintenance for all municipalities. If MMS are not met, the municipality may be held liable for injuries or damages resulting from accidents due to unsafe road conditions.</p> <p>If this budget line is not increased, Public Works will have to variance costs through another base budget area, which will potentially impact service levels for the variances area.</p>
Council Priority:	Growth - Infrastructure
Strategic Focus:	Health

Business Case - New 3 Tonne Dump Truck - Kent Centre

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

Significant growth of new infrastructure (over 31.8 lane km is forecasted by 2026) requires additional road maintenance and additions to the existing fleet of vehicles in Kent Centre. Current smaller vehicles are not able to keep up with seasonal requirements and public expectations for level of service. Purchase of this equipment can be used to support other departments including cemetery services. In addition, other smaller PW garages have 3 trucks; Kent Centre only has 2.

As this request is due to growth in infrastructure it is recommended to be funded from growth in the assessment base.

	2023 Approved Budget
Revenue	
Taxation Revenue	\$ 186,366
Total Revenue	<u>186,366</u>
Expense	
Material, Veh and Equip Related	<u>153,100</u>
Total Expense	<u>153,100</u>
Net	<u><u>\$ 33,266</u></u>

Business Case - New 3 Tonne Dump Truck - Kent Centre

Link to Strategic Plan:	1 - Improve Infrastructure: Our community invests in essential infrastructure to maintain and grow our economy
Consequences/Risks of Not Proceeding:	Public Works is currently meeting Ontario Minimum Maintenance Standards (MMS), but if new infrastructure and maintenance requirements continue to increase, there will come a point when MMS is not being met, increasing the likelihood of additional costs for the resulting legal liability issues.
Council Priority:	Growth - Infrastructure
Strategic Focus:	Econ/Jobs

Business Case - Tree Trimming

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

Before the end of 2022, Public Works received over 1,100 requests for tree maintenance, with over half of them in the Chatham (city) area. The existing tree trimming budget has been underfunded for consecutive years, and as the current tree inventory ages, additional maintenance is required to maintain health of trees and ensure the safety of the travelling public and existing infrastructure. This is a one-time ask to be funded from reserves.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 60,000
Total Revenue	<u>60,000</u>
Expense	
Contracted Services	<u>60,000</u>
Total Expense	<u>60,000</u>
Net	<u><u>\$ -</u></u>

Business Case - Tree Trimming

Link to Strategic Plan:	2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect
Consequences/Risks of Not Proceeding:	Tree maintenance level of service could be reduced, increasing public liability and risk of property damage.
Council Priority:	Enviro - Promote growth while protecting environment
Strategic Focus:	Health

Business Case - New 6-Tonne Snow Plow - Chatham

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

Significant expansion of the road network in Chatham-Kent (over 31 km of new paved roadway) requires maintenance and an adjustment to the fleet of vehicles in Chatham to accommodate requirements of Ontario Minimum Maintenance Standards.

Over 16 lane km of new roads were added between 2011 and 2020. Based on new subdivisions currently approved, this value is expected to exceed an additional 15 lane km by 2026.

As this request is due to growth in infrastructure it is recommended to be funded from growth in the assessment base.

	2023 Approved Budget
Revenue	
Taxation Revenue	\$ 470,525
Total Revenue	<u>470,525</u>
Expense	
Material, Veh and Equip Related	<u>400,000</u>
Total Expense	<u>400,000</u>
Net	<u><u>\$ 70,525</u></u>

Business Case - New 6-Tonne Snow Plow - Chatham

Link to Strategic Plan:	2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect
Consequences/Risks of Not Proceeding:	Public Works is currently meeting Minimum Maintenance Standards, but if the infrastructure keeps expanding at its current rate, there will come a point where our existing fleet is unable to keep up with the requirements and timelines set by the Province.
Council Priority:	Growth - Rationalize Current Inventory
Strategic Focus:	Econ/Jobs

Business Case - Public Works By-Law Officer

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

The introduction of a new by-law officer specifically dedicated for Public Works-related complaints (i.e. long grass complaints, winter sidewalk by-law, encroachments, damage to existing infrastructure from new developments, contractors working without permission in municipal right-of-way) will help manage by-law enforcement on public property. The number of complaints has continued to escalate and enforcement by road supervisors has become unsustainable with daily operations requirements.

	2023 Approved Budget
Revenue	
Recoveries	\$ 93,323
Transfer from Reserves	2,535
Total Revenue	95,858
Expense	
Employee Related	91,677
Contracted Services	450
Material, Veh and Equip Related	1,985
Operating Related	1,250
Transfer to Reserves	496

Business Case - Public Works By-Law Officer

	2023 Approved Budget
Total Expense	<u>95,858</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: 2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect
 2.4 - Advocate Accessibility: Our community promotes accessibility for all ages and abilities

Consequences/Risks of Not Proceeding: As service requests and complaints continue to increase in volume, current staff will not be able to maintain the workload and meet expected service level requirements.

Council Priority: Engage - Customer service

Strategic Focus: Econ/Jobs

	Description	Effective FTE
Base	Non Union FT Grade 7 PW By-law Officer	<u>1.00</u>
	Total FTE	<u><u>1.00</u></u>

Business Case - New Asphalt Roller + Trailer

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

There is currently 1 asphalt roller and trailer shared between Public Works garages on the north side of the Thames River, but currently the garages on the south side need to borrow or rent equipment to complete repairs in-house, or contract work out. This new equipment would be located centrally in the Kent Centre garage. Purchase of this equipment could also be used to support other departments for smaller asphalt repairs, resulting in cost savings for multiple business units. This one-time request is to be funded from reserves.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 80,000
Total Revenue	<u>80,000</u>
Expense	
Material, Veh and Equip Related	<u>80,000</u>
Total Expense	<u>80,000</u>
Net	<u><u>\$ -</u></u>

Business Case - New Asphalt Roller + Trailer

Link to Strategic Plan:	2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect 2.4 - Advocate Accessibility: Our community promotes accessibility for all ages and abilities
Consequences/Risks of Not Proceeding:	As service requests and complaints continue to increase in volume, current staff will not be able to maintain the workload and meet expected service level requirements.
Council Priority:	Growth - Infrastructure
Strategic Focus:	Health

Business Case - New CUPE Public Works Employee - Chatham

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

Significant expansion of the road network requires additional maintenance and additional staff required to operate new machinery and complete in-house repairs on curbs, roads, sidewalks, catch basins, signs and trees. This base request will support meeting the level of service set by Council in the Public Works garage that sees the most number of customer based requests.

As this request is due to growth in infrastructure it is recommended to be funded from growth in the assessment base.

	2023 Approved Budget
Revenue	
Taxation Revenue	\$ 69,860
Total Revenue	<u>69,860</u>
Expense	
Employee Related	<u>69,860</u>
Total Expense	<u>69,860</u>
Net	<u><u>\$ -</u></u>

Business Case - New CUPE Public Works Employee - Chatham

Link to Strategic Plan: 1.1 - Improve Infrastructure: Our community invests in essential infrastructure to maintain and grow our economy
 2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect

Consequences/Risks of Not Proceeding: If infrastructure growth continues, current staff will not be able to maintain the workload and meet expected service level and legislated requirements.

Council Priority: Growth - Infrastructure

Strategic Focus: Econ/Jobs

	Description	Effective FTE
Base	CUPE 12.1 FT - Equipment Operator	1.00
	Total FTE	1.00

Business Case - Lifecycle costs - Signs for Green Flashing Lights

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

Council approved a motion on October 3, 2022 recommending signage to be installed for increasing public awareness of volunteer firefighters and flashing green lights in the Municipality. As part of the approval, annual lifecycle costs of \$2,000 to maintain such signage are to be discussed as part of the 2023 budget process.

	2023 Approved Budget
Revenue	
Expense	
Operating Related	\$ 2,000
Total Expense	<u>2,000</u>
Net	<u><u>\$ (2,000)</u></u>

Link to Strategic Plan: [2.3 Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect](#)

Business Case - Lifecycle costs - Signs for Green Flashing Lights

Consequences/Risks of Not Proceeding:	Residents that are new to Chatham-Kent or residents that may be visiting may be unfamiliar with the use of a flashing green light. If signage is not installed and maintained, firefighters may be delayed driving to the station to respond to the emergency calls.
Council Priority:	Engage - Engagement strategy
Strategic Focus:	Health

For additional information, please view the report to Council titled [Notice of Motion – Signs for Green Flashing Lights](#) and the following appendices from the October 3, 2022 Council meeting.

[Appendix A – Firefighter Green Flashing Lights Proposed Locations](#)

[Appendix B – Firefighter Green Flashing Lights Sample of Signage](#)

Business Case - Increase to Salt Materials Due to Infrastructure Growth

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

Significant growth of infrastructure relating to new developments in Chatham-Kent require additional staffing, equipment and salt materials to provide Council's expected levels of service during winter control season to newly developed areas.

As this request is due to growth in infrastructure it is recommended to be funded from growth in the assessment base.

	2023 Approved Budget
Revenue	
Taxation Revenue	\$ 100,000
Total Revenue	<u>100,000</u>
Expense	
Operating Related	<u>100,000</u>
Total Expense	<u>100,000</u>
Net	<u><u>\$ -</u></u>

Business Case - Increase to Salt Materials Due to Infrastructure Growth

Link to Strategic Plan: 2.3 - Support Quality of Life: Our community focuses on areas such as, housing, healthy food, transportation, health services, safety, emergency preparedness, recreational activities, education and opportunities to connect

Consequences/Risks of Not Proceeding: If growth continues without this investment, the current level of service during winter control season will decrease over time.

Council Priority:

Strategic Focus:

Business Case - One year pause on transfer to Windfarm reserve

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

During EMT budget deliberations, it was felt that due to the current reserve build up, a one year pause on the annual transfer of \$50,000 to the Windfarm reserve was feasible to help offset the budget in 2023.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Transfer to Reserves	<u>\$ (50,000)</u>
Total Expense	<u> (50,000)</u>
Net	<u><u>\$ 50,000</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding:

Council Priority: Growth - Rationalize Current Inventory

Strategic Focus: Econ/Jobs

Business Case - Funding for Gravel Road Study

Department: Infrastructure and Engineering Services
 Division: Public Works
 Manager: Public Works

At the October 3, 2022 meeting, Council approved that funding for a ten-year Gravel Road Study estimated at \$50,000 per year be discussed during 2023 budget deliberations.

	2023 Approved Budget
Revenue	
Expense	
Contracted Services	\$ 50,000
Transfer to Reserves	\$ (50,000)

Link to Strategic Plan: 1.1 Improve Infrastructure: Our community invests in essential infrastructure to maintain and grow our economy

Consequences/Risks of Not Proceeding: If annual funding remains at current level, it is probable that larger projects will remain incomplete, decreasing service levels and increasing complaints.

Council Priority: Growth - Infrastructure

Strategic Focus: Econ/Jobs

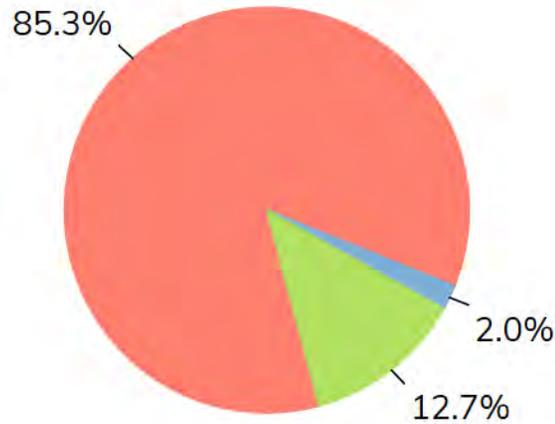
Parks, Recreation and Cemeteries

The Municipality's Parks, Recreation & Cemeteries division is responsible for the maintenance and operation of 10 arenas, community centres, beaches/docks/launches/waterfront areas, cemeteries, campgrounds, parks, playgrounds and shelters, pools and splashpads, sports fields, trails and pathways, and reforestation/woodlots.



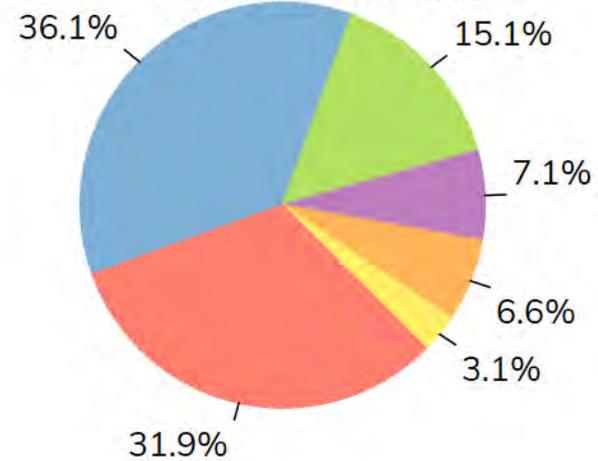
**Revenue
2023**

- User Fees
- Other *
- Sale of Items



**Expense
2023**

- Employee Related
- Building Related
- Contracted Services
- Material, Veh and Equip Related
- Other *
- Transfer to Reserves



Parks, Recreation and Cemeteries

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial *	\$ -	\$ 429,600	\$ -
User Fees	2,081,524	3,825,170	3,932,652
Service Level Agreements *	-	(27,960)	(27,960)
Miscellaneous Revenue	215,545	53,324	53,324
Recoveries *	6,485	9,593	9,593
Sale of Items	234,568	580,952	587,948
Transfer from Reserve Funds *	100,800	-	-
Transfer from Reserves *	128,173	462,259	28,375
Total Revenue	2,767,095	5,332,938	4,583,932
Expense			
Employee Related	4,533,856	5,470,586	5,542,203
Building Related	1,517,021	2,165,618	2,325,668
Contracted Services	1,146,500	1,154,474	1,093,420
Material, Veh and Equip Related	971,227	972,554	1,012,109
Operating Related	187,667	406,400	416,849
Other Expenses *	94,348	479,280	(75,320)
Transfer to Reserves	3,856,668	3,968,041	4,905,899
Internal Allocations *	86,001	59,920	59,920

Parks, Recreation and Cemeteries

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Total Expense	12,393,288	14,676,873	15,280,748
Net	\$ (9,626,193)	\$ (9,343,935)	\$ (10,696,816)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Shrewsbury Methodist Cemetery Operations	12,887	4,100
Chatham-Kent Native Plant & Tree Nursery	20,000	20,000
June and July Ice at Chatham-Kent Arenas	46,568	48,480
Healthy Built Environment Student	8,375	8,375
Increased Parks Operating Costs in Rural Communities	63,208	-
Chatham Pump Track Maintenance	9,000	-
Increased Operating Costs in Cemeteries	46,347	-
Increased Parks Operating Costs in Chatham	73,545	-
Increased Trails Operating Costs in Rural Communities	63,106	-
Zonta Park Maintenance of Rock Feature	3,000	-

Business Case - Shrewsbury Methodist Cemetery Operations

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Cemetery

Council approved the request for administration to apply to the Superior Court under the Funeral, Burial and Cremation Services Act (2002) to declare the Shrewsbury Methodist Church Cemetery abandoned and transfer ownership of the cemetery to the Municipality of Chatham-Kent.

The costs identified are related to the maintenance of grass, materials, contracts, fleet and staffing costs.

Revenues would be collected for opening/closing of graves and lot sales.

	2023 Approved Budget
Revenue	
User Fees	\$ 2,400
Sale of Items	1,700
Total Revenue	4,100
Expense	
Employee Related	2,375
Contracted Services	4,539
Material, Veh and Equip Related	5,867
Operating Related	106

Business Case - Shrewsbury Methodist Cemetery Operations

	<u>2023 Approved Budget</u>
Total Expense	<u>12,887</u>
Net	<u>\$ (8,787)</u>

Link to Strategic Plan:	The request relates to the area of People and Culture.
Consequences/Risks of Not Proceeding:	The Funeral, Burial, and Cremation Services Act (2002) and associated Ontario Regulation 30/11 provide that an abandoned cemetery becomes the responsibility of the local municipality. This would be mandatory.
Council Priority:	Wellness - Access to Social Infrastructure
Strategic Focus:	People

For additional information, please view the [Shrewsbury Methodist Cemetery Ownership](#) report to Council from the March 28, 2022 meeting.

Business Case - Chatham-Kent Native Plant & Tree Nursery

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Horticulture

A municipally operated outdoor native plant and tree nursery to provide seed-sourced plant stock for municipal planting programs. In a 40"x40" fenced space, we will grow 1,000 trees/shrubs and 5,000 native perennial plants. Following each growing season, first year trees will be re-potted and grown out for future street tree planting.

The majority of the one-time costs are for hard goods such as fencing, landscape fabric, pots, and plywood. Ongoing costs include potting soil, soil amendments (fertilizer, mulch), and seeds for plants we can't find sources to collect from locally.

This request for 2023 is the first of a five year plan. Requests for future years in the plan will be submitted through the annual budget process.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 20,000
Total Revenue	<u>20,000</u>
Expense	
Operating Related	<u>20,000</u>
Total Expense	<u>20,000</u>
Net	<u><u>\$ -</u></u>

Business Case - Chatham-Kent Native Plant & Tree Nursery

Link to Strategic Plan:	Environmental Sustainability is one of the four key areas of strategic focus from CK Plan 2035. In particular, canopy cover is identified as a metric where we need improvement as an organization. This request intersects and supports numerous other Council motions, Master Plans, and Council Term Priorities.
Consequences/Risks of Not Proceeding:	Council and the community continue to show support for taking a new approach to managing trees and natural areas. It will be difficult and more expensive to meet our naturalization goals without this native plant and tree nursery project.
Council Priority:	Enviro - Environmental stewardship
Strategic Focus:	Enviro

Business Case - June and July Ice at Chatham-Kent Arenas

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Recreation Facilities

A number of ice users expressed interest in booking ice at Chatham-Kent Arenas for the months of June and July, 2022. On April 25, 2022, Council approved the request to offer ice during the months of June and July at one Chatham-Kent arena. Additional operating expenses would be incurred with the operation of an additional two months of ice during the summer. A premium on ice rentals for the months of June and July would offset some of the expenses. Ice availability will alternate annually between Thames Campus Arena in Chatham and the Ken Houston Memorial Ag. Ctre. Arena in Dresden.

	2023 Approved Budget
Revenue	
User Fees	\$ 48,480
Total Revenue	<u>48,480</u>
Expense	
Employee Related	11,551
Building Related	30,695
Contracted Services	1,666
Material, Veh and Equip Related	2,656
Total Expense	<u>46,568</u>

Business Case - June and July Ice at Chatham-Kent Arenas

	2023 Approved Budget
Net	<u>\$ 1,912</u>

Link to Strategic Plan: The area of strategic focus of A Health and Safe Community relates to this request. Offering ice during the months of June and July would allow for increased use of arenas during off season months and improve the health of participants. Extending the ice season will improve participation in programs offered by youth organizations.

Consequences/Risks of Not Proceeding: Ice users may find other interests which could result in continued decline of arena usage. Youth organizations may continue to see a decline in registration for their programs. This would affect the health and activity levels of youth in our communities.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
Base	Non Union PT Grade 4 - Facility Operator	<u>0.25</u>
	Total FTE	<u><u>0.25</u></u>

For additional information, please view the [Summer Ice at Chatham-Kent Arenas](#) report from the April 25, 2022 Council meeting.

Business Case - Healthy Built Environment Student

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Active Transportation and Special Events

The Healthy Built Environment Student will assist the Active Transportation & Special Event Coordinator with regular duties, such as the development and distribution of promotional materials and visitor information, the preparation of social media posts, and the collection and analysis of active transportation count data. The position will also assist with several active transportation promotional initiatives, such as Bike Month, CK Trail Challenge and Walktober, Learn to Cycle and Bike Maintenance. The Healthy Built Environment Student will be a liaison between Chatham-Kent and our community groups supporting active transportation activities, helping to enhance resident and visitor experiences, and promoting Chatham-Kent with the goal of creating a healthy built community.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 8,375
Total Revenue	<u>8,375</u>
Expense	
Employee Related	<u>8,375</u>
Total Expense	<u>8,375</u>
Net	<u><u>\$ -</u></u>

Business Case - Healthy Built Environment Student

Link to Strategic Plan: This position has a link to multiple areas of strategic focus. Such as Economic Prosperity 1.1 Improving Infrastructure and investing in our community for growth. Health and Safe Community 2.3 Supporting Quality of Life through transportation, safety, recreational activities and educational opportunities as well as 2.4 Advocating for Accessibility with the promotion of Active Transportation for all ages and abilities. People and Culture in 3.1 Promoting Culture as Active Transportation and the community engagement is able to promote those from diverse backgrounds to engage in a free recreational program. Finally, Environmental Sustainability 4.2 the promotion of Active Transportation to help positively affect our energy conservation and climate change directives by encouraging people to use Active Transportation as an alternative mode to vehicular transportation.

Consequences/Risks of Not Proceeding: The programing aspect of the position may not be able to be fulfilled or may need to be reduced as the capacity to run the programing does take a considerable amount of time to create a program, run the program, take in the statistical information from that program and administer the rewards for participating. Without this position it will also reduce the capacity of the work load Active Transportation will be able to fulfill throughout the prime season for trail planning, slowing production down as a project has many components once it has been built in regards to GIS data, signage, maintenance review, statistics, project monitoring, public engagement and safety.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
One-Time	Non Union Student Grade 3 - Healthy Built Environment	0.23
	Total FTE	0.23

Business Case - Increased Parks Operating Costs in Rural Communities

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Recreation Facilities

Parks, Recreation and Cemeteries is responsible for overseeing the safe and efficient operation of public facilities including arenas, halls, sports fields, parks, cemeteries, horticulture, natural restoration initiatives (i.e., reforestation, wetlands and prairie grass), special events, active transportation and trails throughout the Municipality of Chatham-Kent.

There are 185 parks in Chatham-Kent. Increased use of parks and open spaces has resulted in increased maintenance costs related to service levels for portable washrooms, garbage collection, staffing and vehicles to complete maintenance.

Approval of this funding request will ensure an acceptable level of quality is maintained in our parks and open spaces.

	2023 Approved Budget
Revenue	<hr/>
Expense	
Employee Related	\$ 52,018
Building Related	2,750
Contracted Services	2,353
Material, Veh and Equip Related	6,087
Total Expense	<hr/> 63,208 <hr/>

Business Case - Increased Parks Operating Costs in Rural Communities

	2023 Approved Budget
Net	<u><u>\$ (63,208)</u></u>

Link to Strategic Plan: A Healthy & Safe Community is the area of the CKPlan 2035 that relates to this request. This will improve quality of life by providing clean and safe outdoor recreational spaces which promotes active lifestyles. Benefits of an active lifestyle include improved mental wellbeing, reduced risk of developing heart disease as well as reduced stress, anxiety and depression.

Consequences/Risks of Not Proceeding: Service level requirements related to provisions for portable washrooms, garbage collection and maintenance may not be met for parks and open spaces which will result in complaints from the public. Maintaining sanitary conditions in park areas will be difficult to do without adequate staffing, equipment and supplies. The benefits of an active lifestyle may be impacted if the public's use of parks and open spaces declines as a result of the inability to maintain these areas.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
Base	CUPE 12.1 FT - Facility Operator	0.50
Base	Non Union PT Grade 4 - Facility Operator	0.34
	Total FTE	<u>0.84</u>

Business Case - Chatham Pump Track Maintenance

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Chatham Parks

On January 17, 2022 Chatham-Kent Council approved a request from the Chatham Off-Road Biking Association Committee for support for the development of a pump track located at 435 Grand Ave. West in Chatham. The group will fundraise to cover the construction costs of the project. Budget impacts were deferred to the budget process.

The Committee anticipates they will request final approval from Council in September, 2022. If approval is given, they may build in October, 2022 and open the facility in the late spring of 2023. The expenses to be covered by Chatham-Kent for annual maintenance of the pump track include garbage disposal, a portable washroom and lifecycle costs for the asphalt surface.

	2023 Approved Budget
Revenue	
Expense	
Building Related	\$ 2,000
Contracted Services	1,000
Material, Veh and Equip Related	1,000
Transfer to Reserves	5,000
Total Expense	9,000
Net	\$ (9,000)

Business Case - Chatham Pump Track Maintenance

Link to Strategic Plan:	A Healthy & Safe Community is the area of Strategic Focus. The pump track would support an improved quality of life for residents who enjoy this type of recreational activity. This fun activity will promote healthy and active lifestyles and results in improved strength and fitness for participants.
Consequences/Risks of Not Proceeding:	<p>A lack of portable washrooms and garbage removal would result in poor sanitary conditions at the location of the pump track. This will have a negative impact on the benefits of an active lifestyle.</p> <p>Insufficient lifecycle funds to maintain the asphalt surface could result in trip and fall hazards on the track.</p>
Council Priority:	Wellness - Trails and active transportation
Strategic Focus:	Health

Business Case - Increased Operating Costs in Cemeteries

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Cemetery

Parks, Recreation and Cemeteries is responsible for overseeing the safe and efficient operation of public facilities including cemeteries throughout the Municipality of Chatham-Kent.

Increased use of open spaces has resulted in increased maintenance costs including the provision of portable washrooms in 6 active cemetery locations. There have been many requests over the years from funeral homes and the general public to have washroom access in the cemeteries. In 2021 and 2022, funding was approved to provide this level of service.

Approval of this funding request will ensure this level of quality is maintained in our cemeteries.

	2023 Approved Budget
Revenue	
Expense	
Employee Related	\$ 34,930
Contracted Services	5,330
Material, Veh and Equip Related	6,087
Total Expense	46,347
Net	\$ (46,347)

Business Case - Increased Operating Costs in Cemeteries

Link to Strategic Plan: A Healthy & Safe Community is the area of the CKPlan 2035 that relates to this request. This will improve quality of life by providing washroom facilities as well as clean and safe outdoor spaces for the public attending services at our cemeteries.

Consequences/Risks of Not Proceeding: Expectations of service levels from the public for washroom access in cemeteries may not be met resulting in complaints from the public. Maintaining sanitary conditions will be difficult to do without adequate washroom access.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: People

	Description	Effective FTE
Base	CUPE 12.1 - Equipment Operator	0.50
	Total FTE	0.50

Business Case - Increased Parks Operating Costs in Chatham

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Chatham Parks

Parks, Recreation and Cemeteries is responsible for overseeing the safe and efficient operation of public facilities including arenas, halls, sports fields, parks, cemeteries and trails throughout the Municipality of Chatham-Kent.

There are 185 parks in Chatham-Kent. Increased use of parks and open spaces has resulted in increased maintenance costs. The increased costs are related to service levels for portable washrooms, garbage collection, staffing and vehicles to complete maintenance.

Approval of this funding request will ensure an acceptable level of quality is maintained in our parks and open spaces.

	2023 Approved Budget
Revenue	
Expense	
Contracted Services	\$ 67,458
Material, Veh and Equip Related	6,087
Total Expense	<u>73,545</u>
Net	<u><u>\$ (73,545)</u></u>

Business Case - Increased Parks Operating Costs in Chatham

Link to Strategic Plan:	A Healthy & Safe Community is the area of the CKPlan 2035 that relates to this request. This will improve quality of life by providing clean and safe outdoor recreational spaces which promotes active lifestyles. Benefits of an active lifestyle include improved mental wellbeing, reduced risk of developing heart disease as well as reduced stress, anxiety and depression.
Consequences/Risks of Not Proceeding:	Service level requirements related to provisions for portable washrooms, garbage collection and maintenance may not be met for parks and open spaces which will result in complaints from the public. Maintaining sanitary conditions in park areas will be difficult to do without adequate staffing, equipment and supplies. The benefits of an active lifestyle may be impacted if the public's use of parks and open spaces declines as a result of the inability to maintain these areas.
Council Priority:	Wellness - Access to Social Infrastructure
Strategic Focus:	Health

Business Case - Increased Trails Operating Costs in Rural Communities

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Active Transportation and Special Events

The Municipality of Chatham-Kent maintains over 226 km of recreational trails and pathways, and more trails are being planned in partnership with communities across the region. Ranging in length from 100 m to 32 km, the trails have been constructed with a variety of surfaces to appeal to walkers, runners and cyclists.

The average daily number of cyclists and pedestrians using the trails in 2021 was 1,340. Increased use of trails has resulted in increased maintenance costs related to service levels for portable washrooms, garbage collection, staffing and vehicles to complete maintenance.

Approval of this funding request will ensure an acceptable level of quality is maintained in our trails.

	2023 Approved Budget
Revenue	
Expense	
Employee Related	\$ 42,364
Contracted Services	8,568
Material, Veh and Equip Related	12,174
Total Expense	63,106
Net	\$ (63,106)

Business Case - Increased Trails Operating Costs in Rural Communities

Link to Strategic Plan: A Healthy & Safe Community is the area of the CKPlan 2035 that relates to this request. This will improve quality of life by providing clean and safe outdoor recreational spaces which promotes healthy and active lifestyles. Benefits of an active lifestyle include improved mental wellbeing, reduced risk of developing heart disease as well as reduced stress, anxiety and depression.

Consequences/Risks of Not Proceeding: Service level requirements related to provisions for portable washrooms, garbage collection and maintenance may not be met for trails which will result in complaints from the public. Maintaining sanitary conditions on trails will be difficult to do without adequate staffing, equipment and supplies. The benefits of an active lifestyle may be impacted if the public's use of trails declines as a result of the inability to maintain trail areas.

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

	Description	Effective FTE
Base	CUPE 12.1 FT - Facility Operator	0.50
Base	Non Union Student Grade 1 - Trails Maintenance.	0.23
	Total FTE	0.73

Business Case - Zonta Park Maintenance of Rock Feature

Department: Infrastructure and Engineering Services
Division: Parks, Recreation & Cemeteries
Manager: Horticulture

In October, 2013 Council approved a request to build a Memorial Garden at Zonta Park located on King St. in the community of Chatham. Construction of the site was covered through many business, personal and community donations.

A local lawn care company provided annual maintenance at the site at no cost to the Municipality for a period of ten years. The term of that commitment will expire in 2023.

Funds are requested to cover expenses related to power washing, chemicals for the rock feature to prevent algae growth and general repairs and maintenance of the site.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Building Related	\$ 1,000
Contracted Services	1,000
Operating Related	<u>1,000</u>
Total Expense	<u>3,000</u>
Net	<u><u>\$ (3,000)</u></u>

Business Case - Zonta Park Maintenance of Rock Feature

Link to Strategic Plan:	The area of strategic focus of A Healthy and Safe Community relates to this request. Maintenance of this area will ensure a healthy and safe environment for the public to enjoy. The unique rock feature in this park offers opportunities for social interaction and is frequently used by the public for taking group photos.
Consequences/Risks of Not Proceeding:	Lack of chemicals to treat the water feature could result in algae growth causing slippery conditions. General maintenance of the lighting and aggregate in the area is required to prevent slips and fall incidents.
Council Priority:	Wellness - Access to Social Infrastructure
Strategic Focus:	Health

Engineering & Transportation Services

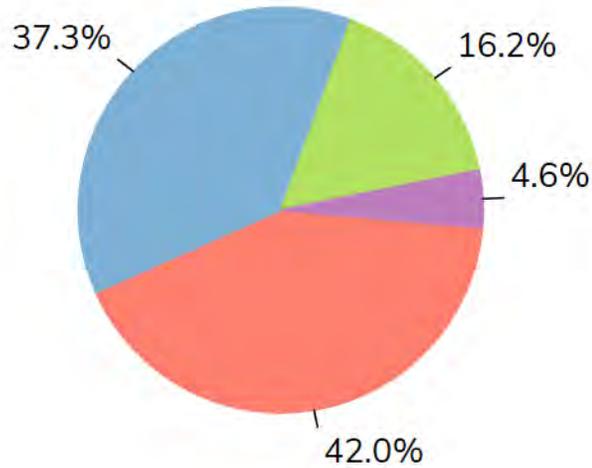
Engineering & Transportation Services is responsible for overall engineering and construction of municipal infrastructure, traffic engineering, transit, asset management, GIS for IES assets, development reviews and capital project management.

Engineering & Transportation services are delivered through three teams: Traffic & Underground Infrastructure, Roads & Bridges, and Transit & Capital Asset management.



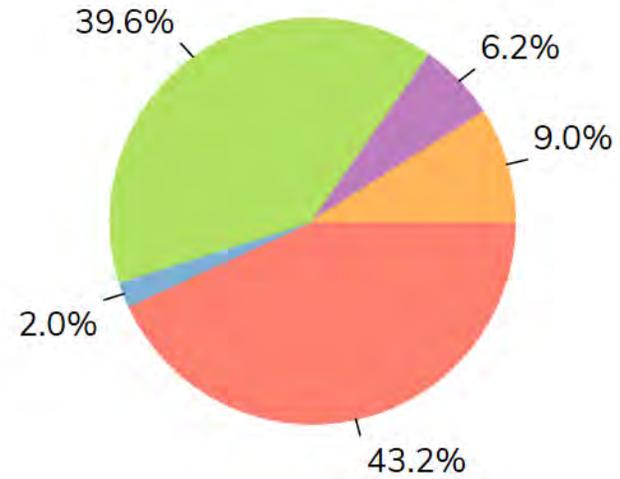
Revenue 2023

- Grants - Provincial
- User Fees
- Service Level Agreements
- Other *



Expense 2023

- Employee Related
- Other *
- Contracted Services
- Material, Veh and Equip Related
- Transfer to Reserves



Engineering & Transportation Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 1,294,698	\$ 878,618	\$ 878,618
User Fees	364,451	734,301	780,581
Service Level Agreements	331,468	339,127	339,127
Miscellaneous Revenue *	220,531	15,000	15,000
Recoveries	18,630	28,000	28,000
Sale of Items	67,488	35,000	35,000
Transfer from Reserves *	309,688	2,848	17,300
Total Revenue	2,606,954	2,032,894	2,093,626
Expense			
Employee Related	3,018,752	3,327,809	3,696,976
Building Related	104,145	126,660	131,391
Contracted Services	2,887,370	3,211,690	3,393,374
Material, Veh and Equip Related	248,250	317,016	531,419
Operating Related *	28,300	37,528	38,778
Other Expenses *	7,836	-	-
Transfer to Reserves	1,002,900	722,436	772,749
Internal Allocations *	61,800	1,800	1,800
Total Expense	7,359,353	7,744,939	8,566,487

Engineering & Transportation Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (4,752,399)	\$ (5,712,045)	\$ (6,472,861)

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Purchase of Municipal 511 Software - 2023 Trial Program	11,000	11,000

Business Case - Purchase of Municipal 511 Software - 2023 Trial Program

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services
Manager: Engineering Services

Annual Software license to provide the general public with Road Closure notices and detailed project information. The Municipal 511 service is an Ontario wide software system used by many municipalities to provide the travelling public with notices of road closures either long or short term. The Municipal 511 software also provides data to Waves, TOM TOM, Google and other AVL systems that assist with navigation to alternate routes for logistics and delivery companies.

Emergency Services also are notified of road closures so best routes to emergencies can be rerouted.

Proposal for 2023 is to secure the software on a trial basis for consideration in the 2024 budget

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 11,000
Total Revenue	<u>11,000</u>
Expense	
Material, Veh and Equip Related	<u>11,000</u>
Total Expense	<u>11,000</u>
Net	<u><u>\$ -</u></u>

Business Case - Purchase of Municipal 511 Software - 2023 Trial Program

Link to Strategic Plan:

Consequences/Risks of Not Proceeding: Continue with manual stand alone system with a manual map and email message going to municipal groups.

Council Priority: Engage - Customer service

Strategic Focus: People

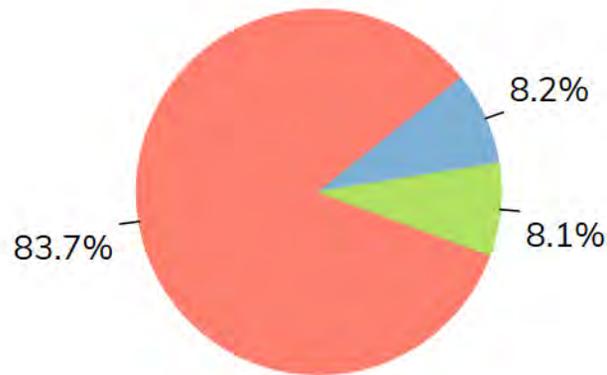
Non Departmental

The Non-Departmental area of the budget includes corporate revenues and expenses that cannot be allocated to a specific department. Revenues include items as property taxation, OMPF funding, casino revenue, dividends from Entegrus, investment and interest income. Expenses include items such as grants, transfers to strategic reserves, debt payments and contracted MPAC costs.



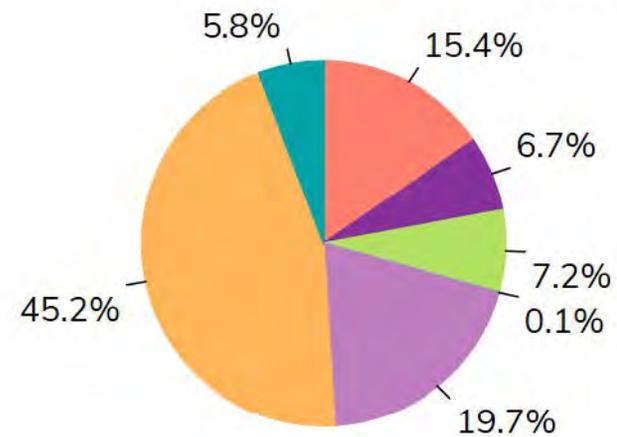
**Revenue
2023**

- Taxation Revenue
- Grants - Provincial
- Other *



**Expense
2023**

- Employee Related
- Contracted Services
- Operating Related
- Other *
- Other Expenses
- Transfer to Reserves
- Transfer to Reserve Funds



Non Departmental

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Taxation Revenue	\$173,019,350	\$180,625,467	\$195,146,220
Grants - Provincial	25,591,240	20,019,000	19,126,600
User Fees *	73,094	68,400	68,400
Fines and Penalties *	1,056,310	1,220,000	1,220,000
Miscellaneous Revenue	9,207,062	4,536,000	8,486,000
Recoveries *	919,003	76,652	76,652
Transfer from Reserve Funds	7,989,286	7,652,286	7,652,286
Transfer from Reserves *	723,802	700,000	1,275,000
Total Revenue	218,579,147	214,897,805	233,051,158
Expense			
Employee Related	(531,716)	3,011,568	3,712,664
Contracted Services	1,992,914	1,614,049	1,614,049
Material, Veh and Equip Related *	(13,683)	-	-
Operating Related	1,073,593	1,690,141	1,740,141
Infrastructure and Debt *	214,030	24,155	24,155
Social Assistance *	-	(24,155)	(24,155)
Other Expenses	3,054,736	4,098,345	4,745,591
Transfer to Reserves	14,722,790	11,084,839	10,905,332

Non Departmental

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Transfer to Reserve Funds	1,391,599	1,391,599	1,391,599
Internal Allocations *	(1,051,745)	(1,479,460)	(1,504,460)
Total Expense	20,852,518	21,411,081	22,604,916
Net	\$197,726,629	\$193,486,724	\$210,446,242

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
Reduction from the Ontario Municipal Partnership Fund (OMPF)	-	(892,400)
Parkland Tax Relief	718	-
Chatham-Kent CIP Tax Grants	345,555	345,555
Naming of Third and Fifth Street Bridges	84,000	84,000
Scottish Borderers Foundation Grant	25,000	25,000
Prior Year Base Deficit	3,028,110	-
Manager, Planning Services for Hydro One Agreement	305,242	305,242
Community Support Agreement with Hydro One Networks Inc	1,030,000	1,030,000
Asset Management Planning	237,604	237,604
Strategic Community Issues - Year 6 of 10	175,800	-

Non Departmental

2023 Budget Highlights

Description	Total Expenses \$	Total Revenues \$
New Building Issues - Year 6 of 10	175,800	-
Staff Vacancy Management	(1,000,000)	-
Mayor and Council Honorarium - Inflationary Increase	54,969	-
Market Rate Review - Year 2 of 5	800,000	-
Family Physician Recruitment & Retention Funding	100,000	100,000
Talbot Trail Park Notice of Motion	5,000	-
Chatham-Kent Health Alliance - Wallaceburg Re-Build	900,000	900,000

Business Case - Reduction from the Ontario Municipal Partnership Fund (OMPF)

Department: Non Departmental
Division: Provincial Downloading Services
Manager: Provincial Downloading Services

The Ontario Municipal Partnership Fund is a Provincial program to provide assistance to municipalities. It primarily supports northern and rural municipalities and its objectives are to 1) recognize the challenges of northern and rural municipalities, while targeting funding to those with more challenging fiscal circumstances; 2) support areas with limited property assessment; and 3) assist municipalities that are adjusting to year-over-year funding changes.

The calculation used to allocate this funding relies on hundreds of data points from Statistics Canada and the Financial Information Returns of the municipalities and in many of these measures Chatham-Kent has performed better than average. This has resulted in a year-over-year decrease in the funding allocation being provided to Chatham-Kent.

	2023 Approved Budget
Revenue	
Grants - Provincial	\$ (892,400)
Total Revenue	<u>(892,400)</u>
Expense	
Net	<u><u>\$ (892,400)</u></u>

Business Case - Reduction from the Ontario Municipal Partnership Fund (OMPF)

Link to Strategic Plan:	The Ontario Municipal Partnership Fund is designed to assist municipalities to meet all of their strategic goals despite challenging fiscal circumstances.
Consequences/Risks of Not Proceeding:	The reduction in this funding envelope has been announced by the Province and we will be receiving the reduced amount in 2023. If this budget request is not approved there will be a deficit reported in 2023.
Council Priority:	Engage - CK vision
Strategic Focus:	Econ/Jobs

Business Case - Parkland Tax Relief

Department: Non Departmental
Division: Grants and Requisitions
Manager: Grants - Tax Relief

Parkland Tax Relief for 325 Metcalfe in Dresden previously approved by Council. This grant is consistent with Chatham-Kent's Tax Grant for Parklands Policy whereby parklands made available to the public but are not owned by the Municipality are eligible for a grant equal to 100% of Municipal taxes.

	2023 Approved Budget
Revenue	
Expense	
Other Expenses	\$ 718
Total Expense	718
Net	<u>\$ (718)</u>

Link to Strategic Plan: This request supports the Council priority of Community Wellness identified in CK Plan 2035. It ensures access to social and recreational infrastructure that enables our citizens to participate fully in our community promoting physical activity and a healthy lifestyle.

Consequences/Risks of Not Proceeding: Item previously approved by council

Business Case - Parkland Tax Relief

Council Priority: Wellness - Trails and active transportation
Strategic Focus: Enviro

For additional information, please view the [Motion re: Parkland Tax Grant Policy – 325 Metcalfe St., Dresden](#) from the June 6, 2022 Council meeting.

Business Case - Chatham-Kent CIP Tax Grants

Department: Non Departmental
Division: Grants and Requisitions
Manager: Grants - Tax Relief

Establish budget under Chatham-Kent Community Improvement Plan for properties eligible for tax relief grants

	2023 Approved Budget
Revenue	
Taxation Revenue	\$ 345,555
Total Revenue	<u>345,555</u>
Expense	
Other Expenses	<u>345,555</u>
Total Expense	<u>345,555</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: [The Chatham-Kent Community Improvement Plan is a plan to support the growth strategy identified in Council's term priorities in order to allow market driven investment for targeted needs throughout Chatham-Kent including rental & affordable housing, commercial business growth and employment growth.](#)

Business Case - Chatham-Kent CIP Tax Grants

Consequences/Risks of Not Proceeding: Previously approved by Council. Program already running.

Council Priority: Growth - Population

Strategic Focus: Econ/Jobs

For additional information, please view the [Chatham-Kent Community Improvement Plan: A Plan to Support the Chatham-Kent Growth Strategy and 2018-2022 Council Term Priorities](#) from the March 2, 2020 Council meeting.

Business Case - Naming of Third and Fifth Street Bridges

Department: Corporate Services
Division: Financial Expenses
Manager: Reserves and Contingencies

During the July 4, 2022 council meeting a report was presented outlining the naming rights and agreement with Teksavvy for the Third and Fifth Street Bridges. The agreement outlines that Teksavvy is to pay the municipality \$100,000 per year for the next ten (10) years.

The \$100,000 per annum on a ten (10) year term to name both the Third and Fifth Street Bridges represents a total revenue of \$1,000,000. The commission payable to The Naming Rights Company is 16% or \$16,000 per annum subject to the terms and conditions of the agreement with the net of \$84,000 per annum placed in the Naming Rights Reserve.

	2023 Approved Budget
Revenue	
Miscellaneous Revenue	\$ 84,000
Total Revenue	<u>84,000</u>
Expense	
Transfer to Reserves	<u>84,000</u>
Total Expense	<u>84,000</u>
Net	<u><u>\$ -</u></u>

Business Case - Naming of Third and Fifth Street Bridges

Link to Strategic Plan:	At the June 14, 2021 Council Meeting, Council approved the Corporate Sponsorship Policy. Council also approved the list of assets for sponsorship and appointed The Naming Rights Company to implement the sales process for the list of assets.
Consequences/Risks of Not Proceeding:	There is a risk of jeopardizing future funding agreements with other assets and lost opportunities for revenue.
Council Priority:	Growth - Infrastructure
Strategic Focus:	Econ/Jobs

For additional information, please view the [Corporate Sponsorship – Naming of the Third and Fifth Street Bridges](#) report from the July 11, 2022 Council meeting.

Business Case - Scottish Borderers Foundation Grant

Department: Non Departmental
Division: Grants and Requisitions
Manager: Council Directed

The Essex & Kent Scottish regiment remains active in conflicts and peace keeping missions around the world. Many activities, including attending commemorative ceremonies overseas, erecting and maintaining monuments locally and abroad and outfitting pipes and drums, are not funded by the government. Funds received will be put towards funding The Scottish Borderers Foundation so that these initiatives can continue in perpetuity.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 25,000
Total Revenue	<u>25,000</u>
Expense	
Other Expenses	<u>25,000</u>
Total Expense	<u>25,000</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan: One of Council's priorities through CK Plan 2035 is community engagement. This request enables the municipality to build and support a collaborative relationships with veteran groups.

Business Case - Scottish Borderers Foundation Grant

Consequences/Risks of Not Proceeding: Item was previously approved by Council and there is a signed agreement.

Council Priority: Engage - Engagement strategy

Strategic Focus: People

For additional information, please view the [Motion re: Scottish Borderers Foundation Deputation Request](#) from the July 11, 2022 Council meeting.

Business Case - Prior Year Base Deficit

Department: Non Departmental
 Division: General Administration
 Manager: General Administration

Prior Year Base Deficit exists from the 2022 Budget approved by the previous Council. A Base deficit exists when the budget was balanced using one-time sources of revenue or reserve funds. The most significant sources of one-time revenues in the 2022 budget was the Health Unit mitigation funding, investment income, and one-time transfers from reserves.

This 1.72% tax impact cannot be avoided and now needs Base funding in the 2023 budget.

The following are major deficit items:

1. 2022 Child Care, Early Years and Community Recreation - Mitigation Funding \$425,950.
2. 2022 Child Care, Early Years and Community Recreation - Change in Municipal Cost Share \$403,798.
3. 2022 Public Health - Mitigation Funding \$968,000.
4. 2022 Non-Department - One-Time Investment Interest Income - \$730,000.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Other Expenses	\$ 3,028,110
Total Expense	<u>3,028,110</u>
Net	<u><u>\$ (3,028,110)</u></u>

Business Case - Prior Year Base Deficit

Link to Strategic Plan:

Consequences/Risks of Not Proceeding:

Council Priority: Engage - CK vision

Strategic Focus: Econ/Jobs

Business Case - Manager, Planning Services for Hydro One Agreement

Department: Non Departmental
Division: General Administration
Manager: General Administration

As part of Hydro One's Community Support Agreement, they will provide funding for a dedicated project manager to assist in coordinating all project related matters.

	2023 Approved Budget
Revenue	
Miscellaneous Revenue	\$ 300,000
Transfer from Reserves	5,242
Total Revenue	<u>305,242</u>
Expense	
Employee Related	302,962
Internal Allocations	2,280
Total Expense	<u>305,242</u>
Net	<u><u>\$ -</u></u>

Business Case - Manager, Planning Services for Hydro One Agreement

Link to Strategic Plan:

Consequences/Risks of Not Proceeding:

Council Priority: Engage - CK vision

Strategic Focus: People

	Description	Effective FTE
One-Time	Non Union Grade 10 - Manager, Planning Services (2 years)	2.00
	Total FTE	2.00

For additional information, please view the [Community Support Agreement with Hydro One Networks Inc. on the Priority Transmission Projects in Southwestern Ontario](#) from the September 26, 2022 Council meeting.

Business Case - Community Support Agreement with Hydro One Networks Inc

Department: Mayor, Council & Administrative Support
Division: General Administration
Manager: General Administration

Chatham-Kent Council approved entering into a Community Support Agreement with Hydro One Networks Inc. on the Priority Transmission Projects in Southwestern Ontario at the September 26th, 2022 Council meeting.

Hydro One agreed to pay Chatham-Kent one million dollars (\$1,000,000.00) per year for ten (10) years, referred to as the "Community Benefit Contribution". This Community Benefit Contribution is provided for recreational and cultural purposes within Chatham-Kent, to be allocated and distributed by Chatham-Kent. Where appropriate, Hydro One will receive recognition for the Community Benefit Contribution and benefits will be made available to Hydro One. This amount will increase with inflation based on CPI.

To support building safe communities, Hydro One agrees to donate to the Municipality a further thirty thousand dollars (\$30,000.00) per year for ten (10) years, with the first payment due upon execution of the Agreement and subsequent payments due on each anniversary of the Effective Date (the "Donation"). Hydro One and the Municipality will cooperate with identifying organizations to fund with the Donation, with the goal of ensuring that the Donation is distributed equally across the Municipality of Chatham-Kent.

	2023 Approved Budget
Revenue	
Miscellaneous Revenue	\$ 1,030,000
Total Revenue	<u>1,030,000</u>
Expense	
Transfer to Reserves	1,030,000

	<u>2023 Approved Budget</u>
Total Expense	<u>1,030,000</u>
Net	<u>\$ -</u>

Link to Strategic Plan:	Chatham-Kent is a healthy and safe community with sustainable population growth
Consequences/Risks of Not Proceeding:	We would lose out on the proposed Community Support Agreement which would result in significant financial contributions to the Municipality over the next 10 years
Council Priority:	Engage - CK vision
Strategic Focus:	People

For additional information, please view the [Community Support Agreement with Hydro One Networks Inc. on the Priority Transmission Projects in Southwestern Ontario](#) from the September 26, 2022 Council meeting.

Business Case - Asset Management Planning

Department: Finance, Budget, Information Technology & Transformation
Division: Capital - Administration
Manager: Capital - Administration

Chatham-Kent has been managing the requirements for Ont Reg 588-17 Asset Management Planning for Municipal Infrastructure as a committee of departments. The representatives met monthly to work on next milestones. This adhoc committee worked well for the first 2 milestones under Ont Reg 588-17, but will not provide the outcomes required for the July 1, 2024 and July 1, 2025 milestones. The next 2 phases build on Phases 1 and 2 but now must include all municipal assets. Phase 1 and 2 were only the 5 cores asset groups of roads, storm, water, wastewater and bridges.

In a survey to comparator municipalities, the feedback from several municipalities is that they either already have a dedicated Asset Management Team, or they are also asking their Council in 2022 to approve positions the are 100% dedicated to the ongoing asset management portfolio.

The next 2 phases will require significant work to clean up GIS asset information, and will require a dedicated team that is managing data collection, standardization and eventually input into an asset management software. The staffing is required to be in place permanently past the Phase 2 2025 deadline. The purpose of a quality AMP is to better manage our scarce tax resources in the best possible way over the life of the asset. Federal and Provincial infrastructure grants require a robust up to date plan in perpetuity.

Business Case - Asset Management Planning

In November 2022, administration issued a Request for Proposal to hire a consultant to assist with the following deliverables:

Review Chatham-Kent's state of infrastructure assessment.

Determine current level of service

Proposed level of service with risk assessment

Growth and Planning

Review lifecycle management strategy

Review financing strategy

Provide final asset management plan

Public engagement

Release Request for Proposal to purchase an asset management software ERP program.

Provide recommendations on the appropriate size and make up of an asset management team. What disciplines and reporting structure is required to continue the work in house.

The winning proponent of the request for proposal will work with the dedicated Asset Management team. Therefore, it is recommended to have a multi-disciplinary team in place that are 100% dedicated to corporate asset management that will consist of Engineering, GIS and Finance staff.

Further, a contract ITT Project Manager will be required to lead the implementation of the Asset Management Software, including integrations with existing asset management systems. Previously approved funding is available for ITT integration for technology asset management for hardware and end user devices. Software and integrations are required to develop a sustainable asset management plan.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 237,604
Total Revenue	237,604

Business Case - Asset Management Planning

	<u>2023 Approved Budget</u>
Expense	
Employee Related	481,235
Contracted Services	121,840
Material, Veh and Equip Related	112,645
Operating Related	1,250
Transfer to Reserves	(480,506)
Internal Allocations	<u>1,140</u>
Total Expense	<u>237,604</u>
Net	<u><u>\$ -</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding: Loss of approximately \$20+ million of annual funding. It is mandatory to be in compliance with Ontario Regulation 588/17 to continue to receive infrastructure funding from the Ontario and Federal Government. Federal Gas Tax, CCBF and OCIF, plus any other provincial or federal grant opportunities Chatham-Kent would not be eligible for. Any grant application requires that Chatham-Kent has an active AMP meeting statutory requirements.

Council Priority: Growth - Infrastructure

Strategic Focus: Econ/Jobs

Business Case - Asset Management Planning

	Description	Effective FTE
Base	Non Union Grade 8 MAG - Financial Analyst I, Corporate Accounting	1.00
Base	Non Union Grade 9 - Asset Management Engineering Technologist I	1.00
Base	Non Union Grade 9 - Asset Management GIS Engineering Technologist I	1.00
One-Time	Non Union Grade 9 - Project Manager (1 year)	1.00
	Total FTE	4.00

Business Case - Strategic Community Issues - Year 6 of 10

Department: Non Departmental
Division: General Administration
Manager: General Administration

This item is to fund a policy previously approved by Council to a reserve for new initiatives in the community. Often the community comes to Council for items that benefit the community as a whole. This will provide a source of funding on an ongoing and sustainable basis to be able to fund new projects to create a vibrancy and excitement in the community, while also enhancing many of our strategic goals. These new initiatives would contribute to promote new jobs, attraction of both tourism and new residents, it would promote health and by funding this through pay-as-you go funding, it eliminates the increase in debt costs, which reduces the overall cost of the project and provides Council with the financial flexibility it needs to match with any senior level of government programs or contribute to any community, not-for-profit or business initiatives. It also allows Council to plan and forecast when these projects would be ready to be funded and help build these into long-term master plans for the various departments.

This reserve provides Council with the means to ensure long-term vision is deployed and executed with critical decisions regarding community enhancements and making Chatham-Kent a more desirable community to live in.

This policy previously approved by Council provides a 0.1% tax increase to the Strategic Development Reserve for 10 years. The 1% ongoing contribution to this reserve will provide Council with the resources to help the community flourish with exciting opportunities and supporting your strategic goals. 2023 is year six of the phase in.

	2023 Approved Budget
Revenue	_____
Expense	
Transfer to Reserves	\$ 175,800

Business Case - Strategic Community Issues - Year 6 of 10

	<u>2023 Approved Budget</u>
Total Expense	<u>175,800</u>
Net	<u><u>\$ (175,800)</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding:

Council Priority: Growth - Infrastructure

Strategic Focus: People

Business Case - New Building Issues - Year 6 of 10

Department: Non Departmental
Division: General Administration
Manager: General Administration

Chatham-Kent has over 110 facilities, including 19 fire stations, 10 arenas, 12 community halls, 2 indoor pools, 7 outdoor pools, 2 campgrounds and 2 boat dock facilities. Many of these facilities are over 50 years old. Our lifecycle budget has been developed around refurbishing, repairing and maintaining these facilities; however, there is not a specific budget for replacement of these assets. This transfer to the Facilities Replacement Reserve provides Council with the means to ensure long-term vision is deployed and executed with critical decisions regarding the community. Certainly, consideration should always be given to whether we need to replace the asset, or whether we can divest of it.

However, in those instances when Council believes a replacement is required, a phased-in approach of creating a sustainable reserve for facility replacement would ease the burden of one-time large expenses and provide the Municipality with the financial flexibility and decision making ability to determine when is the right time to replace a facility, rather than try to band-aid the solution.

The policy previously approved by Council is to place a 0.1% tax increase on the tax rate each year for 10 years, accumulating to a 1% contribution to this reserve each year, providing the Municipality with the flexibility to react to the needs of the community and facilities, the ability to react to any senior government grant opportunities and reduce the overall cost, by eliminating a portion of debt financing related to the replacement. 2023 is year 6 of the phase in.

	2023 Approved Budget
Revenue	
Expense	
Transfer to Reserves	\$ 175,800

Business Case - New Building Issues - Year 6 of 10

	<u>2023 Approved Budget</u>
Total Expense	<u>175,800</u>
Net	<u><u>\$ (175,800)</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding:

Council Priority: Growth - Infrastructure

Strategic Focus: People

Business Case - Staff Vacancy Management

Department: Non Departmental
Division: Human Resources and Organization Development
Manager: Human Resources -Administration

Adding to the budget a \$1,000,000 credit for expected vacancies of budgeted positions across the organization including Police Services.

In 2018 and 2019, variances averaged just over \$1M on base wage lines (note there was no corporate surplus in 2020 or 2021 due to the COVID-19 pandemic and Wheatley Emergency). Often, these variances result when positions are left vacant for a period of time due to recruitment or other staffing challenges, which usually impact service levels. Several strategies are in place, and more are being developed to minimize vacancies and remain competitive to attract and retain talent in the current market which is increasingly more difficult. Once the impact of these strategies can be measured, a salary gapping policy will be developed.

By adding this credit to the budget, there will be reduced year-end surpluses from wage lines. This will impact final surplus allocations to the strategic reserve each year end, resulting in this reserve potentially no longer having funds for Council to access throughout the year for non-budgeted items that come up from time to time.

If the \$1,000,000 credit is not met, it would cause a deficit in the wage portion of the corporate-wide budget. This budget will be analyzed and if corrections to the amount are needed, they will be brought forward in future budgets based on a 5-year average experience and in relation to the salary gapping policy.

	2023 Approved Budget
Revenue	_____
Expense	
Employee Related	\$ (1,000,000)

Business Case - Staff Vacancy Management

	<u>2023 Approved Budget</u>
Total Expense	<u>(1,000,000)</u>
Net	<u><u>\$ 1,000,000</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding: No risks of not proceeding. Consequences and risks of moving forward with this budget reduction have been detailed in the description.

Council Priority: Engage - Customer service

Strategic Focus: People

Business Case - Mayor and Council Honorarium - Inflationary Increase

Department: Non Departmental
Division: Human Resources and Organization Development
Manager: Human Resources -Administration

In July 2016, Council approved the formation of a Citizen Review Committee (the "Committee") to review annual compensation and inflationary increases for Council during their term of office.

On January 21, 2019, (during the term of 2018-2022) the Committee recommended that honorariums in each of the remaining years of the term of Council be held to the Canadian annual rate of inflation determined on December 31st of the previous year. This recommendation was approved by Council.

This number is an estimate at the time of printing and will be adjusted during the budget deliberations to reflect the final 2022 CPI rate based on the remuneration policy.

	2023 Approved Budget
Revenue	
Expense	
Employee Related	\$ 54,969
Total Expense	54,969
Net	<u><u>\$ (54,969)</u></u>

Business Case - Mayor and Council Honorarium - Inflationary Increase

Link to Strategic Plan:	As Council continues to move forward with CKPlan2035 initiatives all components of the strategic plan are linked to this recommendation.
Consequences/Risks of Not Proceeding:	The risk of not proceeding with this recommendation may impact our ability to attract a diverse and civilly minded pool of individuals for a position in public office. Even taking a temporary pause on the implementation of this strategy will further erode the market position of council compensation to its municipal comparators.
Council Priority:	Engage - CK vision
Strategic Focus:	People

For additional information, please view the [Citizen Review Committee on Council Remuneration: 2022 to 2026 Term](#) report from the February 7, 2022 Council meeting.

Business Case - Market Rate Review - Year 2 of 5

Department: Non Departmental
Division: Human Resources and Organization Development
Manager: Compensation & Benefits

In the 2022 budget, Council approved a five (5) year strategy (\$800,000 base budget per year for five years) to bring Full-time Non-union (FTNU) salaries closer to the competitive market to avert further talent drain and maintain service levels required to successfully implement key projects. The funds would support year two (2) of five (5) of this strategy. A detailed presentation will be reviewed in Closed Session per the Municipal Act, s.239(2)(d).

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Employee Related	<u>\$ 800,000</u>
Total Expense	<u> 800,000</u>
Net	<u><u>\$ (800,000)</u></u>

Link to Strategic Plan: This recommendation directly connects to all areas of the strategic plan (Strategic Growth, Environmental Sustainability, Community Wellness, Community Engagement). Specific examples include infrastructure projects, economic growth, building development, community health, and resident attraction.

Business Case - Market Rate Review - Year 2 of 5

Consequences/Risks of Not Proceeding: It is critical that this five-year strategy remain on course to bring Full-time Non-union (FTNU) salaries closer to the competitive market to avert further talent drain and maintain service levels to implement key projects. Even taking a temporary pause on the implementation of this strategy will further erode the market position of FTNU compensation to its municipal comparators.

Council Priority: Engage - Customer service

Strategic Focus: Econ/Jobs

Business Case - Family Physician Recruitment & Retention Funding

Department: Non Departmental
Division: Community Attraction and Promotion
Manager: Community Attraction and Promotion - Administration

Council has provided \$100k of one-time funding in each of 2020, 2021 and 2022 to support a family physician recruitment & retention task force in its collaborative work to attract and retain family physicians.

Council has received updates from the Task Force in November 2020, December 2021, and a further update will be provided in January 2023.

The CK Family Physician Recruitment & Retention Task Force includes executive directors from the Chatham-Kent Family Health Team, Thamesview Family Health Team, Tilbury District Family Health Team, Chatham-Kent Community Health Centres as well as representatives from the Chatham-Kent Health Alliance, Chatham-Kent Ontario Health Team, Ontario Health, Health Care Connect and the Municipal Community Attraction & Promotion division.

Chatham-Kent currently does not have enough family doctors and many residents are not rostered to a primary care physician. Lifelong and new residents are impacted by lack of access. This primary care physician shortage will be compounded by physician retirements over the coming decade.

The Task Force has successfully attracted new family doctors, has worked to build connections with medical students and residents and has acknowledged the contributions of doctors in the community. It is important that Chatham-Kent continues to promote to and target current and prospective family physicians.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 100,000

Business Case - Family Physician Recruitment & Retention Funding

	<u>2023 Approved Budget</u>
Total Revenue	<u>100,000</u>
Expense	
Other Expenses	<u>100,000</u>
Total Expense	<u>\$ 100,000</u>

Link to Strategic Plan:

Supports all aspects of CK Plan 2035, specifically Healthy & Safe community, People & Culture, and Economic Prosperity,

Consequences/Risks of Not Proceeding:

Chatham-Kent faces a national competition for family physicians, and the Ontario College of Family Physicians has noted that 1.8m Ontarians are currently without a family doctor, which contributes to ER visits. Chatham-Kent must continually and proactively engage with family medicine students, residents and professionals to make them aware of the diversity of practice opportunities available here in a rural-urban setting. Failure to fund the work of this task force will limit Chatham-Kent's ability to compete for, attract and retain family doctors.

The lack of access to a primary care provider has implications for overall population health as well as for ER being used to treat routine ailments.

Council Priority:

Wellness - Access to Social Infrastructure

Strategic Focus:

Health

Business Case - Talbot Trail Park Notice of Motion

Department: Non Departmental
Division: Grants and Requisitions
Manager: Council Directed

The Talbot Trail Park (Blenheim) grant be increased to cover their increased operating costs. This park was built by the Blenheim Rotarians with the assistance of the Ridge Landfill Trust. Chatham-Kent previously agreed to fund \$30,000 of the operating costs annually in lieu of having to operate the park. This is the first inflation adjustment request to the grant since the park opened in 2015.

	2023 Approved Budget
Revenue	<u> </u>
Expense	
Other Expenses	\$ 5,000
Total Expense	<u> 5,000</u>
Net	<u><u> \$ (5,000)</u></u>

Link to Strategic Plan:

Consequences/Risks of Not Proceeding:

Council Priority: Engage - Customer service

Strategic Focus: People

Business Case - Chatham-Kent Health Alliance - Wallaceburg Re-Build

Department: Non Departmental
Division: Grants and Requisitions
Manager: Council Directed

Counselor Hall moves that the Chatham-Kent Health Alliance Wallsburg site Redevelopment local shared Grant requests for \$4.5 million be approved with a nine hundred thousand dollar (\$900,000) annual payment over years 2023 to 2027 from the Strategic Development Reserve (number 17266) from funding set aside for future Community needs. Seconded by Councilor McGregor. The Wallsburg Hospital Redevelopment is definitely an important and impactful initiative in our community in Wallaceburg and very important for the foreseeable future . Motion by Council Hall and seconded by Council McGregor on February 1, 2023.

	2023 Approved Budget
Revenue	
Transfer from Reserves	\$ 900,000
Total Revenue	<u>900,000</u>
Expense	
Other Expenses	<u>900,000</u>
Total Expense	<u>\$ 900,000</u>

Link to Strategic Plan:

Business Case - Chatham-Kent Health Alliance - Wallaceburg Re-Build

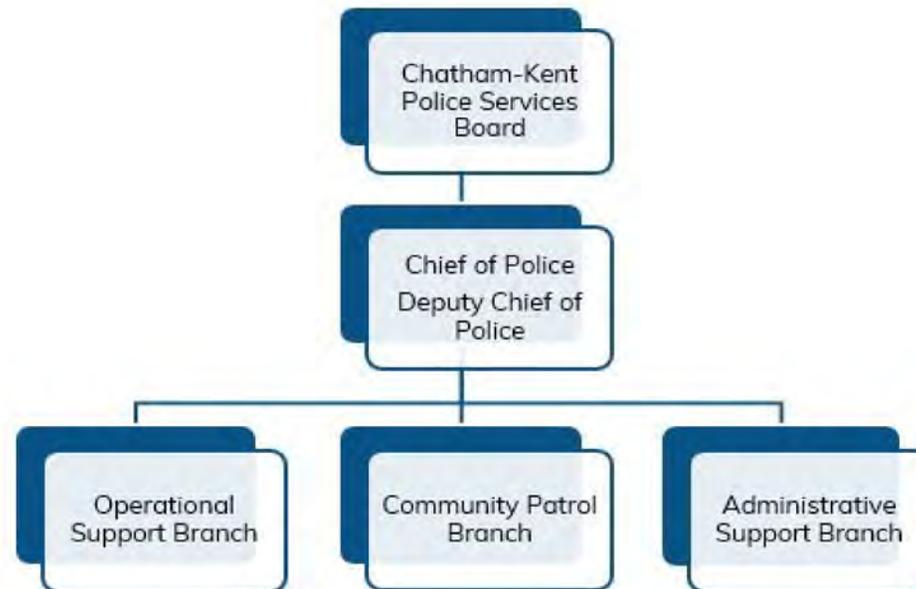
Consequences/Risks of Not Proceeding:

Council Priority: Wellness - Access to Social Infrastructure

Strategic Focus: Health

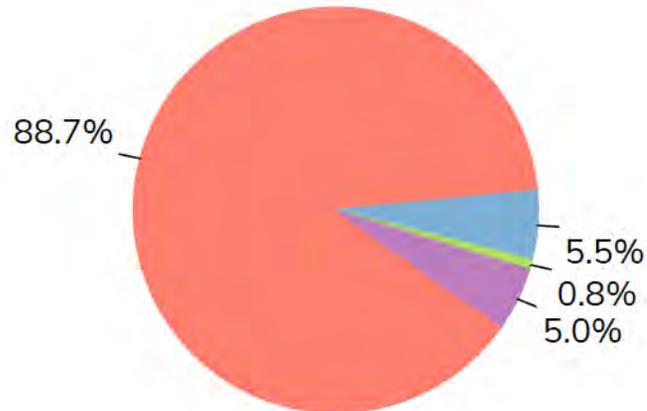
Police Services

The Chatham-Kent Police Service is responsible for ensuring the safety and well-being of the community. The police service includes 169 sworn officers, and 65 civilian staff that deliver services to the public through its three branches: operational support, community patrol, and administrative support.



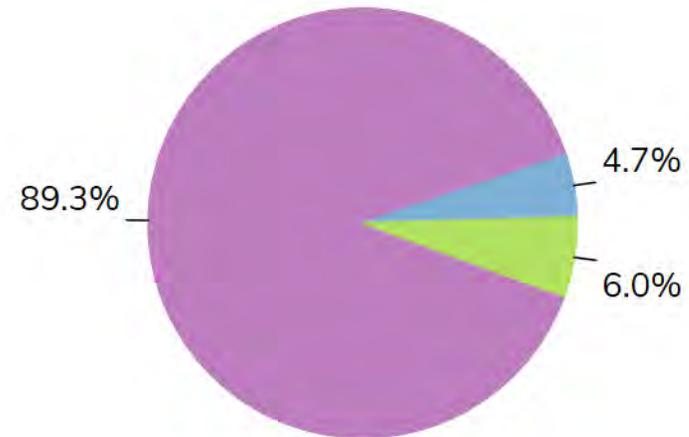
**Revenue
2023**

- Grants - Provincial
- Licenses, Permits and Fees
- Other *
- Recoveries



**Expense
2023**

- Employee Related
- Other *
- Material, Veh and Equip Related



Police Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Revenue			
Grants - Provincial	\$ 2,090,258	\$ 1,988,200	\$ 2,177,700
User Fees *	1,500	-	-
Licenses, Permits and Fees	-	135,000	135,000
Miscellaneous Revenue *	79,982	17,500	17,500
Recoveries	215,975	121,959	121,959
Transfer from Reserves *	302,884	262,836	1,967
Total Revenue	2,690,599	2,525,495	2,454,126
Expense			
Employee Related	29,726,034	32,583,741	33,687,919
Building Related	318,699	373,038	385,362
Contracted Services	791,188	487,953	487,953
Material, Veh and Equip Related	1,843,758	2,231,645	2,265,622
Operating Related	583,697	486,635	486,635
Other Expenses *	193,542	-	-
Transfer to Reserves	629,570	400,429	414,361
Internal Allocations *	(690,789)	(187,064)	(187,064)
Total Expense	33,395,699	36,376,377	37,540,788

Police Services

	2021 Actual	2022 Approved Budget	2023 Approved Budget
Net	\$ (30,705,100)	\$ (33,850,882)	\$ (35,086,662)

Police Budget Overview

IMPACT TO POLICE BUDGET			Base Budget	Tax Impact	% Budget
2022 Base budget			\$34,175,184		
<u>Direct Cost Provision for Police Services (as calculated by Finance)</u>					
Facilities - Utilities, bldg related cost increases	\$10,698				0.03%
Fleet - replacement, fuel, license, repairs	\$66,907				0.20%
Insurance - Police specific	\$23,572				0.07%
Corporate Provisions	\$117,941				0.35%
Medical premium increases	\$339,012				0.99%
Benefit increases due to changes in collective agreement	<u>\$13,932</u>	\$572,062			0.04%
<u>Other Police Services Items:</u>					
Personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board in regard to a litigation matter. Detailed presentation in closed session per the Municipal Act, s239(2)(b), (e) & (f)		\$892,889	\$1,464,951		2.61%
Increase in Community Safety and Policing (CSP) grant 		(\$37,500)			(0.11%)
Funding from the Ontario Police College to cover employee on secondment <S>		(\$300,000)	(\$337,500)		(0.88%)
2023 Police Services Budget Requirements			\$1,127,451	0.64%	3.30%
2023 BUDGET REQUIREMENTS (AS PER POLICE BOARD SUBMISSION)			\$35,302,635		
POLICE SERVICES BOARD'S RECOMMENDATION TO COUNCIL			<u>\$35,302,635</u>	<u>0.64%</u>	<u>3.30%</u>



Asset Lifecycle - Construction Index Inflation on Capital/Lifecycle

Department: Non Departmental
Division: Capital - Administration
Manager: Capital - Administration

The 2017 AMP report suggested a full indexation to the capital inflation index for each year's budgets. Unfortunately, the recommendation approved by Council did not reflect these recommendations. Instead, Council directed a 1% increase to tax revenues each year and left the decision-making on inflation to the annual budget process. While there has been a great increase in annual funding since 2017, in reality the Infrastructure Gap has still risen, that is, Chatham-Kent still has at least 20-30 years of tax increases to become fully funded.

As for inflation on our lifecycle plan, it was reported to Council at the 2022 budget that the five-year average construction inflation was 5.3%. During 2022, we are experiencing even higher inflation. Paving contracts increased 30%, which ultimately means that without increased funding our roads will fall into greater disrepair.

Therefore, as we have continued to fall behind in closing the infrastructure gap, a more aggressive resolution of Council is sought to require the budget committee to increase taxes to fully cover the actual inflation increases to our current lifecycle budget based on the five-year average of 6%. As we have a Capital Budget of \$68.8M, 6% would require \$4,067,400 of new taxes or an approximate 2.31% tax increase for Capital construction related. Please keep in mind the 6% inflation recommendation is only on the current AMP funding. As we are only 43% funded the Infrastructure Gap will still likely increase as inflation on the unfunded portion rises, unless significant new upper level government funding is committed.

	2023 Approved Budget
Revenue	
Expense	
Transfer to Reserves	\$ 2,711,600
Total Expense	<u>2,711,600</u>
Net	<u><u>\$ (2,711,600)</u></u>

Asset Lifecycle - Construction Index Inflation on Capital/Lifecycle

For additional information, please view the [2022 Asset Management Plan Update](#) report to Council and the following additional information from the June 20, 2022 Council meeting.

[Chatham-Kent Asset Management Policy](#)

[Core Infrastructure Asset Management Plan Addendum](#)

Asset Lifecycle - Lifecycle - Asset Management Plan

For additional information, please view the [2022 Asset Management Plan Update](#) report to Council and the following additional information from the June 20, 2022 Council meeting.

[Chatham-Kent Asset Management Policy](#)

[Core Infrastructure Asset Management Plan Addendum](#)

Business Case - 2023 Canada Community Building Fund

Department: Infrastructure and Engineering Services
Division: Public Works
Manager: Public Works

2023 Canada Community Building Fund (formerly Federal Gas Tax) increase. The Canada Community-Building Fund (CCBF) is a permanent source of funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities.

	2023 Approved Budget
Revenue	
Grants - Federal	\$ 280,326
Total Revenue	<u>280,326</u>
Expense	
Net	<u><u>\$ 280,326</u></u>

Link to Strategic Plan: The CCBF is to support municipalities with growth through infrastructure priorities.
Consequences/Risks of Not Proceeding: Tax increase would be to high if not approved
Council Priority: Growth - Infrastructure
Strategic Focus: Econ/Jobs



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2023 Parks Lifecycle Projects	533
2023 Community Halls Lifecycle Projects	535
2023 Clearville Park Lifecycle Project	537
2023 Indoor Pool Lifecycle Projects	539
Minor Storm Sewer Projects	541
Minor Traffic Projects	542
Wallaceburg/Thamesville Streetlight Upgrades	543

Capital Improvement Projects - Summary of Expenses

	2023	2024	2025	2026	2027	2028 - 2032
Operations and Fleet						
2023 Building Lifecycle requirement	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Vehicle & Equipment Replacement List	4,500,000	-	-	-	-	-
Subtotal - Operations and Fleet	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Government						
Next Generation 9-1-1	\$ 1,500,000	\$ 1,464,355	\$ -	\$ -	\$ -	\$ -
Subtotal - General Government	\$ 1,500,000	\$ 1,464,355	\$ -	\$ -	\$ -	\$ -
Bridges						
Replace McDougall Ln Brg Gov DR#1	\$ 2,226,480	\$ -	\$ -	\$ -	\$ -	\$ -
LO Stonehouse Condition Assessment	1,500,000	-	-	-	-	-
Preconstruction Bridge and Culvert Expenses	2,727,168	-	-	-	-	-
Public Works Small Culvert Maintenance and Repairs	250,000	-	-	-	-	-
Subtotal - Bridges	\$ 6,703,648	\$ -	\$ -	\$ -	\$ -	\$ -
Roads						
Wrights Lane Reconstruction	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Dufferin Avenue Road Rehabilitation	7,190,000	-	-	-	-	-
Victoria Ave. Reconstruction	1,000,000	-	-	-	-	-
Minor Concrete Sidewalk & Curb Projects	203,520	-	-	-	-	-
Road Crack Cleaning and Sealing	350,000	-	-	-	-	-
Surface Treatment	600,000	-	-	-	-	-

Capital Improvement Projects - Summary of Expenses (continued)

	2023	2024	2025	2026	2027	2028 - 2032
Roads (Continued)						
Fibre Reinforced Surface Treatment	700,000	-	-	-	-	-
Cold In-Place Recycling	3,500,000	-	-	-	-	-
Hot-Mix Resurfacing	7,000,000	-	-	-	-	-
Curb Replacement	1,500,000	-	-	-	-	-
Minor Guiderail Projects	152,640	-	-	-	-	-
Minor Parking Lot Projects	101,760	-	-	-	-	-
Minor Paved Road Projects	407,040	-	-	-	-	-
Public Works Roads Maintenance and Repairs	200,000	-	-	-	-	-
Wallaceburg/Thamesville Streetlight Upgrades	500,000	-	-	-	-	-
Subtotal - Roads	\$ 25,404,960	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation - Other						
Parking Lot Improvements	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -
Minor Traffic Projects	50,880	-	-	-	-	-
Subtotal - Transportation - Other	\$ 1,000,880	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering						
Tilbury Stormwater Management	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works Gas Generator Backup Systems	70,000	70,000	70,000	70,000	70,000	-
Sidewalk Replacement	500,000	-	-	-	-	-
Public Works Storm Maintenance and Repairs	300,000	-	-	-	-	-
Subtotal - Engineering	\$ 1,870,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -

Capital Improvement Projects - Summary of Expenses (continued)

	2023	2024	2025	2026	2027	2028 - 2032
Environment						
Disaster Mitigation Adaptation Fund Reserve Support	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	5,327,001
Lake Erie Shoreline Erosion Upgrades	2,200,000	-	-	-	-	-
Mitchell's Bay Retaining Wall	800,000	-	-	-	-	-
Disaster Mitigation Funding - Support Reserves	100,000	-	-	-	-	-
Subtotal - Environment	\$ 4,766,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	5,327,001
Recreation & Parks						
2023 Active Transportation Lifecycle Project	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Trails Lifecycle Projects	550,000	-	-	-	-	-
2023 Trail Lifecycle Brown Drain Reconstruction	450,000	-	-	-	-	-
Intercounty Baseball League Park Upgrades	195,500	-	-	-	-	-
2023 Cemetery Lifecycle Projects	86,275	-	-	-	-	-
Fit Park Lifecycle Reserve	16,500	-	-	-	-	-
2023 Arena Lifecycle Projects	1,100,000	-	-	-	-	-
2023 Playground Lifecycle Projects	466,300	-	-	-	-	-
2023 Splash Pad Lifecycle Projects	37,500	-	-	-	-	-
2023 Outdoor Pool Lifecycle Projects	148,750	-	-	-	-	-
2023 Parks Lifecycle Projects	550,000	-	-	-	-	-
2023 Community Halls Lifecycle Projects	62,000	-	-	-	-	-
2023 Clearville Park Lifecycle Project	80,000	-	-	-	-	-
2023 Indoor Pool Lifecycle Projects	123,000	-	-	-	-	-

Capital Improvement Projects - Summary of Expenses (continued)

	2023	2024	2025	2026	2027	2028 - 2032
Recreation & Parks (Continued)						
Subtotal - Recreation & Parks	\$ 3,975,825	\$ -				
Wastewater						
Tecumseh Park Area Sewer	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Minor Storm Sewer Projects	407,040	-	-	-	-	-
Subtotal - Wastewater	\$ 3,907,040	\$ -				
Grand Total	\$ 56,629,020	\$ 3,201,022	\$ 1,736,667	\$ 1,736,667	\$ 1,736,667	\$ 5,327,001

Capital Improvement Projects - Summary of Revenues

	2023	2024	2025	2026	2027	2028 - 2032
Operations and Fleet						
2023 Building Lifecycle requirement	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Vehicle & Equipment Replacement List	4,500,000	-	-	-	-	-
Subtotal - Operations and Fleet	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Government						
Next Generation 9-1-1	\$ 1,500,000	\$ 1,464,355	\$ -	\$ -	\$ -	\$ -
Subtotal - General Government	\$ 1,500,000	\$ 1,464,355	\$ -	\$ -	\$ -	\$ -
Bridges						
Replace McDougall Ln Brg Gov DR#1	\$ 2,226,480	\$ -	\$ -	\$ -	\$ -	\$ -
LO Stonehouse Condition Assessment	1,500,000	-	-	-	-	-
Preconstruction Bridge and Culvert Expenses	2,727,168	-	-	-	-	-
Public Works Small Culvert Maintenance and Repairs	250,000	-	-	-	-	-
Subtotal - Bridges	\$ 6,703,648	\$ -	\$ -	\$ -	\$ -	\$ -
Roads						
Wrights Lane Reconstruction	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Dufferin Avenue Road Rehabilitation	7,190,000	-	-	-	-	-
Victoria Ave. Reconstruction	1,000,000	-	-	-	-	-
Minor Concrete Sidewalk & Curb Projects	203,520	-	-	-	-	-
Road Crack Cleaning and Sealing	350,000	-	-	-	-	-
Surface Treatment	600,000	-	-	-	-	-

Capital Improvement Projects - Summary of Revenues (continued)

	2023	2024	2025	2026	2027	2028 - 2032
Roads (Continued)						
Fibre Reinforced Surface Treatment	700,000	-	-	-	-	-
Cold In-Place Recycling	3,500,000	-	-	-	-	-
Hot-Mix Resurfacing	7,000,000	-	-	-	-	-
Curb Replacement	1,500,000	-	-	-	-	-
Minor Guiderail Projects	152,640	-	-	-	-	-
Minor Parking Lot Projects	101,760	-	-	-	-	-
Minor Paved Road Projects	407,040	-	-	-	-	-
Public Works Roads Maintenance and Repairs	200,000	-	-	-	-	-
Wallaceburg/Thamesville Streetlight Upgrades	500,000	-	-	-	-	-
Subtotal - Roads	\$ 25,404,960	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation - Other						
Parking Lot Improvements	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -
Minor Traffic Projects	50,880	-	-	-	-	-
Subtotal - Transportation - Other	\$ 1,000,880	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering						
Tilbury Stormwater Management	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works Gas Generator Backup Systems	70,000	70,000	70,000	70,000	70,000	-
Sidewalk Replacement	500,000	-	-	-	-	-
Public Works Storm Maintenance and Repairs	300,000	-	-	-	-	-
Subtotal - Engineering	\$ 1,870,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -

Capital Improvement Projects - Summary of Revenues (continued)

	2023	2024	2025	2026	2027	2028 - 2032
Environment						
Disaster Mitigation Adaptation Fund Reserve Support	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	5,327,001
Lake Erie Shoreline Erosion Upgrades	2,200,000	-	-	-	-	-
Mitchell's Bay Retaining Wall	800,000	-	-	-	-	-
Disaster Mitigation Funding - Support Reserves	100,000	-	-	-	-	-
Subtotal - Environment	\$ 4,766,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	\$ 1,666,667	5,327,001
Recreation & Parks						
2023 Active Transportation Lifecycle Project	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Trails Lifecycle Projects	550,000	-	-	-	-	-
2023 Trail Lifecycle Brown Drain Reconstruction	450,000	-	-	-	-	-
Intercounty Baseball League Park Upgrades	195,500	-	-	-	-	-
2023 Cemetery Lifecycle Projects	86,275	-	-	-	-	-
Fit Park Lifecycle Reserve	16,500	-	-	-	-	-
2023 Arena Lifecycle Projects	1,100,000	-	-	-	-	-
2023 Playground Lifecycle Projects	466,300	-	-	-	-	-
2023 Splash Pad Lifecycle Projects	37,500	-	-	-	-	-
2023 Outdoor Pool Lifecycle Projects	148,750	-	-	-	-	-
2023 Parks Lifecycle Projects	550,000	-	-	-	-	-
2023 Community Halls Lifecycle Projects	62,000	-	-	-	-	-

Recreation & Parks (Continued)

Capital Improvement Projects - Summary of Revenues (continued)

	2023	2024	2025	2026	2027	2028 - 2032
Recreation & Parks (Continued)						
2023 Clearville Park Lifecycle Project	80,000	-	-	-	-	-
2023 Indoor Pool Lifecycle Projects	123,000	-	-	-	-	-
Subtotal - Recreation & Parks	\$ 3,975,825	\$ -				
Wastewater						
Tecumseh Park Area Sewer	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Minor Storm Sewer Projects	407,040	-	-	-	-	-
Subtotal - Wastewater	\$ 3,907,040	\$ -				
Grand Total	\$ 56,629,020	\$ 3,201,022	\$ 1,736,667	\$ 1,736,667	\$ 1,736,667	\$ 5,327,001

Project Detail Sheets

Replace McDougall Ln Brg Gov DR#1

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Bridges
Budget Year: 2023
Asset Type: Bridges
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 2,226,480	\$ 2,226,480	\$ -

Project Description:

The McDougall Line Bridge over Government Drain #1 was built in 1940. The structure has an East-West orientation and is located on McDougall Line 0.02 km West of Merlin Road in the Community of Tilbury East. This Slab on Concrete T-Girder Bridge carries 2 lanes of predominantly vehicular traffic across Government Drain #1 in 2 continuous spans with a total crossing length of 22 m and a maximum clearance of 3.5 m. The deck has a travel width of 6.9 m and an overall width of 7.8 m. The recommended rehabilitation option is an innovative design utilizing pre-fabricated steel girders and pre-fabricated concrete deck panels supported on concrete abutments. Due to the pre-fabrication process, high quality can be achieved with the shortest construction time. This option eliminates the need for a center pier thus preventing debris from accumulating, which saves on maintenance costs and eliminates the risks of upstream flooding. The service life is 75 years.

Project Comments:

No projects comments available.

Project Funding Sources:

CCBF - \$2,226,480

LO Stonehouse Condition Assessment

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Bridges
Budget Year: 2023
Asset Type: Bridges
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,500,000	\$ 1,500,000	\$ -

Project Description:

- Removal and full replacement of the existing main and lift spans with similar structures
- Galvanize and recoat the north and south spans
- Rehabilitation or replacement of existing pedestrian railings on north and south span

Chatham-Kent Engineering has reviewed the proposed alternatives, and through consultation with Dillon Consulting, recommends Alternative #3 – rehabilitate existing bridge & replacement of main and lift spans. This recommendation is the most economical of the alternatives and results in an approximate lifecycle cost of \$22,500 per year in 2022 dollars assuming a service life of 60 years. Using the estimated construction cost, including engineering and other recommended improvement costs, it is expected that the upfront capital cost for this rehabilitation will be approximately \$1,500,000 (including HST). This estimate is subject to change due the contributing factors of inflation, supply & demand pressures, changes to construction regulations and fluctuating steel prices. This high-level cost estimate will be revised once a consultant has been retained and the detailed design process has commenced.

Project Comments:

Subject to the approval of Chatham-Kent Council to proceed with the recommendations in this report, Engineering will procure a Consulting Engineering Firm to complete the design and contract administration for a bridge rehabilitation. It is estimated that the project will be tendered in Spring 2023.

LO Stonehouse Condition Assessment (Continued)

Project Funding Sources:

Bridge Lifecycle Reserve - \$1,500,000

Tecumseh Park Area Sewer

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Storm Sewer
Budget Year: 2023
Asset Type: Wastewater
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: June 6, 2022
Est. Completion Date: December 15, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 3,500,000	\$ 3,500,000	\$ -

Project Description:

Combined Sewer Separation (Phase 1) - Full road reconstruction of Stanley Avenue from Thames River to William Street N, William Street N from Stanley Avenue to Colborne Street, and Colborne Street from William Street to Adelaide Street. Project will include abandoning all existing combined sewers, installation of new sanitary sewers, storm sewers, and new storm outlet to Thames River (at Stanley Avenue). Existing watermain to be replaced, and roads to be reconstructed. All curb and gutters, and sidewalks will be replaced.

Project Comments:

No projects comments available.

Project Funding Sources:

Paved Roads Reserve - \$350,000, Storm Sewer (Collector Network) Reserve - \$1,750,000 , PUC Reserves - \$1,400,000

Wrights Lane Reconstruction

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Storm Sewer
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 3, 2023
Est. Completion Date: July 28, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 2,000,000	\$ 2,000,000	\$ -

Project Description:

Full Road reconstruction of Wrights Lane, from North Street to Wellington Street, in Dresden. Project will include replacement of watermain, sanitary sewer, and storm sewer and all existing services.

Project Comments:

Residents were not in support of curb and gutter through Local Improvement for this project, and therefore a 1 m wide gravel shoulder will be constructed.

Project Funding Sources:

Paved Roads Reserve - \$200,000, Storm Sewer (Collector Network) Reserve - \$900,000, PUC Reserves - \$900,000

Dufferin Avenue Road Rehabilitation

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 3, 2023
Est. Completion Date: December 29, 2023
Budget Funding Status:

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 7,190,000	\$ 7,190,000	\$ -

Project Description:

The project consists of rehabilitation of approximately 1.9 kilometres of connecting link roadway within the community of Wallaceburg. The work involves pavement improvements including cold in place with expanded asphalt (CIREAM) of the current asphalt pavement structure, drainage improvements including replacement of any deficient existing catchbasins, curb & gutter sections, sidewalk improvements including the replacement of deficient sidewalks and ramps to address pedestrian traffic and address Accessibility for Ontarians with Disabilities Act (AODA). Also a new sidewalk shall be constructed on the north side of Dufferin from Bruinsma Avenue to the west limits of the contract to address public safety. The existing storm and sanitary sewers shall be CCTV prior as part of the detailed design to ensure their integrity prior to construction. Any areas of the road structure exhibiting deformations or distresses during construction will be excavated and replaced with granular material. Traffic signal upgrades include replacement of the existing signal heads to LED luminaires & pedestrian heads, audible pedestrian pushbuttons, pedestrian poles, and replacement of the existing loops at the 5 existing traffic signal locations within the contract limits. The existing controller at the Dufferin/Lisgar/McNaughton intersection shall also be replaced. Also included with this project but has been identified as non eligible costs is 950 m of watermain replacement and a storm sewer crossing.

Dufferin Avenue Road Rehabilitation (Continued)

Project Comments:

A preliminary estimate has been included as part of this application submission. This project is to be staged in such a way that the safe and efficient movement of traffic shall be maintained throughout the project.

Project Funding Sources:

Paved Roads Reserve - \$790,000, Storm Sewer (Collector Network) Reserve - \$500,000, Ontario Connecting Link Funding - \$3,000,000, PUC Reserves - \$2,900,000

2023 Active Transportation Lifecycle Project

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Active Transportation and Special Events
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 110,000	\$ 110,000	\$ -

Project Description:

The Active Transportation Lifecycle was created to support active living and health through promotion, transportation and recreation initiatives.

Active Transportation initiatives were included in the Trails Master Plan approved by Council in 2009.

The 2023 proposed projects include:

- Education and promotion of active transportation through use of our network
- Updates to mapping
- Additional trailhead signage
- Printing of additional cycling maps, safety handbooks and trail booklet

Contingencies for project overages and emergency repairs have been included in the request.

2023 Active Transportation Lifecycle Project (Continued)

Project Comments:

Active transportation includes any form of human-powered transportation such as walking and cycling, using a wheelchair, in-line skating and skateboarding.

Promotion of active transportation opportunities includes social media posts and initiatives such as Bike Month, CK Trail Challenge, Walktober, Learn to Cycle and Bike Maintenance programs.

Project Funding Sources:

Active Transportation Lifecycle Reserve - \$110,000

2023 Trails Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Active Transportation and Special Events
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 550,000	\$ 550,000	\$ -

Project Description:

In 2016, administration began applying trails lifecycle reserve funds to existing trail upgrades and repairs, in addition to constructing new recreational trails.

The projects for 2023 have been identified and prioritized. The projects include:

- Trail maintenance, reconstruction to address any issues along existing trails and new construction along these trails to add new portions e.g. Extension to washrooms or a bus stop
- The purchase of any equipment that is required to maintain infrastructure and add benches and fences as necessary
- Phase 1 of the Reynolds Tract Forest Trail in Ridgetown which includes widening of the entrance, garbage removal, removal of vegetation to create an accessible parking lot and connection to the LTVCA Walter Devereaux Trail
- Line painting on roads and pathways

Contingencies for project overages and emergency repairs have been included in this request.

2023 Trails Lifecycle Projects (Continued)

Project Comments:

The Municipality of Chatham-Kent maintains over 226 km of recreational trails and pathways, and more trails are being planned in partnership with communities across the region. Ranging in length from 100 m to 32 km, the trails have been constructed with a variety of surfaces to appeal to walkers, runners and cyclists. Another 60 km of additional trails are located in provincial parks and conservation areas within the Municipality.

Statistics gathered with the use of trail counters show that trail usage increased by 28.7% in 2022.

Project Funding Sources:

LifeAmp Trails Reserve - \$550,000

2023 Trail Lifecycle Brown Drain Reconstruction

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Active Transportation and Special Events
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 450,000	\$ 450,000	\$ -

Project Description:

In 2016, administration began applying trails lifecycle reserve funds to existing trail upgrades and repairs, in addition to constructing new recreational trails.

This request is for \$450,000 (contingency included) to reconstruct the asphalt pathway along the Brown Drain in Chatham.

Project Comments:

The Municipality of Chatham-Kent maintains over 226 km of recreational trails and pathways, and more trails are being planned in partnership with communities across the region. Ranging in length from 100 m to 32 km, the trails have been constructed with a variety of surfaces to appeal to walkers, runners and cyclists. Another 60 km of additional trails are located in provincial parks and conservation areas within the Municipality.

Brown Drain Pathway measures approximately 1.3 km and is an easy, level asphalt trail along both sides of the Brown Drain with end points at both St. Clair Street and Orangewood Boulevard.

2023 Trail Lifecycle Brown Drain Reconstruction (Continued)

Project Funding Sources:

\$450,000 - Trails Lifecycle Reserve

2023 Building Lifecycle requirement

Department: Infrastructure and Engineering Services
Division: Drainage, Asset & Waste Management

Manager:	Assets	Budget Book Year:	2023
Budget Year:	2023	Start Date:	January 3, 2023
Asset Type:	OPR & Fleet	Est. Completion Date:	December 29, 2023
Project Type:	Maintenance / Operations	Budget Funding Status:	Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 3,000,000	\$ 3,000,000	\$ -

Project Description:

Projects will include upgrades and maintenance of HVAC systems, mechanical/electrical components, grounds keeping, building related parking lots, exterior and interior finishes, roofing systems, building life safety features, security systems and accessibility components.

2023 Building Lifecycle requirement (Continued)

Project Comments:

The Asset Management Division is responsible for 115 municipal buildings including Municipal Service Centre office buildings, Police, Fire and Emergency Medical Services (EMS) Stations, Libraries, Public Works Garages/Offices, Theatres, Museums and a number of buildings leased to various businesses.

The Asset Management team, in consultation with representatives from all departments occupying the buildings, prioritize the building lifecycle projects to be completed each year.

Lifecycle demands have increased due to a number of legislated requirements as well as an aging infrastructure. There is also a need to address security issues within municipally owned buildings.

A master list of potential lifecycle projects is compiled from requests from various departments occupying the affected municipal buildings and priorities identified by the Asset Management department.

Additional consideration is given to projects identified but not completed during previous years.

It is important to note our planned projects are also subject to additional changes as urgent repairs emerge which may shift priorities.

Project Funding Sources:

Building Lifecycle Reserve - \$3,000,000

Preconstruction Bridge and Culvert Expenses

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Bridges
Budget Year: 2023
Asset Type: Bridges
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 2,727,168	\$ 2,727,168	\$ -

Project Description:

Approximately 65 unique/minor projects or assignments to support bridge projects in 2023, including:
 Geotechnical investigations, surveys, hydraulic analysis, condition assessments, load postings and other various expenses
 Miscellaneous bridge works such as waterproofing, deck drainage, steel and concrete repairs, guiderail repairs
 Utility relocations
 Permits, approvals & media advertisements
 Consulting services for detailed design and/or contract administration

Preconstruction Bridge and Culvert Expenses (Continued)

Project Comments:

Any bridge project greater than 3.0 m in span will continue to be assessed through the Council approved Bridge Divestment Criteria. Should any of these bridges pass the divestment criteria matrix, they will continue to move into the required public consultation process and brought back to Council for direction as required.

Bridge projects will continue to be prioritized based on their current Ontario Structure Inspection Manual (OSIM) ratings. Bridge and culvert tender approvals will continue to be brought to Council for approval. Projects that require pre-construction work are being proposed prior to detailed design and construction and therefore may not be constructed during the 2023 construction season. Where feasible, bridge projects will continue to allow for a 2 year construction window in an effort to achieve cost savings.

The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

Bridge Lifecycle Reserve - \$2,727,168.00

Disaster Mitigation Adaptation Fund Reserve Support

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Engineering Misc
Budget Year: 2023
Asset Type: Environment
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: April 1, 2020
Est. Completion Date: December 31, 2030
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,666,667	\$ 1,666,667	\$ -
2024	\$ 1,666,667	\$ 1,666,667	\$ -
2025	\$ 1,666,667	\$ 1,666,667	\$ -
2026	\$ 1,666,667	\$ 1,666,667	\$ -
2027	\$ 1,666,667	\$ 1,666,667	\$ -
2028	\$ 1,666,667	\$ 1,666,667	\$ -
2029	\$ 1,666,667	\$ 1,666,667	\$ -
2030	\$ 1,993,667	\$ 1,993,667	\$ -

Project Description:

Support for various drainage projects approved under the Disaster Mitigation Adaptation Fund (DMAF) program for the Thames River and Sydenham River. Projects include slope stabilizations, erosion control, various Municipal Class Environmental Assessments and drain/watercourse maintenance works.

Disaster Mitigation Adaptation Fund Reserve Support (Continued)

Project Comments:

This is a 10 year commitment where the Municipality identified approximately \$41 Million worth of projects through this program with over \$16 Million being supported through the DMAF Federal grant. \$24 Million is required through Municipal Capital contribution. Currently in year 4 of 10. 2023 Capital Budget Request is \$1,000,000.00.

Project Funding Sources:

Capital Reserve 60%, DMAF Federal Grant 40%. 2023 requires \$1,000,000 from Capital Reserve

Next Generation 9-1-1

Department: Finance, Budget, Information Technology & Transformation
Division: Information Technology & Transformation

Manager: Information Technology & Transformation
Budget Year: 2023
Asset Type: General Government
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: February 1, 2023
Est. Completion Date: March 4, 2025
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,500,000	\$ 1,500,000	\$ -
2024	\$ 1,464,355	\$ 1,464,355	\$ -

Project Description:

Public-Safety Answering Points (PSAPs) are mandated by the CRTC to implement Next Generation 9-1-1 (NG9-1-1) systems and decommission the current Enhanced 9-1-1 service by March 4, 2025.

Project Comments:

An estimated one-time cost of \$1,500,000 be approved and referred to the 2023 Capital Budget process and \$1,464,355 be approved and referred to the 2024 Capital Budget process for a total of \$2,964,355.

Project Funding Sources:

Capital Budget Reserve - \$1,500,000

Lake Erie Shoreline Erosion Upgrades

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Engineering Misc
Budget Year: 2023
Asset Type: Environment
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 2,200,000	\$ 2,200,000	\$ -

Project Description:

Shoreline protection and upgrades as required at various locations in coordination with Lake Erie Shoreline Study, the Talbot Trail EA and the Rose Beach Line EA.

Project Comments:

\$2,200,000 Funding recommended for 2023 to support Phase 1 of the Talbot Trail EA relocation strategy and final recommendations.

Project Funding Sources:

Capital Budget Reserve - \$2,200,000

Tilbury Stormwater Management

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Storm Sewer
Budget Year: 2023
Asset Type: Engineering
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,000,000	\$ 1,000,000	\$ -

Project Description:

Implementation of Projects as identified in Tilbury Storm Water Master Plan. Projects include new or upgrading existing storm sewers, new Municipal Drains or drain extensions/improvements, new regional stormwater ponds or retention systems and programs and strategies to reduce flooding and improve stormwater runoff for the Community of Tilbury

Project Comments:

\$20 Million to be supported through the Storm lifecycle reserve associated with the individual project upgrade requests. Majority of higher priority projects are 100% Capital with no lifecycle requirements. \$1,000,000 recommended from 2023 Capital budget

Project Funding Sources:

Capital Budget Reserve - \$1,000,000

Victoria Ave. Reconstruction

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: March 1, 2024
Est. Completion Date: December 31, 2026
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,000,000	\$ 1,000,000	\$ -

Project Description:

Victoria Ave. reconstruction project in the Community of Chatham between McNaughton Ave. and Thames St. Project includes sewer separation from a single combined sewer to dedicated storm and sanitary sewers, watermain upgrades, road improvements, intersection improvements, lighting improvements and new in-road bike lanes in support of active transportation master plan.

Project Comments:

Project to be phased over multiple years starting in 2024, subject to budget approval. Project to be funded through Capital, storm, roads, sanitary and water lifecycle reserves. Requesting additional \$1,000,000 through Capital Plan to support already committed \$2,350,000 in the Capital Reserve. Additional Capital and lifecycle allocations will be presented in 2024 budget.

Project Funding Sources:

Capital Budget Reserve - \$1,000,000

Intercounty Baseball League Park Upgrades

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Chatham Parks
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: October 25, 2023
Est. Completion Date: April 30, 2024
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 195,500	\$ 195,500	\$ -

Project Description:

Capital costs associated with the proposed purchase of perimeter fencing (wind screening), hitters eye, portable backstop, grooming equipment and bleachers to accommodate the proposed IBL team coming to Chatham-Kent at the Fergie Jenkins Field.

Project Comments:

Capital costs of \$195,500 required for 2023 and funded from the Hydro One Community Benefit Contribution Reserve. Projects to be implemented in 2024 but require advanced ordering in 2023 to ensure in on time.

Project Funding Sources:

Hydro One Community Benefit Contribution Reserve - \$195,500

Public Works Gas Generator Backup Systems

Department: Infrastructure and Engineering Services
Division: Public Works

Manager: Public Works
Budget Year: 2023
Asset Type: Engineering
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: March 1, 2023
Est. Completion Date: December 31, 2028
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 70,000	\$ 70,000	\$ -
2024	\$ 70,000	\$ 70,000	\$ -
2025	\$ 70,000	\$ 70,000	\$ -
2026	\$ 70,000	\$ 70,000	\$ -
2027	\$ 70,000	\$ 70,000	\$ -

Project Description:

Gas generator backup systems at all Public Works facilities throughout Chatham-Kent to provide backup support and continual operations during power outages and/or emergencies.

Project Comments:

First of a five year plan to install gas generator backup systems at all public works facilities. Requesting \$70,000 from Capital reserve over the next five years

Project Funding Sources:

Capital Budget Reserve - \$70,000

Mitchell's Bay Retaining Wall

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Seawall
Budget Year: 2023
Asset Type: Environment
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: March 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 800,000	\$ 800,000	\$ -

Project Description:

Design and construction of a new steel sheet pile retaining wall and reconstruction of the laneway/parking area on Main Street at the Mitchell's Bay Wharf

Project Comments:

No projects comments available.

Project Funding Sources:

Capital Budget Reserve - \$800,000

2023 Cemetery Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Cemetery
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 86,275	\$ 86,275	\$ -

Project Description:

Presently, Cemetery Operations receives \$135,520 annually for lifecycle issues and future cemetery land acquisitions. For lifecycle items, this typically covers such items as general maintenance, improvements, and repairs to infrastructure including mausoleums, chapels, garages, gates and water systems.

The 2023 cemetery lifecycle projects were reviewed with priority given to the following items:

- Safety/health related
- Maintenance of critical investment
- Mandated/legislated
- Cost avoidance
- Partnership funding availability

The list of projects is attached. Contingencies for project overages and emergency repairs have been included in this request.

2023 Cemetery Lifecycle Projects (Continued)

Project Comments:

Chatham-Kent provides the Care and Maintenance of 65 cemeteries including 31 abandoned, 28 inactive and six active for a total of 300 acres. Our cemeteries provide a peaceful setting for quiet remembrance and reflection. Visitors are welcome daily sunrise to sunset.

Chatham-Kent Cemeteries are the primary providers of public multi-optional burial site operations and maintenance within the Municipality of Chatham-Kent. The cemeteries, operating on a not-for-profit basis, deliver a limited range of services responsive to needs identified by the community.

Project Funding Sources:

Cemetery Lifecycle Reserve - \$86,275

Fit Park Lifecycle Reserve

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: August 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 16,500	\$ 16,500	\$ -

Project Description:

Fit Parks are set up with a variety of equipment built from high-quality, durable, weatherproof materials. Each station is equipped with easy-to-follow instructions for safe operation, as well as the health benefits of each exercise. Fit Parks promote a wide variety of flexibility, cardiovascular fitness and strength training moves to provide a well-rounded workout for all ages and skill levels.

There are 9 locations in Chatham-Kent with Fit Park equipment. These are located in the communities of Blenheim, Chatham, Dresden, Ridgetown, Tilbury, Wallaceburg and Pain Court.

Project needs for 2023 have been identified and this request addresses needs to replace signage, components of equipment and top up safety surfacing at Fit Park locations in Chatham. Contingencies for project overages and emergency repairs are included in this request.

Project Comments:

The Fit Parks offer opportunities for residents of all ages to utilize this equipment resulting in improved fitness and promotes healthy lifestyles.

Fit Park Lifecycle Reserve (Continued)

Project Funding Sources:

Fit Park Lifecycle Reserve - \$16,500

Minor Concrete Sidewalk & Curb Projects

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Sidewalk
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 203,520	\$ 203,520	\$ -

Project Description:

Approximately 8 unique/minor projects or assignments to support concrete sidewalk and curb related projects in 2023, including: miscellaneous sidewalk and curb repairs including grading and drainage works.

Project Comments:

The description lists sidewalk and curb related projects that are being proposed for 2023. This includes projects that are required both in advance of and during construction as a requirement of the large annual contracts. These projects do not include the larger annual maintenance contracts or innovation contracts that typically contain lists of sidewalks and locations. These larger contracts will continue to be brought to Council as individual reports requiring approval. The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

Sidewalk Lifecycle Reserve - \$101,760, Curb and Gutter Lifecycle Reserve - \$101,760

Road Crack Cleaning and Sealing

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 350,000	\$ 350,000	\$ -

Project Description:

Road crack cleaning and sealing provides an economically effective treatment to maintain asphalt roads that are experiencing early stages of transverse and longitudinal cracking. Typically, it is used to prevent water and debris from entering cracks in asphalt roads. Limiting water infiltration protects the underlying pavement layers and reduces the detrimental effects of freeze thaw cycles. Best practice has demonstrated that application of crack sealant material to roads experiencing early stages of cracking (usually between 2- 3 years after new pavement is placed) can expect to have their life expectancy increased by 3 years. As such, road crack cleaning and sealing is a cost effective treatment to prolong pavement life.

Project Comments:

The list of roads to be crack sealed in 2023 will be presented to Council for approval once the project has been tendered.

Project Funding Sources:

Paved Roads Reserve - \$350,000

Surface Treatment

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 600,000	\$ 600,000	\$ -

Project Description:

The Municipality of Chatham-Kent has approximately 215 km of surface treated roads. Commonly referred to as “tar and chip”, surface treatment is used in rural and semi-urban areas with low to medium volumes of traffic as a more cost effective option to asphalt paving.

The application of surface treatment involves evenly applying hot emulsified asphalt (tar) onto a roadway, followed by an even layer of angular aggregate stones (chip) that are rolled into place. Typically a single application is placed over a corrective asphalt padding base course, while a double application is applied onto compacted granular material after a road is pulverized and re-shaped. Once application of surface treatment is completed, the stones are further compacted and pressed into the asphalt tar by traffic. As a result for a period of weeks or months following the application, there is some loose crushed stone on top of the road surface. Depending on outside temperature and traffic, the road will eventually resemble the hard pavement of asphalt roads in higher traffic areas.

Project Comments:

The list of roads to be surface treated in 2023 will be presented to Council for approval once the project has been tendered.

Surface Treatment (Continued)

Project Funding Sources:

Paved Roads Reserve - \$600,000

Fibre Reinforced Surface Treatment

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 700,000	\$ 700,000	\$ -

Project Description:

In an effort to support innovative technologies and procedures for surface treated roads, in 2019 the Engineering and Transportation division invited Norjohn Contracting and Paving Limited in to meet with staff to discuss Fibre Reinforced Surface Treatment and the potential for additional sections to be completed within the Municipality. Based on the condition of previous trial sections, as well as the cost benefit noted in 2019, Engineering believes it would be advantageous to continue utilizing this innovative technology. Fibre Reinforced Surface Treatment combines a special polymer modified asphalt emulsion with chopped fiberglass strands and a special aggregate. This combination is proven to make the mixture highly resilient to reflective and alligator cracking as it bridges and holds the mix together.

Project Comments:

The list of roads to be treated with fibre reinforced surface treatment in 2023 will be presented to Council for approval once the project has been tendered.

Project Funding Sources:

Paved Road Reserve - \$700,000

Cold In-Place Recycling

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 3,500,000	\$ 3,500,000	\$ -

Project Description:

In the cold in place recycling process, the existing hot-mix asphalt is reclaimed, sized, treated with the desired binder, relayed and compacted in one stage. Once the new base layer has properly cured, determined by testing base samples, an asphalt overlay is placed on this layer.

Full Depth Reclamation combined with Cold In-Place Recycling, provides a number of benefits over other reconstruction methods. The process can rehabilitate pavement exhibiting age, thermal, fatigue and reduce reflective cracking. It also has been found to be cost effective by recycling 100% of the existing road. There are also environmental benefits by eliminating the hauling of new materials and re-using the existing asphalt pavement. The Full Depth Reclamation process combined with Cold In-Place Recycling, provides a service life of up to 15 years with significantly less cost than other reconstruction techniques.

Project Comments:

The list of roads to be cold in-place recycled in 2023 will be presented to Council for approval once the project has been tendered.

Project Funding Sources:

Paved Roads Reserve - \$1,960,000, CCBF - \$1,540,000

Hot-Mix Resurfacing

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 7,000,000	\$ 7,000,000	\$ -

Project Description:

The Engineering and Transportation staff has reviewed various road sections to be rehabilitated in the 2023 Hot-Mix & Fibre Reinforced Resurfacing Program based on the Pavement Condition Index (PCI). This data, collected by StreetScan in early 2020, was used for the purpose of identifying candidates for a multi-year Hot-Mix & Fibre Reinforced Asphalt Resurfacing Program, including the road sections identified for this year’s program.

In an effort to support innovative technologies and procedures for asphalt roads, the Engineering and Transportation division completed trial sections of fibre reinforced asphalt pavement. The 2021 Hot-Mix & Fibre Reinforced Asphalt Resurfacing Program will continue to utilize this product in an effort to increase service life and lower future lifecycle costs. Engineering believes it would be advantageous to continue using this innovative technology. We will continue to monitor each of the road sections utilizing fibre reinforcement to determine if the product meets our expectations.

The Hot-Mix & Fibre Reinforced Asphalt Resurfacing Program contract provides for the supply, hauling, and placement of hot-mix asphalt & fibre reinforced hot-mix asphalt to be applied on various roads throughout Chatham-Kent.

Project Comments:

The list of roads to be resurfaced in 2023 will be presented to Council for approval once the project has been tendered.

Hot-Mix Resurfacing (Continued)

Project Funding Sources:

Paved Roads Reserve - \$1,665,00, OCIF Reserve - \$5,335,000

Sidewalk Replacement

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Sidewalk
Budget Year: 2023
Asset Type: Engineering
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 500,000	\$ 500,000	\$ -

Project Description:

The Chatham-Kent Engineering and Transportation Division recently (2020) completed sidewalk condition ratings for all of Chatham-Kent. The rating system uses criteria of spalling, joint deflections, settlement, cracking and general overall appearance to determine a rating out of 100. The lower the rating, the more severe the deficiencies. The sections are then field checked with respect to usage, location, water-ponding and accessibility to finalize the repair and replacement list each year which is presented to Council. The ranking system provides a fair and unbiased assessment to ensure those sidewalk sections in most need of repair are dealt with using the available Lifecycle funding. This project involves the replacement of sidewalk, accessible ramps and curbs on various street sections throughout Chatham-Kent. All sidewalk replacements are designed with today’s accessibility standards in mind.

Project Comments:

The list of sidewalks to be replaced in 2023 will be presented to Council for approval once the project has been tendered.

Project Funding Sources:

LifeAmp Sidewalks Reserve - \$500,000

Curb Replacement

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,500,000	\$ 1,500,000	\$ -

Project Description:

Replacement of concrete curb and gutters to facilitate improved drainage to extend the lifecycle of the adjacent roadway.

Project Comments:

The list of curbs to be replaced in 2023 will be presented to Council for approval once the project has been tendered.

Project Funding Sources:

LifeAmp Curb & Gutter Reserve - \$625,000, Paved Roads Reserve - \$875,000

Parking Lot Improvements

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Trans-Other
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 950,000	\$ 950,000	\$ -

Project Description:

The Engineering and Transportation Division compiled a list of approximately 40 Municipal parking lots in most need of repair/rehabilitation based on previous evaluations as well as on-site reviews. A weighted matrix system, utilizing factors such as condition, usage, and public access, was applied to determine an overall ranking for parking lots. This list, along with the estimated cost for improving each of the lots, was used to formulate a multi-year parking lot improvement program, including the lots identified for this year.

The parking lots are selected based on their overall ranking, cost estimate, and in consultation with other Municipal departments including Public Works, Parks, Recreation and Cemeteries and Building Maintenance. Any conflicts with bridge or other infrastructure projects were identified and the list was adjusted accordingly.

Project Comments:

The list of parking lots to be rehabilitated in 2023 will be presented to Council for approval once the project has been tendered.

Project Funding Sources:

LifeAmp Parking Lots Reserve - \$950,000

Disaster Mitigation Funding - Support Reserves

Department: Infrastructure and Engineering Services
Division: Drainage, Asset & Waste Management

Manager: Assets
Budget Year: 2023
Asset Type: Environment
Project Type: Capital - NEW

Budget Book Year: 2023
Start Date: January 16, 2020
Est. Completion Date: December 27, 2030
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 100,000	\$ 100,000	\$ -

Project Description:

Support for projects approved under Disaster Mitigation and Adaptation Fund (DMAF) Grant

Project Comments:

10 year commitment of Municipal contribution to support grant for \$16M from Federal Government

Project Funding Sources:

Federal Government DMAF Grant of \$16.575M

2023 Vehicle & Equipment Replacement List

Department: Infrastructure and Engineering Services
Division: Drainage, Asset & Waste Management

Manager: Fleet
Budget Year: 2023
Asset Type: OPR & Fleet
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: February 1, 2023
Est. Completion Date: December 31, 2024
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 4,500,000	\$ 4,500,000	\$ -

Project Description:

Following is the list of vehicles and equipment recommended for replacement in 2023. The first 2 digits in a vehicle unit number indicate the year of the vehicle.

Fire Services

- 00FD015* - Aerial
- 01FD028* - Tanker
- 03FD021 - Pumper
- 03FD050 - Boat
- 77UT056 – Trailer

Public Works

- 04LD010 - Loader
- 12DP040 - Dump Truck
- 12MR004 - Mower
- 12TR002 - Articulated Tractor

2023 Vehicle & Equipment Replacement List (Continued)

12WC005 - Wood Chipper
13DP071 - Dump Truck
13DP072 - Dump Truck
13DP073 - Dump Truck
13MR037 - Mower
13MR041 - Mower
13TR013 - Articulated Tractor
13WC013 - Wood Chipper
14MR021 - Mower
14MR022 - Mower
14MR025 - Mower
14PU098 - Pickup
79UT057 - Trailer
81UT022 - Trailer
93UT019 - Trailer
98UT014 - Trailer
99LD014 - Loader

Building Development Services

15CR001 - Car
15CR005 - Car

Cemetery Services

70UT038 - Trailer
83UT100 - Trailer
90LD006 - Tractor

Parks

2023 Vehicle & Equipment Replacement List (Continued)

96LT025 - Tractor
97TR054 - Tractor
ZZUT010 - Trailer
12BDG001 - Ball Diamond Groomer
13LT005 - Lawn Tractor
80UT077 - Trailer
82UT032 - Trailer

Recreation Services
00GA002 - Gator Utility Vehicle

*Note: The aforementioned Aerial and Tanker for Fire Services have been previously ordered through the approved Fire Fleet Rationalization Report. That report was presented and approved by Council on December 2, 2019. These units have been delivered and are in service.

The total approximate cost to fund this project will be \$4.5 million

Project Comments:

The Vehicle and Equipment Replacement identifies vehicles that need to be replaced in order to keep the municipal fleet in line with various regulations. Timely vehicle replacement mitigates operational costs and reduces environmental impacts. Fleet Services is exploring and implementing opportunities to add environmentally friendly vehicle and equipment to the fleet in order to reduce fossil fuel consumption and reduction of GHG emission.

Project Funding Sources:

Various Fleet Reserve \$4,500,000

Minor Guiderail Projects

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 152,640	\$ 152,640	\$ -

Project Description:

Approximately 3 unique/minor projects or assignments to support miscellaneous guiderail projects in 2023.

Project Comments:

The description outlines the guiderail projects that are being proposed for 2023. This table includes projects that are required to maintain the guiderail inventory to the standards set out in the MTO Roadside Design and Evaluation Manuals. The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

LifeAmp Road Safety & Guide Rails Reserve - \$152,640

Minor Parking Lot Projects

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 101,760	\$ 101,760	\$ -

Project Description:

Approximately 3 unique/minor projects or assignments to support miscellaneous parking lot projects in 2023.

Project Comments:

The description lists parking lot projects that are being proposed for 2023. These projects do not include the larger annual reconstruction, maintenance or innovation contracts. These larger contracts will continue to be brought to Council as individual reports requiring approval. The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

LifeAmp Parking Lots Reserve - \$101,760

Minor Paved Road Projects

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Roads
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 407,040	\$ 407,040	\$ -

Project Description:

Approximately 8 unique/minor projects or assignments to support road related projects in 2023, including:
 Lifecycle geotechnical testing for all road contracts
 Geotechnical investigations in advance of contract preparations
 Miscellaneous road repairs or related works including grade adjustments, drainage repairs or curb/gutter repairs.

Project Comments:

The above description lists road related projects that are being proposed for 2023. This list includes projects that are required both in advance of and during construction as a requirement of the annual contracts. These projects do not include the annual maintenance contracts or innovation contracts that typically contain lists of roads and locations. These larger contracts will continue to be brought to Council as individual reports requiring approval. The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

Paved Roads Reserve - \$407,040.00

Public Works Small Culvert Maintenance and Repairs

Department: Infrastructure and Engineering Services
Division: Public Works

Manager: Public Works
Budget Year: 2023
Asset Type: Bridges
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: February 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 250,000	\$ 250,000	\$ -

Project Description:

Public Works Lifecycle allocation requirements for various maintenance and repair projects pertaining to small culverts which include emergency and/or unplanned repairs and projects.

Project Comments:

Lifecycle request for \$250,000 from the Small Culverts and Bridges Reserve

Project Funding Sources:

Small Bridges and Culverts Reserve of \$250,000

Public Works Roads Maintenance and Repairs

Department: Infrastructure and Engineering Services
Division: Public Works

Manager: Public Works
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: February 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 200,000	\$ 200,000	\$ -

Project Description:

Public Works Lifecycle allocation requirements for various maintenance and repair projects pertaining to roads which include emergency and/or unplanned repairs and projects.

Project Comments:

Paved Roads Reserve - \$200,000

Project Funding Sources:

Paved Roads Reserve - \$200,000

Public Works Storm Maintenance and Repairs

Department: Infrastructure and Engineering Services
Division: Public Works

Manager: Public Works
Budget Year: 2023
Asset Type: Engineering
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: February 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 300,000	\$ 300,000	\$ -

Project Description:

Public Works Lifecycle allocation requirements for various maintenance and repair projects pertaining to storm which include emergency and/or unplanned repairs and projects.

Project Comments:

No projects comments available.

Project Funding Sources:

LifeAmp Storm Sewer (Collector Network) Reserve - \$300,000

2023 Arena Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 30, 2023
Est. Completion Date: August 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 1,100,000	\$ 1,100,000	\$ -

Project Description:

In 1999, Council approved the Arena Business Plan, which included a lifecycle reserve for repair and replacement of Chatham-Kent Arenas capital assets.

The Parks, Recreation and Cemeteries division requests funds annually from the Arena Lifecycle Reserve to maintain and replace equipment and other components of the arenas to ensure residents have access to safe and efficient facilities.

This request reflects an estimated \$1,100,000 to be spent on various arena upgrades that could include building structures, entrances, doors, lights, score clocks, benches, seating, painting, exhaust fans, ice maintenance equipment, walkways, flooring, boards, and other repairs and/or replacements throughout the arenas. A contingency has been added for quote overages and emergency repairs or replacements.

2023 Arena Lifecycle Projects (Continued)

Project Comments:

Arenas are located in the communities of Blenheim, Bothwell, Chatham (3), Dresden, Ridgetown, Tilbury, Wallaceburg and Wheatley. The ten Chatham-Kent arenas range in age from 30 to 74 years old with Tilbury Arena being the newest facility and Wallaceburg Arena the oldest.

These arenas provide ice for numerous youth and adult hockey programs as well as five junior hockey teams. In the spring and summer months the arena floor at some locations becomes available for trade shows, fairs and team sports such as ball hockey and lacrosse. In addition to ice and floor activities, the arenas offer meeting and multi-purpose rooms utilized by user groups and residents for meetings, family gatherings, dinners and wedding receptions.

Project Funding Sources:

Arena Lifecycle Reserve - \$1,100,000

2023 Playground Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 466,300	\$ 466,300	\$ -

Project Description:

During the 2000 budget deliberations, Council approved the establishment of a lifecycle reserve for playground equipment replacement. Based on Canadian Safety Authority (CSA) standards, Chatham-Kent usage patterns, equipment age and condition, a Playground Equipment Replacement Priority List was created to guide the 15-year replacements timeframe.

Playground equipment projects are reviewed annually in context with the following priorities:

- Safety
- Mandated/legislated design requirements, e.g. CSA, AODA
- Cost avoidance

This request is for \$466,300 for repairs and/or replacements of play structures, surfaces, pathways, benches, swings, stairs, accessible swings and other items related to playground equipment. Contingencies for project overages and emergency repairs have been included in the request.

2023 Playground Lifecycle Projects (Continued)

Project Comments:

As of January 2016, the province mandated that all new units must be Accessibility for Ontarians with Disabilities Act (AODA) compliant, where applicable. Complying with the AODA has major financial impacts on playground unit costs. A typical accessible unit includes the unit, signage, access ramps, accessible play safety surface material, and bench.

There are currently 88 play structures maintained by the Parks, Recreation and Cemeteries division.

Project Funding Sources:

Playground Lifecycle Reserve - \$466,300

2023 Splash Pad Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: May 1, 2023
Est. Completion Date: May 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 37,500	\$ 37,500	\$ -

Project Description:

The Municipality maintains 9 splash pads in the Communities of Bothwell, Chatham, Dresden, Mitchell’s Bay, Ridgetown, Tilbury, Thamesville, Wallaceburg and Wheatley.

The Splash Pad Reserve is used to fund repair and replacement costs of various splash pad components.

The 2023 splash pad lifecycle projects have been identified and are listed in the attachment. Contingencies for project overages and emergency repairs have been included in this request.

Project Comments:

The splash pads offer a fun place for kids to cool their heels in the summer months. Operating from May through October each year, many of the splash pads offer amenities such as washrooms and shelters.

Project Funding Sources:

Splash Pad Lifecycle Reserve - \$37,500

2023 Outdoor Pool Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: May 1, 2023
Est. Completion Date: June 30, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 148,750	\$ 148,750	\$ -

Project Description:

In 2004, an Outdoor Pools Lifecycle Reserve was established to maintain the existing outdoor pools infrastructure.

Chatham-Kent has seven operational outdoor swimming pools located in the communities of Chatham (3), Dresden, Thamesville, Ridgetown and Tilbury. All of the outdoor pools are more than 50 years old.

This request for funding in 2023 from the Outdoor Pools Reserve will address needs at pools located in Chatham, Dresden, Thamesville and Tilbury. A list of projects is attached. Contingencies for project overages and emergency repairs have been included in the request.

2023 Outdoor Pool Lifecycle Projects (Continued)

Project Comments:

The outdoor pools operate during the months of July and August each year. These pool locations offer washroom/changeroom facilities.

Various programs are offered during the months the pools are open.

Items covered under the lifecycle include equipment such as vacuums, motors, pumps, chlorinators. The pool liner, basin and buildings are also covered under this lifecycle.

Project Funding Sources:

Outdoor Pool Lifecycle Reserve - \$148,750

2023 Parks Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 550,000	\$ 550,000	\$ -

Project Description:

In 2003, a LifeAmp Parks Recreation Facilities Reserve was established to fund replacement costs of major park components.

The needs to complete projects in parks are reviewed annually with priority given to the following items:

- Safety/health related
- Maintenance of critical investment
- Mandated/legislated
- Cost avoidance
- Partnership funding availability

This request is for \$550,000 for repairs and/or replacements of ball diamonds, soccer fields, fences, light poles, boat docks, washrooms, storage buildings, boardwalks, painting, tennis courts, boat launches, bleachers, pathways, trees, garbage receptacles, picnic tables, benches, signs, lights, and other various items in parks. Contingencies for project overages and emergency repairs are included.

2023 Parks Lifecycle Projects (Continued)

Project Comments:

The Parks, Recreation and Cemeteries division maintains 185 parks throughout Chatham-Kent. These park areas include beaches, sport fields and open spaces offering amenities such as dugouts, bleachers, storage, washroom buildings, launches, boat docks, inground garbage receptacles, picnic tables, benches and shelters.

Maintenance of these areas and amenities are required to ensure the health, safety and enjoyment of the public.

Project Funding Sources:

LifeAmp Parks - Recreation Facilities Reserve \$550,000

2023 Community Halls Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: August 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 62,000	\$ 62,000	\$ -

Project Description:

In 2010, Council approved the establishment of a Halls Lifecycle Reserve to maintain existing municipally owned community halls. The Reserve covers repairs/replacements such as roofing, HVAC units and upgrades to ensure AODA compliancy and energy efficiency.

These halls are located in the communities of Morpeth, Thamesville, Merlin, Tilbury, Bothwell and Ridgetown.

The 2023 community halls lifecycle projects have been identified and prioritized. The projects include:

- Merlin Hall – Several trees on the property are in need of removal.
- Brunner Centre in Thamesville – Installation of automatic doors to improve accessibility.
- Brunner Centre in Thamesville – Purchase of new tables to accommodate functions at the hall.

Contingencies for project overages and emergency repairs have been included in the request.

2023 Community Halls Lifecycle Projects (Continued)

Project Comments:

Located on Aberdeen St. in Merlin, the Merlin Hall is operated by the Merlin Parks and Recreation Advisory Committee. It offers a fully equipped kitchen and meeting rooms. With a 250 person capacity, this hall is a great place for dinners, weddings and other events.

The Brunner Centre in Thamesville is located in Ferguson Park and was built to meet the needs of the community and local Cub and Scout organizations. This air-conditioned hall has a fully equipped kitchen and a small meeting room. With a capacity for approximately 160 people, it is an ideal facility for hosting family reunions, wedding receptions or showers.

Project Funding Sources:

Community Halls Lifecycle Reserve - \$62,000

2023 Clearville Park Lifecycle Project

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: May 1, 2023
Est. Completion Date: May 31, 2023
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 80,000	\$ 80,000	\$ -

Project Description:

In March 2004, Council approved the Clearville Park and Campground Business Plan that included a recommendation to establish an annual lifecycle reserve for items such as roadway improvements, shelter replacement, roofing and service upgrades.

This request for funding from the Clearville Park Lifecycle Reserve in 2023 will allow for well testing and washroom upgrades at the park. Contingencies for project overages and emergency repairs are included.

2023 Clearville Park Lifecycle Project (Continued)

Project Comments:

Clearville Park offers seasonal and transient camping from May through October each year.

Annual profits from the operation of this park are transferred to the Clearville Park Lifecycle for future projects at the site. The Parks, Recreation and Cemeteries division identifies lifecycle requirements and requests funds annually to maintain equipment and other components of the park to ensure park users enjoy a safe and well-maintained environment.

Well testing is to be completed at Clearville Park as part of a Ministry of Health requirement.

Upgrades to various washrooms at the park are needed to meet AODA requirements.

Project Funding Sources:

Clearville Park Lifecycle Reserve - \$80,000

2023 Indoor Pool Lifecycle Projects

Department: Infrastructure and Engineering Services
Division: Parks Recreation & Cemeteries

Manager: Recreation Facilities - Wallaceburg
Budget Year: 2023
Asset Type: Recreation & Parks
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: April 1, 2023
Est. Completion Date: August 31, 2023
Budget Funding Status:

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 123,000	\$ 123,000	\$ -

Project Description:

In 1999, Council approved the establishment of a lifecycle reserve for indoor pools to address capital asset replacements such as flooring, safety rails, heating equipment and lifeguard chairs.

The two municipal indoor pools are located in the communities of Blenheim and Wallaceburg.

This request for funding from the reserve will address changeroom restoration and re-tiling of showers at the Sydenham Pool in Wallaceburg. Contingencies for project overages and emergency repairs are included in this request.

2023 Indoor Pool Lifecycle Projects (Continued)

Project Comments:

The Wallaceburg Sydenham Pool is a 23 metre, 6 lane indoor pool located in the Wallaceburg District Secondary School.

Open year-round, the pool features an accessible change room, accessible lift, stair access, tot slide, diving board, and floatable equipment. Pool capacity is 150.

Public programs include swimming lessons, Aquafit classes, lane swimming, and recreational swims.

The changerooms and showers at the Sydenham pool are in need of an upgrade as tiles and grout are starting to break and stain. The tiles on the shower are outdated, damaged and in need of upgrade.

Project Funding Sources:

Indoor Pool Lifecycle Reserve - \$123,000

Minor Storm Sewer Projects

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Storm Sewer
Budget Year: 2023
Asset Type: Wastewater
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 407,040	\$ 407,040	\$ -

Project Description:

Approximately 8 unique/minor projects or assignments to support storm sewer related projects in 2023, including:
 Storm CCTV investigations
 Miscellaneous catch basin installations, repairs and minor grading works
 Miscellaneous storm sewer replacements and repairs
 Miscellaneous maintenance Hole replacements, repairs and rehabilitations

Project Comments:

The description lists storm related projects that are being proposed for 2023. This list includes projects that are required both in advance of and during construction as a requirement of the annual contracts. These projects do not include the larger annual reconstruction, maintenance or innovation contracts. These larger contracts will continue to be brought to Council as individual reports requiring approval. The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

LifeAmp Storm Sewer (Collector Network) Reserve - \$407,040.00

Minor Traffic Projects

Department: Infrastructure and Engineering Services
Division: Engineering, Transportation Services

Manager: Traffic
Budget Year: 2023
Asset Type: Trans-Other
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date:
Est. Completion Date:
Budget Funding Status: Council Recommended

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 50,880	\$ 50,880	\$ -

Project Description:

Approximately 3 unique/minor projects or assignments to support miscellaneous traffic signal projects in 2023.

Project Comments:

The description lists traffic signal projects that are being proposed for 2023. This includes projects that would be considered emergency repairs required to maintain the safe operation of traffic signals throughout the Municipality. The Chatham-Kent Purchasing Policy and approval limits will be followed for the procurement of these services.

Project Funding Sources:

LifeAmp - Traffic Assets (Signals) Reserve - \$50,880.00

Wallaceburg/Thamesville Streetlight Upgrades

Department: Infrastructure and Engineering Services
Division: Public Works

Manager: Public Works
Budget Year: 2023
Asset Type: Roads
Project Type: Capital - AMP

Budget Book Year: 2023
Start Date: February 1, 2023
Est. Completion Date: December 31, 2023
Budget Funding Status: Council Approved

Project Forecast:

Year	Total Expense	Total Revenue	Difference
2023	\$ 500,000	\$ 500,000	\$ -

Project Description:

Installation of new decorative LED streetlight poles for the Communities of Wallaceburg and Thamesville downtown centers.

Project Comments:

Request for \$500,000 to support the installation of the Council approved new decorative streetlight poles for the Communities of Wallaceburg and Thamesville downtown centers.

Project Funding Sources:

Capital Budget Reserve - \$500,000

2023 Deferred Capital Projects

Rank	Dept	Division	Function & Priority	Project Name	Project Location	Explanation	Gross '000	Rev '000	DC '000	Capital Req '000	Carry Over Budget, Prior Years '000	Future Net Capital Projects 2024 to 2033 '000
7	IES	Parks	211	Future Park - Servicing on Bear Line and McNaughton Ave.	Chatham	Site servicing and development of new park land along Bear Line, north of McNaughton to accommodate recreational demands such as tennis, pickleball, rugby, cricket and soccer. Site is to accommodate new Tennis Dome through Tennis Club Canada with future space allocated for playground, splash pads, washrooms and parking. Phase 1 site servicing along Bear Line is \$1.4M	\$7,400	\$0	\$0	\$7,400	\$0	\$7,400
9	IES	Parks	208	Chatham Pickleball Hub	Chatham	Motion by council to investigate a pickleball hub. The Chatham Pickleball Group is fundraising to build a pickleball hub in Chatham, location to be determined	\$750	\$0	\$0	\$750	\$0	\$750
11	FBITT	ITT	207	Corporate Internet	Chatham-Kent	Providing 48 Municipal locations (Firehalls, Arenas, Libraries, Garages, Office, etc.) with adequate internet connectivity	\$8,000	\$0	\$0	\$8,000	\$500	\$7,500
13	IES	Engineering	201	Erie Shore Drive - Dike Improvements	Erie Shore Drive, Chatham-Kent	Erie Shore Drive - Dike Repairs. Project on hold and to be confirmed pending direction through the Drainage Act.	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000
14	IES	Engineering	200	Erieau Beach Playground Parking Lot Upgrade	Erieau	Improvement to the Erieau Beach Playground Parking Lot with sufficient grading, drainage and an upgraded hard surface finish	\$130	\$0	\$0	\$130	\$0	\$130
17	IES	Engineering	197	Howard Road Upgrade	Chatham	Upgrade Howard Rd. in Chatham to an Urban Collector Status. Project identified as a 0-5 year priority through TMP	\$2,000	\$400	\$1,000	\$600	\$500	\$100
18	IES	Engineering	196	Middleton Line Upgrade	Wheatley	Upgrade Middleton Line from Klondyke to Harbour in Wheatley to a Urban Collector. Project identified as a 0-5 year priority through TMP	\$880	\$200	\$440	\$240	\$0	\$240
19	IES	Engineering	196	Harbour Road Upgrade	Wheatley	Upgrade Harbour Road from Middleton to Talbot Trail to Urban Local. Project identified as a 0-5 year priority through TMP	\$550	\$150	\$275	\$125	\$0	\$125
20	IES	Engineering	194	New Sidewalks	Chatham-Kent	Funding to support Municipal Share for new sidewalks throughout Municipality. Awaiting new policy	\$2,000	\$0	\$0	\$2,000	\$1,550	\$450
21	IES	Parks	194	Mitchell's Bay Trail	Mitchell's Bay	Construction of a paved shoulder trail along Main Street to compliment the north side paved shoulder	\$350	\$0	\$0	\$350	\$0	\$350
22	IES	Engineering	191	Given Road Upgrade	Chatham	Upgrade Given Road from Limits of Development to McNaughton Ave to Urban Collector. Project identified as a 0-5 year priority through TMP	\$220	\$60	\$110	\$50	\$0	\$50
23	HFS	Library	191	Chatham Central Library Property Purchase, Renovations and Expansion	Queen St., Chatham	Master plan provision - expansion, funding over 4 years	\$3,756	\$0	\$0	\$3,756	\$0	\$3,756
24	IES	Engineering	186	Intersection Improvements - Adelaide and King	Chatham	Intersection improvements for Adelaide St. S. and King St. E. including consulting and construction	\$260	\$0	\$0	\$260	\$0	\$260

2023 Deferred Capital Projects

Rank	Dept	Division	Function & Priority	Project Name	Project Location	Explanation	Gross '000	Rev '000	DC '000	Capital Req '000	Carry Over Budget, Prior Years '000	Future Net Capital Projects 2024 to 2033 '000
25	IES	Engineering	185	1 st Concession Line Upgrade	Wheatley	Upgrade 1 st Concession Line in Wheatley to Urban Local (Industrial) Project identified as a 0.5 year priority through TMP	\$2,000	\$400	\$1,000	\$600	\$0	\$600
26	IES	Parks	185	Mitchells Bay Marine Park Extension	Mitchell's Bay	Construct a crusherdust trail to connect the North Lakeshore Trail to the Community Park Trail and South Lakeshore Trail. Create a parking area at the North Lakeshore Trail.	\$100	\$0	\$0	\$100	\$0	\$100
27	IES	Parks	183	Tecumseh Park Master Plan	Chatham	Archeological Survey, and Master Plan. Required Prior to Redevelopment	\$1,046	\$0	\$0	\$1,046	\$0	\$1,046
28	IES	Parks	180	Parking Lot Expansion	Pain Court	The existing parking lot only allows for 5 - 6 vehicles and there is not enough parking for the usage the trail and park is getting. Expanding the parking lot would also allow for a accessible parking spot to be added along with 5-10 extra parking spots.	\$500	\$0	\$0	\$500	\$0	\$500
29	IES	Engineering	175	Municipal Lot 'O' Upgrade	Wallaceburg	Upgrading of Municipal Lot 'O' in Wallaceburg. Parking Lot Upgrade Policy for 50/50 cost share with BIA (not yet received)	\$100	\$50	\$0	\$50	\$0	\$50
30	IES	Engineering	175	McLean St. Extension	Wheatley	Extend and upgrade McLean St. in Wheatley to Urban Local (Industrial). Project identified as a 0-5 year priority through TMP	\$1,100	\$0	\$825	\$275	\$0	\$275
31	IES	Parks	175	Finalization of Trail Connections	Chatham	To complete critical connections for pathways and off road travel at Idelwild to Given Road, Brown Drain to St Clair on South side of Path, Chatham	\$500	\$0	\$0	\$500	\$0	\$500
32	IES	Parks	174	Solvay Baseball Diamond Lights and Stands	Blenheim	Baseball in Blenheim is growing both slo-pitch and minor ball. Currently to accommodate all of the weekly baseball schedules, teams use 5 diamonds on school property. Recommendation to add lights, washrooms and stands to Solvay baseball diamond	\$500	\$0	\$0	\$500	\$0	\$500
33	IES	Parks	174	New Sports Field Lighting	Chatham	Add lighting to double usage on existing fields to maximize use of soccer facilities.	\$600	\$0	\$0	\$600	\$0	\$600
34	IES	Parks	172	Chatham Hydro One Trail Corridor	Chatham	Construction of a 2.71km long trail along the Hydro One Corridor between Mud Creek and Maple Leaf Cemetery	\$700	\$0	\$0	\$700	\$0	\$700
35	IES	Engineering	170	Western Link EA	Chatham	Western Link EA - Bloomfield Road Bridge and associated new road work in 2033. EA to be updated in 2026.	\$77,000	\$0	\$ 57,750	\$ 19,250	\$0	\$19,250

2023 Deferred Capital Projects

Rank	Dept	Division	Function & Priority	Project Name	Project Location	Explanation	Gross '000	Rev '000	DC '000	Capital Req '000	Carry Over Budget, Prior Years '000	Future Net Capital Projects 2024 to 2033 '000
36	IES	Engineering	169	Pedestrian Signal - McNaughton Ave Chatham	Chatham	Relocation of the pedestrian signal for the Tecumseh Public School	\$130	\$0	\$0	\$130	\$0	\$130
37	IES	Parks	166	Erie Street South Bike Lanes	Wheatley	Construct paved shoulders along Erie Street South in Wheatley on both sides of the road for 3km's from Middleton Line to South end.	\$1,900	\$0	\$0	\$1,900	\$0	\$1,900
38	IES	Engineering	165	Intersection Improvements - Grand Ave East and Taylor Ave	Chatham	Intersection improvements to Grande Ave East and Taylor Ave.	\$500	\$150	\$0	\$350	\$50	\$300
39	IES	Engineering	164	Baldoon Road Reconstruction	Valencia Drive to Gregory Drive	Reconstruction of Roadway, lowering and improvement to Urban Cross Section - Including Drain enclosure.	\$3,100	\$240	\$1,860	\$1,000	\$50	\$950
40	IES	Engineering	160	Seventh Line Relocation	Bloomfield Business Park	Bloomfield Business Park Seventh Line Relocation	\$8,900	\$2,500	\$0	\$6,400	\$50	\$6,350
41	IES	Parks	158	Chatham to Mitchell's Bay - Bear Line Paved Shoulders	Chatham	Construct paved shoulders along Bear Line from Grande River Line to Bay Line.	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000
42	IES	Engineering	153	Transit Loading Zone	Chatham	Installation of a new Transit loading zone along St. Clair St. servicing the Chatham SmartCentres	\$270	\$0	\$270	\$0	\$0	\$0
43	IES	Parks	153	New Playground Equipment	Chatham	A request has been received to place new accessible playground equipment at Thames Grove in Chatham to expand usage of the park area for all ages.	\$200	\$0	\$0	\$200	\$0	\$200
44	IES	Parks	148	Wallace St. Trail Extension	Wallaceburg	To extend the Wallace St. Trail towards the cemetery. Length is 566m.	\$50	\$0	\$0	\$50	\$0	\$50
45	IES	Parks	148	MacDonald Park Trail	Wallaceburg	To create a crusherdust trail through this naturalized park, 1,100 metres in length.	\$72	\$0	\$0	\$72	\$0	\$72
46	IES	Parks	148	The Reynolds Tract Forest Trail	Ridgetown	Community partners have approached requesting the creation of a woodland trail system through the Reynolds Tract, similar to Paxton's Bush. It would be 3km in length at 1.5m wide.	\$250	\$0	\$0	\$250	\$0	\$250
47	IES	Parks	145	Briar Hill Greenspace Play Structure	Chatham	Installation of a new play structure at 10 Briar Hill Road in Chatham	\$125	\$0	\$0	\$125	\$0	\$125
48	IES	Public Works	145	Tilbury Valetta Garage - Storage	Tilbury	New storage at Tilbury Valetta Garage as a result of Port Alma that will be demolition in the near future.	\$150	\$0	\$0	\$150	\$0	\$150

2023 Deferred Capital Projects

Rank	Dept	Division	Function & Priority	Project Name	Project Location	Explanation	Gross '000	Rev '000	DC '000	Capital Req '000	Carry Over Budget, Prior Years '000	Future Net Capital Projects 2024 to 2033 '000
49	IES	Parks	136	New Soccer Field Development	Chatham	New Soccer Field Development to Replace Lost Thames Campus Fields	\$325	\$0	\$0	\$325	\$0	\$325
50	IES	Engineering	134	Traffic & Lighting	Park Ave. @ Creek/Sass, Chatham	Signals & Intersection Improvements or Roundabout	\$880	\$0	\$792	\$88	\$0	\$88
51	IES	Engineering	131	Drake Road Slope Stabilization	Drake Road, Raleigh Twp	Drake Road Slope Protection - Design	\$225	\$0	\$0	\$225	\$0	\$225
52	IES	Engineering	131	Dillon Road Slope Stabilization	Dillon Road, Raleigh Twp.	Dillon Road Slope Protection - Design	\$225	\$0	\$0	\$225	\$0	\$225
53	IES	Engineering	131	St. Phillippe Line Slope Stabilization	St. Phillippe Line, Dover Twp.	St. Phillippe Slope Protection - Design	\$225	\$0	\$0	\$225	\$0	\$225
54	IES	Engineering	125	Traffic & Lighting	Lacroix St. @ Tweedsmuir, Chatham	East, West Turn Lanes	\$770	\$0	\$693	\$77	\$0	\$77
55	IES	Parks	123	Keil Dr. Soccer Washroom Construction	Keil Drive, Chatham, Non-Municipal Property	Washroom Construction	\$500	\$0	\$0	\$500	\$0	\$500
56	HFS	Library	123	Ridgetown Library Expansion	Ridgetown	Ridgetown Master Plan Provision - Expansion (lifecycle renovations completed in 2019)	\$1,140	\$160	\$0	\$980	\$0	\$980
57	HFS	Library	123	Tilbury Library Renovations and Expansion	Tilbury	Tilbury Master Plan Provision - Renovations & Expansion - Funding over 2 Years	\$1,800	\$0	\$0	\$1,800	\$0	\$1,800
58	HFS	Library	123	Wallaceburg Library Renovations and Expansion	Wallaceburg	Wallaceburg Master Plan Provision - Renovations & Expansion	\$750	\$0	\$0	\$750	\$75	\$675
59	HFS	Library	123	Dresden Library Renovations and Expansion	Dresden	Dresden Master Plan Provision - Renovations & Expansion	\$1,800	\$0	\$0	\$1,800	\$0	\$1,800
60	HFS	Library	123	Blenheim Library Renovations and Expansion	Blenheim	Blenheim Master Plan Provision - Renovations & Expansion - Funding over 2 Years	\$2,931	\$0	\$0	\$2,931	\$0	\$2,931
61	IES	Engineering	101	Shrewsbury Brock Street Road reconstruction	Shrewsbury	Reconstruction of Brock Street - Recommend to move to Road Upgrade Policy. On hold due to water levels	\$300	\$10	\$0	\$290	\$0	\$290
62	IES	Parks	94	Parc Royale Development	Pain Court	Park Development	\$150	\$0	\$0	\$150	\$0	\$150
63	IES	Engineering	83	Lyon Ave Extension	Tilbury	Connecting Lyon Ave at Sundance - Feasibility Review	\$480	\$0	\$480	\$0	\$50	\$50
64	IES	Engineering	77	Fargo Road Upgrade to Safety Village	Community of Harwich	Upgrade of roadways to either tar & chip or asphalt - Recommend to move to Road Upgrade Policy	\$1,820	\$0	\$0	\$1,820	\$50	\$1,770

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TERM	DEFINITION
Account	A classification of expenditures or revenue within a departmental budget to which an estimated budget value or actual expense/revenue amount is assigned.
Accrual Basis of Accounting/Budgeting	An accounting method where revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred (sometimes referred to as “full accrual”, to distinguish it from modified accrual basis accounting).
Actual	Actual revenue and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
Amortization	Accounting process of allocating cost less residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use; “depreciation accounting” is another commonly used term.
Assessment	An estimate of property value that is established for real property as a basis for property taxes. The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario.
Assessment Growth	The increase in assessment value during the year as the result of new properties and improvements to existing properties in the Municipality.
Assessment Value	Value of property as determined by the Municipal Property Assessment Corporation (MPAC). It is provided (or “returned”) to municipalities in December as the basis for property taxation in the following year.

TERM	DEFINITION
Asset Management Plan (AMP)	Documented information that specifies the activities, resources and timelines required for an individual asset or group of assets, to achieve the Municipality's asset management objectives.
Assets	Resources owned or held by the Municipality which have monetary value and includes such things as roads (road surface, sidewalks, curbs, bridges, culverts), water distribution system (pipes, valves, hydrants, services), sanitary collection system (pipes, pumping stations, manholes), storm water management system (pipes, ponds, manholes, catch basins), urban forestry, parks, sport fields, trails, computerized business systems, facilities, vehicles, machinery and equipment.
Balanced Budget	As required for Ontario municipalities under the Municipal Act, a budget that shows estimated revenues are equal to estimated spending.
Base Budget	Covers services already approved in previous budgets, adjusted for inflation, wage increases, user fee increases, general revenue and financing (e.g. increased reserve transfers).
Budget	A financial plan for a given fiscal year that estimates all planned revenues and expenditures for various municipal services.
Budget Committee	Standing Committee of Council established to deliberate on the budget of the Municipality.
Building Related	This category consists of building related costs such as utilities, repairs, maintenance, insurance, etc.

TERM	DEFINITION
Business Unit	An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.
By-Law	Municipal, local or corporate rule or regulation.
Canada Community-Building Fund (CCBF)	A permanent source of federal funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities.
Capital	The word “capital” has a specific meaning in the municipal context: it is used to describe the capital fund transactions, including both long-term expenditures and long-term financing.
Capital Asset	An asset with a long-term nature.
Capital Budget	The expenditures and financing sources to acquire or construct municipal assets.
Capital Expenditure	An appropriation of funds for a capital improvement project or asset. These are non-operating expenditures to acquire assets which will have a useful life greater than one year.
Capital Forecast	The expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.

TERM	DEFINITION
Capital Project	Means any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of, or extends the life of, a fixed asset.
Community Improvement Plan (CIP)	Encourages rehabilitation initiatives and/or stimulates new development. CIP programs are designed to help make it easy for investors and businesses to launch new development projects across the Municipality.
Consumer Price Index (CPI)	An estimate published by Statistics Canada that measures changes in the price level of consumer goods and services purchased by a typical household. Also known as inflation.
Contingency	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
Contracted Services	This category consists of costs relating to services which have been purchased on a contract basis such as road maintenance and snow removal, and consulting services such as auditors and architects.
Council	The governing body for the Municipality of Chatham-Kent comprised of the Mayor and 17 Councillors.
Council Term Priorities	The specific areas of focus and priorities within the community strategic plan that the current Council has agreed to focus on during their term of office to reach the goals of CKPlan2035.

TERM	DEFINITION
Debenture (or Debt)	A debt instrument promising to pay back borrowed money by a specified date, normally with periodic payments of principal and interest. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets.
Debt Servicing	The payment of debt interest and principal over a given period of time. Provincial regulation does not allow the Municipality to issue debt which would result in it exceeding its legislated Annual Repayment Limit (ARL) without approval from the Province. The 2023 ARL is based on the Municipality’s 2021 Financial Information Return (FIR).
Department	A business unit of the Municipality that has overall management responsibility for operations within certain functional areas. Departments are further subdivided into divisions.
Depreciation	An accounting and finance term for the method of attributing the cost of an asset across the useful life of the asset in order to match expenses with revenues.
Development Charges (DC’s)	A fee charged to new development, under the Development Charges Act, to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs.
Discretionary Reserve and/or Reserve Funds	A reserve fund created at Council’s discretion, e.g. lifecycle.
Division	A unit within a department that has overall management responsibility of a functional area.

Glossary of Terms

TERM	DEFINITION
Employee Related Expenses	This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, and applicable allowances.
Environmental Assessment (EA)	A process to predict the effects of proposed initiatives on the environment.
Executive Management Team (EMT)	Led by the Chief Administrative Officer, this team is the body of administration where corporate priorities are set and new corporate initiatives are developed.
Expenditure	The disbursement of appropriated funds to purchase goods and/or services.
External Funding	Financing from sources external to the Municipality such as provincial or federal funding and grant subsidies.
Fines, Penalties & Interest	Revenues that are used to lower the property taxes raised on the tax-supported operating budget.
Fiscal Year	A 12 month period (January 1 through December 31) in which the annual operating budget applies and at the end of which an assessment is made of the Municipality's financial condition and performance of operations.
Fleet	A collective group of vehicles owned and operated by the Municipality.
Forecast	The projection of revenues and expenditures for future years.
Full-time Equivalent (FTE)	A measure of staffing equivalent to that produced by one person working full time for one year.

Glossary of Terms

TERM	DEFINITION
Fund	A sum of money set aside for a specified purpose.
Transfers to/from Reserves & Reserve Funds	Contributions to/from reserves, reserve funds, and capital for various projects.
Gas Tax	Share of provincial gas tax that is transferred to municipalities to fund local infrastructure.
Grant	A financial contribution to or from governments to support a particular function, service, or program.
Grants – Federal	Funding received from the Federal government to support municipal programs or projects.
Grants – Provincial	Funding received from the Provincial government to support municipal programs or projects.
Gross Domestic Product (GDP)	The measure of all the goods and services produced by the economy.
Gross Expenditures	Total expenditures of the Municipality prior to the netting of any external revenues and/or recoveries.
Inflation	See Consumer Price Index.

Glossary of Terms

TERM	DEFINITION
Infrastructure	The system of public works in the Municipality, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, trails and facilities).
Infrastructure & Debt	This category consists of the amount of principal and interest payment on borrowed funds for infrastructure.
Infrastructure Gap	The difference between capital investment needs and current infrastructure funding available.
Infrastructure Levy	A portion of property taxes collected for the purpose of funding repair and replacement of municipal assets.
Internal Allocations	Amounts recovered by one department from another. Internal recoveries appear as revenue for the departments providing support and are equal to the internal charges to the departments receiving the service.
Investment Income	Interest received on bank balances and investments.
Key Performance Indicators (KPIs)	Refers to a set of quantifiable measurements used to gauge the Municipality's overall long-term performance. KPIs specifically help determine a company's strategic, financial, and operational achievements and can be used to compare to other municipalities.
Levels of Service	Parameters or a combination of parameters, which reflect social, political, environmental and economic outcomes that an organization delivers from their assets.

Glossary of Terms

TERM	DEFINITION
Licenses, Permits & Fees	This category includes things such as business licenses, building permits, special events fees, etc.
Material, Vehicle & Equipment Related	This category is for maintenance-related costs for equipment, vehicles and rental of equipment.
Miscellaneous Revenues	This category is for general investment income, slot machine revenue, landfill sponsorship revenues, donations, etc.
Municipal Act	Provincial legislation that sets out rules for Ontario municipalities and recognizes them as a responsible and accountable level of government. The Act gives municipalities broad powers to pass by-laws and govern within their jurisdiction.
Municipality	Refers to the Municipality of Chatham-Kent.
Net Expenditure	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.
Obligatory Reserve Funds	Created by legislation or agreements to accumulate funds to be used for a designated purpose.
Official Plan	A policy document which sets out the goals, objectives and direction for long-term growth and development in the Municipality; required by the provincial Planning Act.
One-Time Budget	Reflects one-time costs or revenues approved by Council during the budget process or during the year.

Glossary of Terms

TERM	DEFINITION
Ontario Community Infrastructure Fund (OCIF)	Provincial funding that provides for small, rural and northern communities to develop and renew their infrastructure.
Ontario Connecting Links Funding (OCLF)	Provincial funding that provides to eligible municipalities up to 90% of eligible project costs to a maximum of \$3 million for road projects and \$5 million for bridges.
Operating Budget	The Municipality's financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them.
Operating Related	This category consists of costs relating to office and operating materials and supplies.
Operating Impact from Capital	Identifies additional operating costs, including compensation, resulting from new or expanded assets such as facilities, vehicles, trails or parks being put into service during the budget year.
Other Expenses	This category is for funding granted by the Municipality to external organizations.
Own Source Revenues	Revenue that a municipal government raises through its own sources, including property taxes and user fees, but excluding grants or government funding.
Payment-in-Lieu of Taxes	Compensation from the federal or provincial governments in recognition of lost property tax revenue. Federally and provincially owned land are exempt from taxation, however, they often compensate the Municipality with 'payment-in-lieu of taxes'.

Glossary of Terms

TERM	DEFINITION
Public Sector Accounting Board (PSAB)	The Public Sector Accounting Board (PSAB) serves the public interest by setting standards and providing guidance for financial and other performance information reported by the public sector.
Recoveries	This category is for amounts recovered from external sources.
Rehabilitation	A process of restoring infrastructure to a better condition, thereby extending the useful life of the asset.
Replacement Cost	The cost to replace an asset on the basis of current prices (cost); unrelated to the original asset cost.
Reserve	An appropriation from net revenue and/or cost savings at the discretion of Council, after the provision for all known expenditures. Council may set up reserves for any purpose for which they have the authority to spend money.
Reserve Fund	Funds that have been set aside either by a by-law of the Municipality or by a requirement of senior government statute or agreement to meet a future event. As a result, reserve funds are either “discretionary” being those set up by Council, or “obligatory” being those set up by virtue of a requirement of senior government statute or agreement.
Revenue	Income received by the Municipality for the fiscal year; includes tax revenues, user fees, transfers from reserves, and interest income.

Glossary of Terms

TERM	DEFINITION
Sale of Items	This category includes things such as sale of cemetery plots, publications, food and beverage at canteens, etc.
Senior Management Team (SMT)	The body of the administration responsible for implementing corporate priorities and initiatives and providing input on same to the Executive Management Team to whom it is accountable.
Service Level Agreement (SLA)	A commitment between a service provider and a customer. Particular aspects of the service (quality, availability, responsibilities) are agreed on between the parties.
Social Assistance	This category consists of costs related to delivering and administering social programs.
Strategic Plan	CK Plan 2035 is the name of the Municipality’s community strategic plan, which identifies the top priorities for the community and outlines the objectives and actions necessary to reach those goals. It includes areas of strategic focus and guiding principles.
Supplementary Taxes	Based on the supplementary and omitted assessments issued by the Municipal Property Assessment Corporation (MPAC) for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at year end must be approved according to the Council-approved Surplus & Deficit Policy.

Glossary of Terms

TERM	DEFINITION
Tax Levy	The amount of property tax, in dollars, which must be raised by the Municipality's taxpayers.
Tax Rate	A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.
User Fees	Fees paid by individuals or organizations to the Municipality for the use of municipal facilities or for the provision of municipal services (e.g. recreation fees, cultural venue ticket sales).
Variances	Differences between actual revenues and expenditures from those items targeted in the annual budget.

Abbreviations

AA	Administrative Assistant
AHPSS	Allied Health Professionals Staffing Supplement
AMO	Association of Municipalities of Ontario
AMP	Asset Management Plan
AODA	Accessibility for Ontarians with Disabilities Act
AVL	Automated Vehicle Locator
BCA	Building Condition Assessment
BCPI	Building Construction Price Index
CAO	Chief Administrative Officer
CCAP	Corporate Climate Action Plan
CCBF	Canada Community Building Fund
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIP	Community Improvement Fund
CIREAM	Cold In-Place Recycling with Expanded Asphalt Mix
CK	Chatham-Kent
CKHS	Chatham-Kent Housing Services
CKLAG	Chatham-Kent Lambton Administrators Group
CKLIP	Chatham-Kent Local Immigration Partnership
CKPL	Chatham-Kent Public Library
CMA	Census Metropolitan Area
CMHA	Canadian Mental Health Association
CMHC	Canada Mortgage and Housing Corporation

Abbreviations

COHB	Canada Ontario Housing Benefit
CPI	Consumer Price Index
CPP	Canada Pension Plan
CRM	Customer Relationship Management
CRTC	Canadian Radio-television and Telecommunications Commission
CS	Customer Services
CSA	Canadian Safety Authority
CUPE	Canadian Union of Public Employees
CWL	Centralized Wait List
DMAF	Disaster Mitigation Adaptation Fund
EA	Environmental Assessment
EMS	Emergency Medical Services
EMT	Executive Management Team
EPR	Extended Producer Responsibility
ERP	Enterprise Resource Planning
ESS	Employment & Social Services
EV	Electric Vehicle
FBITT	Finance, Budget, and Information Technology & Transformation
FOI	Freedom of Information
FPPA	Fire Prevention and Protection Act
FTE	Full Time Equivalent
FTNU	Full-time Non Union
GDP	Gross Domestic Product

Abbreviations

GHG	Green House Gas
GIS	Guaranteed Income Supplement
GIS	Geographic Information System
HCSA	Health Care Spending Account
HPPA	Health Protection and Promotion Act
HROD	Human Resources and Organizational Development
HSW	Health, Safety and Wellness
HUTS	Hostile Unit Takeovers
HVAC	Heating, Ventilation and Air Conditioning
IBL	Intercounty Baseball League
ICI/IC&I	Industrial, Commercial and Institutional
ICIP	Investing in Canada Infrastructure Program
ICM	Intensive Case Management
IES	Infrastructure and Engineering Services
ILS	Integrated Library System
IPAC	Infection Prevention and Control
IRCC	Immigration, Refugees and Citizenship Canada
ITS	Information Technology Services
ITT	Information Technology & Transformation
KPI	Key Performance Indicators
LTB	Landlord Tenant Board
LTVCA	Lower Thames Valley Conservation Authority
MECP	Ministry of Environment, Conservation and Parks

Abbreviations

MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MMAH	Ministry of Municipal Affairs and Housing
MMS	Minimum Maintenance Standards (for Municipal Highways)
MPAC	Municipal Property Assessment Corporation
MPI	Municipal Price Index
NG911	Next Generation 911
OAS	Old Age Security
OCIF	Ontario Community Infrastructure Fund
OCLF	Ontario Connecting Links Funding
OHC	Ontario Housing Corporation
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
OMPF	Ontario Municipal Partnership Fund
ONA	Ontario Nurses Association
OPHI	Ontario Priorities Housing Initiative
OSIM	Ontario Structure Inspection Manual
OW	Ontario Works
P&E	Promotion & Education
PCI	Pavement Condition Index
PH	Public Health
PHB	Portable Housing Benefit
PNP	Private Non-Profit (Housing Providers)
PRO	Producer Responsibility Organization
PSAP	Public Safety Answering Points

Abbreviations

PSW	Personal Support Worker
PUC	Public Utilities Commission
RECE	Registered Early Childhood Educators
RED	Rural Economic Development
RFID	Radio-Frequency Identification
RFP	Request for Proposal
RGI	Rent Geared to Income
RHI	Rapid Housing Initiative
RN	Registered Nurse
RPN	Registered Practical Nurse
RRCEA	Resource Recovery and Circular Economy Act
RTC	Report to Council
RVG	Riverview Gardens
SHA	Social Housing Agreement
SLS	Service Level Standards
SWIFT	Southwestern Integrated Fibre Technology
WDO	Waste Diversion Ontario
WM	Waste Management
WRCC	Waste, Recycling and Climate Change

Financial Policies and Principles

The following financial policies establish the framework for the overall fiscal planning and management of the Municipality of Chatham-Kent. Below are excerpts from the main sections of each policy:

Policy	Key Principles & Objectives
<p><u>Assessment Growth Policy</u> To establish a priority framework for the allocation of assessment growth.</p>	<p>Growth pays for growth. For forecast purposes, assessment growth revenue will be assumed to be allocated with the first 0.8% of total assessment to the operating budget with the remaining to growth related business cases.</p> <p>If assessment growth revenue exceeds accumulated growth costs, the balance will be applied to the Capital Infrastructure Reserve to mitigate growth in the infrastructure gap.</p>
<p><u>Asset Management Policy</u> To establish consistent standards and guidelines for management of the Municipality's assets.</p>	<p>Adopt a sustainable approach to asset management, ensuring that the asset base is not increased without considering the impact on the ability of the Municipality to fund future maintenance and rehabilitation. Consider present and future needs of users and the services expected from the assets by leveraging the lowest total lifecycle costs of ownership with regard to the service levels that best meet the needs of the community.</p>
<p><u>Budget Policy</u> A policy providing the framework for overall fiscal planning and management.</p>	<p>Provides details on budgeting objectives, establishing a sustainable base budget and fair market user fees for services, maximizes leverage, staffing, strategic planning, service review sustainability process and departmental business plans.</p>

Policy	Key Principles & Objectives
<p><u>Debt Management Policy</u> To establish objectives and strategies for managing debt.</p>	<p>Using a mix of pay-as-you-go funding, reserve financing and debt financing to fulfil the requirements of both existing infrastructure requirements, but also any new initiatives to support the strategic direction that each Council sets as goals for their term. Consideration should always be given to funding any project from existing funds, whether from an existing budget or from an existing reserve to minimize the additional debt servicing costs associated in issuing debt to pay for our assets.</p>
<p><u>Reserves and Reserve Funds Policy</u> To establish guidelines for managing such funds.</p>	<p>Provides details on guiding principles, primary objectives, key management and administration responsibilities, and standards of care for reserves and reserve funds managed by the Municipality.</p>
<p><u>Surplus and Deficit Policy</u> To establish a priority framework for the allocation of surpluses and funding for deficits.</p>	<p>All surpluses and deficits should be treated as one-time in nature. Surpluses represent one-time savings and should only be considered a funding source for one-time expenditures. A property tax budget surplus shall be allocated as follows:</p> <ol style="list-style-type: none"> 1. Reserve for Roadside Drainage to offset current year expenses 2. Bloomfield Business Park Unfunded Capital – Up to \$500,000 to reduce the business parks unfunded capital 3. Disaster Mitigation and Adaptation Grant – Up to \$1,000,000 to cover the municipal share of the Disaster Mitigation and Adaptation Fund (DMAF) grant

Policy	Key Principles & Objectives
	<ul style="list-style-type: none"> 4. Operating Budget Contingency Reserve – An amount not to exceed the reserve target for future unplanned expenses 5. Strategic Development Reserve – Any remaining funds be allocated the Strategic Development Reserve to address future needs of Council
<p><u>Other Key Financial Principles for Consideration</u></p>	<p>Other effective financial principles that have historically been employed in previous budget cycles include:</p> <ul style="list-style-type: none"> 1. View tax levy requirements on a long-term basis rather than focusing solely on a short-term annual basis. 2. Use one-time money for one-time expenses. 3. Ensure Reserves and Reserve Funds are kept at an adequate level to ensure the Municipality: <ul style="list-style-type: none"> 3.1. Has sufficient cash to pay the bills (working capital). 3.2. Can replace and rehabilitate capital infrastructure as required. 3.3. Has a buffer for significant unanticipated expenditures or loss of revenues beyond the control of the Municipality. 4. When approving new initiatives, consider the total cost of the project, operating costs after the initial completion of capital requirements, and benefits to the community.

Financial Policies and Principles

Policy	Key Principles & Objectives
	5. Council should avoid taking on services/programs where there is pressure to “fill in” for services/programs that have been reduced or discontinued by other levels of government.